



Maine Clean Communities’ Annual Operating Plan

A Program of the Greater Portland Council of Governments

Maine Clean Communities (MC²)

January 1, 2017 to December 31, 2017



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SECTION I: BACKGROUND INFORMATION

Coalition Description

Designation Year

Maine Clean Communities Coalition was designated in 1997, and achieved re-designation in 2014.

Mission & Vision Statements

Mission Statement: To reduce Maine's dependence on imported petroleum in the transportation sector and improve air quality through the development of alternative fuel infrastructure, deployment of clean fuel vehicles and fuel-efficient technologies.

Vision Statement: A state transportation system that operates on a diverse mix of reliable, clean and renewable energy resources that help promote economic prosperity, improved air quality, human health and mobility and sustainable energy independence.

Geographic Area Covered by the Coalition

Maine Clean Communities covers the entire State of Maine.

Organizational Structure and Type

Maine Clean Communities is staffed, administered and housed within the Greater Portland Council of Governments (GPCOG), a non-profit, 501(c)3, Regional Planning Organization.

The MC² Coordinator is directly accountable to the GPCOG Executive Director and indirectly to the GPCOG Board of Directors, which is the official governing body of the organization.

The GPCOG Board is comprised of elected and appointed local officials from GPCOG member municipalities including Cumberland County Government. The GPCOG Executive Committee meets regularly, and a General Assembly of the Board is held once a year or as necessary to conduct official business and elect new officers. The Board has a President who generally serves for two years. The 1st Vice President and 2nd Vice President are the presumptive leaders following the President.

MC² stakeholders meet at least twice a year.

Funding Sources

Maine Clean Communities receives its funding from federal grants, including the U.S. Department of Energy's Clean Cities program, as well as funding from the Metropolitan Planning Organization (MPO) Portland Area Comprehensive Transportation System (PACTS). MC² also pursues industry sponsorships for events, as well as event registration fees.

Coalition Governance Structure

The Maine Clean Communities coalition is structured as a program of GPCOG. The Coordinator is responsible to the Executive Director of GPCOG and the Board of Directors of GPCOG. MC² does not have a formal Board of Directors or Committee structure for decision making purposes.

Key Coalition Personnel

Benjamin Lake, Coordinator

Benjamin Lake (B.A. Biology, Bowdoin College) is the Coordinator of the Maine Clean Communities (MC²) Clean Cities Coalition. Ben joined GPCOG and MC² in 2009, and became the Coordinator in August 2015. He currently devotes approximately 20 hours per week to the Coalition.

As Coordinator, Ben's responsibilities include providing fuel neutral support for the local alternative fuel market through outreach, grant management, alternative fuel education, event coordination, development of capital replacement and alternative fuel switching cost-benefit analyses for MC² projects and stakeholders, and the other responsibilities spelled out in the Clean Cities Memorandum of Understanding (MOU) with the Department of Energy.

At GPCOG, Ben also provides planning support and technical assistance to GPCOG communities and public transportation agencies in the areas of transit planning program administration, multi-modal transportation infrastructure, climate and energy planning, grant writing, and ridership surveying.

Jennifer Puser Brennan, Director of Special Projects

Jennifer Puser (M.A. Political Science, California State University, Chico) joined GPCOG and Maine Clean Communities in March, 2011. She currently devotes approximately five hours per week to ongoing Electric Vehicle and EVSE projects and outreach related to Maine Clean Communities program goals.

At GPCOG, Jennifer's responsibilities include cooperative purchasing for member communities, outreach and media relations, and coordinating energy and sustainability projects at the municipal and regional levels.

SECTION II: ACCOMPLISHMENTS

Maine Clean Communities is proud of a number of notable accomplishments over the last year. These include:

- Completion of our successful, multi-year Clean Cities National Parks Initiative (CCNPI) project with Acadia National Park, involving the deployment of eight new propane, PHEV and BEV vehicles for visitors to Acadia National Park (an international and national destination for 2.8 million tourists per year), as well as significant public outreach and education efforts, including an Alternative Fuels workshop at the nearby Schoodic Institute.
- The deployment of five new DC Fast Charging stations at Hannaford supermarkets along the 95/295 corridor from York to Augusta, nearly doubling the number of DCFCs in Maine.
- Maine Clean Communities co-hosted the launch of our Drive Electric Maine electric vehicle working group at GPCOG with 22 partners from various businesses, state agencies, municipalities, higher-ed and non-profits. The group meets roughly quarterly, and focuses on expanding the market for EVs in Maine through direct engagement with tourism/hospitality industries, auto dealers, utilities, and workplace charging partners.
- Launched the Maine/Quebec Electric Vehicle Charging Corridor initiative with the Maine Governor's Energy Office, with the intent to install high-speed EV chargers on a corridor between Quebec City and York, Maine to support tourism.
- Resumption our innovative and highly-successful EV Lending Program, which involves MC² loaning our Nissan LEAF all electric vehicle to member-municipalities and Stakeholders to help spur PEV adoption. Of the 25 communities and organizations that borrowed our EV during our initial program, 12 have since either purchased or leased a PEV or PHEV, installed EVSE, or both.
- The execution of a \$50,000 capital grant from the Avangrid (formerly Iberdrola USA) Foundation supporting the purchase and installation of publicly-available EV Charging Stations throughout southern and central Maine. The grant implementation is nearly complete, and has to-date installed 17 Level 2 charging stations at high-priority locations, such as the Maine State House, the University of Maine Orono, along with many town halls and public parking garages.

- Organized and facilitated the filming of two Motorweek segments to highlight and promote successful alternative fuel use by our Greater Portland Transit District (METRO) and Maine Standard Biofuels stakeholders.
- The successful designation of the Highway 95 corridor from Kittery to Augusta as an Alternative Fuels EV Corridor by the Federal Highway Administration under Section 1413 of the FAST Act. Maine Clean Communities provided assistance to MaineDOT, the Northeast Clean Freight Corridor Workgroup, and Georgetown Climate Center (and two letters of support) as they sought designation of regional EV corridors in partnership with 10 other states.
- Presented the “Northern Stars of the Northeast” stakeholder recognition award to Downeast Transportation and the Town of Scarborough for their longstanding commitment to Clean Cities goals and initiatives
- Developed and hosted a forum for local officials on the potential development of a municipal EVSE network in southern and central Maine.
- Complete redesign and launch of our new Maine Clean Communities Newsletter
- Development and co-hosting of our 4th annual National Drive Electric Week event in South Portland, along with attendance of a second, independently-organized NDEW event in South Paris, ME.

SECTION III: MARKET ANALYSIS

Current Alternative Fuel and Advanced Vehicle Technology Market Analysis

Infrastructure Availability for Alternative Fuels in Our Area

The following is a list of the types and numbers of alternative fueling stations currently operating in Maine:

- One CNG fast fill station, (government fleet/municipal access only, utilized for transit, school bus and refuse truck fueling)
- One private CNG compression station
- Twelve public propane fueling stations (four primary, and eight secondary stations)
- Two public biodiesel fueling stations, one private biodiesel fueling station
- One biodiesel production facility using waste kitchen oil

- E10 available throughout the state
- One hundred and three Level II charging stations (with a total of 149 outlets) are now available in the state (public)
- Thirteen DC Fast Chargers (with a total of 32 outlets) are now available in the state (public)

The most notable change in alternative fueling infrastructure over the past year has been the considerable increase in electric vehicle charging stations. There are now more than twice as many DC Fast Chargers and Level 2 charging stations in Maine than there were at this point last year, and four times as many as there were two years ago.

The additional DC Fast Chargers have been installed along the Interstate 95 and 295 corridors, mostly at strategically-selected Hannaford Supermarkets in Augusta, Topsham, Portland, South Portland and York. Tesla Supercharger charging banks were also installed in Augusta and Bangor.

Level II charging stations have also increased in number and geographical coverage. Most are still concentrated in southern Maine, and along the 95/295 corridor from York to Bangor, but are also increasingly expanding to the southwestern and Downeast regions of the state, as well as far north as Millinocket.

No additional public or private propane fueling stations have come online over the last year. Four previous stations were removed from public access (two primary and two secondary).

Previous plans for the construction of two public CNG fueling stations have been either abandoned or put on hold due to market conditions and other factors. There is a need for at least one additional CNG fueling station in southern Maine in order to provide fueling redundancy for the major fleets in the region that operate on CNG (Greater Portland METRO Transit and Portland Public Schools). It is also anticipated that one or more public CNG fueling stations would help spur adoption of CNG-powered refuse trucks.

Maine Governor Paul LePage, along with his Quebec counterpart Premier Philippe Couillard, jointly committed to establishing an Electric Vehicle Charging Corridor with the intent to install high-speed EV chargers on a corridor between Quebec City and York, Maine in 2017 to support tourism. Plans for charging station locations have not been finalized – however, it is anticipated that this initiative will increase the number of DC Fast Chargers (and perhaps also Level II chargers) along the 95 corridor from York to Waterville, and the 201 corridor from Waterville to Jackman and the Canadian border.

Aside from the Maine/Quebec EV Charging Corridor initiative, there is currently no comprehensive plan to systematically increase the availability of alternative fueling infrastructure in Maine. However, please

see the *Increase Numbers of Alternative Fuel Refueling Stations and/or Charging Stations in Maine* goal section on page 12 of this document for anticipated Coalition short- and long-term work to increase deployment of alternative fueling infrastructure in Maine.

Alternative Fuel/Advanced Technology Vehicle Purchases

There were notable increases in alternative fuel vehicle purchases in Maine over the last year. The number of hybrid, plug-in electric (PEV) and plug-in hybrid electric (PHEV) vehicles in Maine Clean Communities stakeholder fleets increased from 161 in 2014 to 172 in 2015, and this trend is expected to continue over the next year. General consumer interest in plug-in PEV and PHEV vehicles in Maine appears to be growing as well.

Due primarily to the Maine Turnpike Authority's discontinuation of their use of Biodiesel (B20) in 50 of their fleet vehicles, the overall number of stakeholder vehicles utilizing alternative fuels other than electricity decreased from 338 in 2014 to 301 in 2015. However, reported consumption of alternative fuels still increased considerably, from roughly 612,000 gallons in 2014 to 875,000 gallons in 2015.

There was no documented growth of CNG vehicles operating in Maine over the last year. Greater Portland METRO Transit plans to continue their transition to CNG-powered buses, but is delaying until their CNG-fueling station receives necessary upgrades and a backup source of fueling capacity has been secured. Portland Public Schools feel they currently have the maximum number of CNG-powered school buses in their fleet that they can accept, while still utilizing diesel-powered buses for longer distance travel. The City of Portland has purchased one CNG-powered refuse truck, and is assessing its performance to determine whether to order additional CNG vehicles.

Biodiesel utilization in among Maine Clean Communities stakeholders decreased slightly (six percent) over the previous year. While Maine Turnpike Authority's discontinuation of B20 use likely accounts for this decrease, use of biodiesel increased in other fleets which reduced the net impact. Maine Standard Biofuels (MSB) located in Portland produces high-quality biodiesel from waste vegetable oil, and actively markets their products to local fleets. Because biodiesel can be utilized without new vehicle purchases, or conversions of existing vehicles, and because in Maine it is generally cost-competitive with conventional diesel fuel, increases in utilization of biodiesel is expected to continue over the next year and beyond.

Major Fleets Using Alternative Fuels and Advanced Technologies

- 18 Greater Portland METRO Transit Buses run on CNG
- 14 Portland School Buses run on CNG
- 34 Island Explorer Buses on Mount Desert Island run on liquefied petroleum gas (LPG)

- 31 School Buses at Sanford Public Schools run on LPG
- 7 School Buses at Mt. Blue Regional School district run on LPG
- 10 School Buses at School Administrative District #6 run on LPG
- 5 Vehicles at Bangor International Airport are PEVs
- 4 School Buses at the Town of Scarborough run on LPG
- 12 on and off road vehicles at Acadia National Park run on electricity or propane
- Many large fleets, including the City of Portland, the Town of Falmouth, Maine Standard Biofuels, and Oakhurst Dairy, use biodiesel blends
- Many fleets with small vehicles, including Maine State Government, use hybrids
- A number of municipalities have purchased or leased PEVs
- The Casco Bay Island Transit District is using B20 in all of their ferries.

Since this time last year, Xpress Natural Gas has become involved in Maine Clean Communities.

Drivers of Alternative Fuel Vehicle Adoption in Maine

The only policy development in Maine affecting alternative fuels over the last twelve months was an Executive Order issued by Governor Paul LePage regarding the use of ethanol in gasoline sold in the state. The order directed “all State agencies to implement a purchasing preference for gasoline blended with five percent or less of ethanol, when that fuel is of a comparable cost to gasoline blended with a higher concentration of ethanol.”

The order also directed “the Office of the Maine Center for Disease Control and Prevention within the Department of Health and Human Services, in collaboration with the Department of Environmental Protect, to undertake a review of scientific literature regarding the human health effects of emissions produced by the combustion of ethanol containing gasoline and the effect of increasing ethanol blends on emissions. The Office of the Maine Center for Disease Control and Prevention is further directed to provide the Governor with a report regarding its findings by January 1, 2017.”

It is unlikely that this order will have any direct impact on ethanol-fueled vehicles in Maine, as Maine does not currently have any E85 fueling stations, and this order only applies to State agencies and their fuel-purchasing decisions. However, State fleets may reduce their consumption of standard gasoline containing 10% ethanol (E10) as a result of this order.

There are currently no new incentives that would affect alternative fuel vehicle deployment in Maine.

As of the April 2016 Alternative Fuels Price Report, reported CNG prices were approximately 23 percent lower than local diesel prices. Biodiesel (B100) was approximately ten percent higher than diesel prices,

while B20 was approximately equal in cost. Propane sold at primary fueling stations was approximately 23 to 26 percent higher than local gasoline and diesel prices on an energy-equivalent basis. Based on current average residential electricity prices in Maine, electricity costs roughly 24 percent less per gallon-equivalent than gasoline.

The notably lower cost of CNG relative to conventional gasoline and diesel, and lower cost of electricity relative to gasoline, continue to make these fuels favorable, while the roughly equivalent cost of biodiesel relative to conventional diesel enables it to be competitive locally.

The types of messaging related to alternative fuel vehicles in Maine are highly dependent on the audience. Mainers across the state generally view themselves as independent, and so the association between alternative fuels and energy independence can be successful under a variety of circumstances. Potential for cost savings is likely the single largest driver of AFV adoption, especially for municipal governments and private fleets, though it is also a common factor in individual consumer decisions. Reduced need and cost of maintenance of certain types of AFVs (such as PEVs, CNG and LPG-powered vehicles) relative to conventionally-fueled vehicles has also proven to be a successful message in certain cases. And finally, considerations relating to climate change (and the environment in general) seem to be most relevant to individual consumers, along with certain businesses and municipalities.

Public Awareness

Generally, it has been an ongoing challenge to engage many fleets in the Maine Clean Communities program, and convince them to seriously consider (and perhaps transition to) alternative fuels for their transportation needs. In the past, fleets were more willing (and in some cases eager) to come to the table when capital funds from the Clean Cities program were available to help offset the infrastructure costs of switching to an alternative fuel. Now that those funds have disappeared, fleet outreach and ongoing engagement has become more challenging.

As mentioned above, long-term cost savings have been an effective way to market to many of the fleets that have adopted AFVs, and a limited number have also used the environmental benefits of these alternative fuels as part of their own branding and outreach (to residents and/or customers). Unfortunately, without the potential for considerable cost savings, many fleets have shown a reluctance to pursue AFV adoption because of unfamiliarity, additional work, and perceived cost and risk associated with switching to a new fuel.

As with messaging, public receptiveness to reducing petroleum consumption varies by audience and region. Often members of the public who chose to attend Coalition outreach events express interest in reducing petroleum consumption, along with varying opinions on the best way to achieve such reductions. The public as a whole, however, has not expressed particular interest or excitement about

the Maine Clean Communities program. This may be partly due to ongoing challenges in engaging the news media and other sources of potential outreach to help share news of Maine Clean Communities, and the successful use of alternative fuels in the state.

Also of note, awareness of electric vehicles does appear to be growing among fleet managers and the general public, due in no small part to the EV education and outreach completed by Maine Clean Communities and our partners. This increasing awareness has provided additional opportunity to engage fleets and the general public about electricity, other alternative fuels, and the Maine Clean Communities program in general.

Barriers to Alternative Fuel Vehicle Deployment in Maine

While progress has been made over the years to increase the availability and viability of alternative transportation fuels in Maine, numerous barriers to greater deployment remain. As mentioned previously, the lack of additional public or private CNG fueling stations in southern Maine does not provide the fueling redundancy necessary for the major fleets in the region that operate on CNG (Greater Portland METRO Transit and Portland Public Schools). This lack of fueling infrastructure has thus far made it impossible to convince other fleets to seriously consider the adoption of CNG, particularly for refuse trucks which would otherwise be well-positioned for a transition to CNG.

Additionally, instances of overly-cautious interpretation of fueling station safety regulations by Authorities Having Jurisdiction (AHJ), above and beyond regulations and/or best practices that have been utilized in other states, have created an additional hurdle to the development or expansion of CNG alternative fueling stations in Maine.

Also, because much of Maine is sparsely populated, and the state's population centers are widely spaced, limitations in driving range of certain types of AFVs (such as PEVs, and LPG-powered school buses) have likely limited their adoption here, relative to other more dense regions.

Finally, and perhaps most significantly, sustained low gasoline and diesel prices over the last two years have decreased interest in, and willingness to pursue, alternative fuels and AFVs for any purpose, but particularly as a cost-saving measure.

SECTION IV: MARKET DEVELOPMENT PLAN

Goals and Actions for the Upcoming 12-month Period Market Development

Increase numbers of AFVs and/or Advanced Technology Vehicles in Maine

Short Term (1-year)

- Build on the growing development of propane around the state and the positive experience fleets are having with it to encourage others to adopt its use. (Goal: *Reach out to 5 fleets, 1 vehicle purchased.*)
- Identify appropriate fleets to be early adopters of electric vehicles. (Goal: *Reach out to 5 fleets, 2 vehicles purchased.*)
- Build on the success of Oakhurst Dairy, Casco Bay Lines and other biodiesel fleets to encourage its use by other fleets. (Goal: *Reach out to 5 fleets, 2 vehicles “converted”.*)
- Continue to work with municipal and refuse fleets on conversion of their fleets to CNG. (Goal: *Reach out to 3 fleets, 1 vehicle purchased.*)

Long Term (3-5 years)

- MC² will continue to assist interested public and private sector parties including, local governments, school districts, public transportation providers, state agencies, and utility companies in choosing and justifying the funding of alternative fuel vehicle and advanced vehicle technology purchases. (Goal: *Reach out to 15 fleets, 10 vehicles purchased.*)

Increase Numbers of Alternative Fuel Refueling Stations and/or Charging Stations in Maine

Short Term (1-year)

- MC² will work with municipalities, fleets to increase the number of public Level II and DC Fast Charger charging stations available throughout Maine. (Goal: *Reach out to 5 fleets, and 5 municipalities, 5 EVSE installed.*)
- MC² will work to support the development of a biodiesel B20 station in the Portland area. (Goal: *Reach out to 3 retailers, 1 biodiesel station developed.*)
- MC² will continue to reach out to and meet with municipal and refuse fleets in southern Maine in order to gauge demand for potential CNG stations. (Goal: *Identify and reach out to 3 fleets, determine current demand.*)

- MC² will work with state safety officials to discuss fueling station safety regulations and/or best practices that have been utilized in other states to reduce unnecessary hurdles to the development or expansion of CNG alternative fueling stations in Maine *(Goal: Reach out to the Maine State Fire Marshall's office, along with equivalent offices in two other New England state, share best practices.)*
- MC² will work to support the development of public propane refilling stations in a number of locations. *(Goal: Reach out to 3 suppliers, 1 propane station developed.)*

Long Term (3-5 years)

- Assist with the development of a strategic plan to expand alternative fuel refueling infrastructure throughout the State. This will be accomplished by:
 - Working closely with the Governor's Energy Office as they and their partners update the Maine State Energy Plan, which is anticipated to substantively address transportation-related energy and oil consumption for the first time. Involve fuel suppliers, natural gas companies, and infrastructure installers to help craft the plan and develop potential locations for new fueling stations. *(Goal: work with 5 fuel suppliers, 2 stations developed.)*
 - Continue to identify funding sources, and assist with applications for such funding, which can be used to assist in infrastructure development. *(Goal: identify all available funding sources, complete 2 funding applications.)*

Increase awareness of alternative fuels and advanced vehicle technologies

Short Term (1-year)

- Maine Clean Communities will continue to hold two stakeholder meetings a year, convening public transit agencies, school districts, municipal governments and fleet managers, among others, to discuss and promote alternative fuels and petroleum reduction in transportation. *(Goal: hold two stakeholder meetings.)*
- MC² will hold two workshops in 2017, likely focused on AFVs for college/university fleets, and on Workplace Charging. *(Goal: hold two workshops for fleets.)*
- Continue to update the Maine Clean Communities website on a regular basis to include information on our new stakeholders, upcoming and past events, information and presentations from past workshops, information on current grants and incentives, a page on our EV work and a link to the DOE's Clean Cities website. Also, continue to engage stakeholders and interested

parties via social media (Facebook and Twitter). *(Goal: update website monthly, Facebook and Twitter weekly.)*

- Continue to develop and distribute newsletters to our stakeholders, fleets and the general public. *(Develop and disseminate a minimum of 4 electronic newsletters per year.)*
- Continue to send out email blasts to our stakeholders, fleets and the general public about upcoming educational events, other Coalition's stakeholders meetings and events as well as financial and other AFV incentive program information. *(Goal: send out 5 unique email blasts per year.)*
- Continue to meet with potential stakeholders and fleets in order to provide information about our work and provide technical assistance on converting to AFVs. *(Goal: meet with 10 potential stakeholders.)*
- Organize, host and attend EV events such as National Drive Electric Week in September, 2017, along with regular meetings of the Drive Electric Maine EV Working Group.
- Continue the resumed Maine Clean Communities EV Lending Program by pursuing financial support for a new 2-year EV lease, and target EV Lending Program outreach to the hospitality industry in southern Maine, and municipalities in York County. *(Goal: pursue 3 potential EV lease funding/partnership opportunities; reach out to 10 hospitality businesses, and 10 York County municipalities to encourage borrowing of the EV.)*

Long Term (3-5 years)

- Maine Clean Communities will look for new opportunities and events to educate fleets about AFVs. *(Goal: Identify 3 new venues and events to participate in.)*
- MC² will highlight and identify major new alternative fueling stations as they come on-line. *(Goal: carry out 3 press conferences with station developers at new fueling stations.)*
- MC² will promote the development of new alternative fueling stations in our email and newsletter publications. *(Goal: heavily promote major new stations that come on-line.)*
- Continue to help educate elected officials and legislative staff on best practices related to AFVs. *(Goal: continue to highlight transportation as part of the state's energy policies.)*

Increase the use of smart driving or idle reduction

Short Term (1-year)

- Maine Clean Communities will contact stakeholders potentially interested in idle-reduction initiatives, and share tools and materials from the Clean Cities IdleBox toolkit (*Goal: focus one upcoming stakeholder meeting on idle-reduction; reach out to 3 stakeholders about the IdleBox toolkit; assist in the implementation of 1 idle-reduction campaign*).

Long Term (3-5 years)

- Maine Clean Communities will expand idle-reduction outreach to entities which commonly experience idling (schools, banks and other businesses with drive-through facilities). (*Goal: reach out to 6 schools and businesses regarding idle-reduction*.)
- MC² will hold one workshop for fleets focused on the benefits of implementing idle reduction and fuel-smart eco-driving practices. (*Goal: hold one workshop for fleets*.)

SECTION V. COALITION FUNDING AND SUSTAINABILITY

Organizational

Organizational and Coalition Growth Targets

Stakeholder/Fleet Recruitment

Short Term (1-year)

- Review the current Maine Clean Communities stakeholder MOU, solicit feedback from stakeholders and Clean Cities staff on ways it can be updated and simplified, and revise accordingly. Use updated stakeholder MOU as a tool to re-engage with existing active and inactive stakeholder by requesting sign-off on the new document.
- MC² will utilize existing GPCOG partnerships with the Sustain Southern Maine Partnership (and its 40+ members) and the Energy Action Team of the Investing in Manufacturing Communities Partnership (IMCP), to connect with additional potential stakeholders. (*Goal: identify 5 fleets, secure 1 fleet as a stakeholder*.)
- MC² will continue to hold stakeholder meetings. (*Goal: hold two stakeholder meetings per year*.)

Long Term (3-5 years)

- MC² will continue to recruit new stakeholders and fleets. *(Goal: identify 30 fleets, secure 5 fleets as stakeholders.)*
- MC² will continue to hold stakeholder meetings. *(Goal: hold 10 stakeholder meetings over the next 5 years.)*
- MC² will continue to hold numerous workshops and other events, keeping our current stakeholders engaged and informed. *(Goal: hold 10 workshops and events over the next 5 years.)*

Relationship Building with Key Partners

Short Term (1-year)

- Conduct dedicated outreach visits, one-on-one with fleet operators to educate them about the program, collect data for a fleet analysis, provide technical or project assistance. *(Goal: Conduct 5 outreach visits.)*
- Continue to recognize outstanding Maine Clean Communities stakeholders through the *Northern Stars of New England* fleet recognition program, developed and implemented by a partnership between MC² and the Vermont, New Hampshire, Massachusetts and Rhode Island Clean Cities coalitions. *(Goal: Recognize 2 Maine-based fleets.)*
- MC² continues to work closely with State Government and quasi-government agencies, including the Efficiency Maine Trust, the Governor's Energy Office, the Department of Transportation and the Department of Environmental Protection. MC² is increasingly reaching out to local governments to join as stakeholders, and is hopeful that at least another one of Maine's major cities will join the Coalition this year. *(Goal: Meet with 2 state agencies.)*
- MC² has a good working relationship with other regional Clean Cities Coalitions, including New Hampshire, Vermont, Rhode Island, and Massachusetts. MC² hopes to continue to build this relationship and further develop the spirit of collaboration in the coming year. *(Goal: Continue to work with other regional coalitions on joint projects and potential regional grants.)*

Long Term (3-5 years)

- MC² would like State Government to increase its focus on alternatively fueled transportation. *(Goal: work with the Governor's Energy Office and key legislative leaders on addressing transportation issues as part of energy policy in the State.)*

Board and/or Committee Member Development and Recruitment

- As Maine Clean Communities is housed within the Greater Portland Council of Governments, MC² does not have its own Board of Directors, nor do we have any committee structure. Please see the Coalition description, above. We will continue to engage the COG board in our activities and involve key Stakeholders.
- Conduct outreach to and discussions with engaged stakeholders to build support for the formation of a Stakeholder Advisory Committee that would meet quarterly to assist with coalition strategy, outreach and engagement. (*Goal: identify and contact 8 stakeholders, form a 5-member Stakeholder Advisory Committee.*)

Staffing

- Maine Clean Communities will pursue internship opportunities from the Clean Cities University Workforce Development Program (CCUWDP), along with local colleges and universities, with the goal of having a part-to-full-time intern on the MC² staff for the majority of the year. (*Goal: identify and pursue 2 internship opportunities; hire 1 intern.*)

Territory Expansion Efforts

Short Term (1-year)

- MC² covers the entire state of Maine. Due to its structure and location, however, most of our efforts have focused on southern Maine, particularly the Greater Portland Region, which is the state's population and commercial center.

Long Term (3-5 years)

- MC² will continue to seek out potential stakeholders in central and Downeast Maine.

Coalition Funding and Fundraising Efforts

To achieve the goals and objectives set forth in the plan, MC² will continue to allocate personnel and budget resources as has been done in the past in order to complete all tasks and deliverables successfully. MC² anticipates that coalition funding needs will be met through the Clean Cities' annual coalition support cooperative agreement (\$45,000 in 2017) and additional staff funding from the Portland Area Comprehensive Transportation System (PACTS), the local Metropolitan Planning Organization (MPO) (\$40,000 in 2017).

Short Term (1-year)

- MC² anticipates continued financial support from the Portland Area Comprehensive Transportation System (PACTS) Metropolitan Planning Organization.
- MC² will continue to look for funding opportunities that could expand its budget in the short term, utilizing GPCOG's "FoundationSearch" membership to conduct foundation and other grants research (*Goal: identify 3 funding sources, complete 1 application.*)
- MC² will continue to solicit sponsorships for events and workshops in order to increase revenue. (*Goal: generate sponsorships from 1 event.*)

Long Term (3-5 years)

- MC² will continue to look for funding opportunities that could expand its budget in the long term. MC² will begin to explore charging membership fees from its stakeholders in order to add value to the work we are doing and increase funding. (*Goal: Research how other similarly-structured Clean Cities coalitions have successfully implemented a dues structure; charge and receive membership fees from 10 stakeholders.*)
- In the long term, MC² is hopeful that State funders will give more attention to the transportation energy sector, and that Federal funders will increase their focus on small rural states, which tend to be highly car-dependent.

Coalition Expenses

The vast majority of coalition funding will be spent on personnel costs associated with the completion of the tasks and goals outlined in this annual operating plan. Roughly 5% of the total coalition funding may be utilized to support staff travel to local, regional and national trainings and events. The costs associated with hosting events are anticipated to be offset by industry sponsorship.

Coalition Sustainability

Maine Clean Communities has set a conservative goal of increasing its operating budget by 10 percent over the coming year. In order to achieve this goal, the coalition will continue to submit grant applications for additional funding to enhance its work as they become available while exploring opportunities to strengthen private sector participation and support. In addition, MC² will pursue internship opportunities from the Clean Cities University Workforce Development Program (CCUWDP), along with local colleges and universities, with the goal of having a part-to-full-time intern on the MC² staff for the majority of the year to both provide assistance in meeting current goals, while also expanding staff capacity to take on additional work.

MC2 does not currently have a Coordinator Succession/Transition Plan, but recognizes the value and importance of such a document – particularly since this was not in place during the last Coordinator transition in 2015. Consequently, MC² intends to develop a Coordinator Succession/Transition Plan in 2017, and will share it with our Regional Manager for review prior to finalization.

As noted previously, because Maine Clean Communities is housed within the Greater Portland Council of Governments, MC² does not have its own Board of Directors, nor do we have any committee structure. MC² intends to further engage the COG board in our activities to help increase the involvement and commitment of the COG board to the MC² program. MC² also intends to conduct outreach to and discussions with engaged stakeholders to build support for the formation of a Stakeholder Advisory Committee that would meet quarterly to assist with coalition strategy, outreach and engagement.

Stakeholder Meeting and Outreach/Education Activity Plan for Next 12 Months

On the following page are the descriptions of stakeholder meetings, outreach and education activities and other meetings and events planned for the benefit of Maine Clean Communities stakeholders and the overall community in the upcoming year.

Activity Description	Target Date	Target Audience	Topics to be Addressed
Issue Q1 Coalition Newsletter	January '17	Stakeholders, fleets, local government officials, general public	Highlight Stakeholder fleets, announce upcoming events, & discuss fuel and technology options.
Stakeholder Meeting	March '17	Stakeholders and fleets	Hold stakeholder meeting per our work plan;
Complete at least 5 dedicated fleet outreach consultations/visits	Feb/March '17	Fleets	One-on-one meetings with fleet operators to provide technical assistance, info on incentives & overall fleet analysis.
Issue Q2 Coalition Newsletter	April '17	Stakeholders, fleets, local government officials, general public	Highlight Stakeholder fleets, announce upcoming events, & discuss fuel and technology options.
Workshop on Workplace Charging	April '17	Large employers, Stakeholders and Fleets	Hold Workshop on Workplace Charging at large employer
<i>Northern Stars</i> Fleet Recognition Award Ceremony	June '17	Stakeholders and fleets	Recognition of any stakeholders who receive <i>Northern</i> or <i>Rising Star</i> designations
Issue Q3 Coalition Newsletter	July '17	Stakeholders, fleets, local government officials, general public	Highlight Stakeholder fleets, announce upcoming events, & discuss fuel and technology options.
Workshop for College/University Fleets on AFVs	July '17	College/University Fleets	Hold Workshop on alternative fuels and AFVs specifically targeted to College/University Fleets
Complete at least 5 dedicated fleet outreach consultations/visits	Sept/Dec '17	Fleets	One-on-one meetings with fleet operators to provide technical assistance, info on incentives & overall fleet analysis.
Participate in National Drive Electric Week	September '17	General public/opinion leaders	EVs and Plug-in Hybrid Vehicles
Issue Q4 Coalition Newsletter	October '17	Stakeholders, fleets, local government officials, general public	Highlight Stakeholder fleets, announce upcoming events, & discuss fuel and technology options.
Stakeholder Meeting	October '17	Stakeholders and fleets	Hold meeting per our work plan
Update website and social media on a regular basis with new information about AFVs and Advanced Technology Vehicles	On-going '17	Stakeholders, fleets and the general public	AFV and advanced technology vehicles, events, press, Workshops, etc.

Coordinator Travel and Training Plan for Next 12 Months:

The MC² Coordinator anticipates attending the following events in 2017:

Conference/Meeting Name	Date	Location
Clean Cities Northeast Regional Meeting	April '17	Hartford, CT
Clean Cities National Peer Exchange & Annual Meeting	Fall '17	TBD
National Drive Electric Day/Week Ride & Drives	September '17	
AltWheels Fleet Day Conference	October '17	Norwood, MA

Note - Please see the Annual Operating Plan Chart of Goals on the following two pages for a summary of the goals described above.

AOP Chart of Goals				
1/1/2017 - 12/31/2017				
Goals	Short Term		Long Term	
	Reach # Fleets	Purchase	Reach # Fleets	Purchase
Increase # of AFVs				
Propane	5	1		
EV	5	2		
Biodiesel	5	2		
CNG	3	1		
ALL Fuels			15	10
Increase # of Alt. Fuel Refueling Stations/ Recharging Stations				
	Work with/Reach	Develop	Work with/Reach	Develop
CNG Stations (demand)	3 Fleets	Current Demand		
CNG Stations - State Safety Officials	3 Offices	Best Practices		
Biodiesel B20 Stations	3 retailers	1 Station		
Propane Stations	3 retailers	1 Station		
EV charging infrastructure	10 fleets	5 Stations		
Alt. Fuel Refueling Infrastructure			5 fuel suppliers;	2 Stations
			Identify funding sources	
Education and Outreach Efforts				
Stakeholder meetings	2 / yr			
Workshops	2 / yr			
Website/ social media	monthly/weekly			
E Newsletters	4 / yr			
email blasts	5 / yr			
Meet w/ Potential stakeholders	10 fleets			
EV events	attend NDEW Sept 2017 & Drive Electric Maine Working Group meetings			
EV Outreach	3 poss. funders	Maintain/sustain EV lending program		
Educational Events			3 venues/ events	
(continued)				

AOP Chart of Goals (continued)				
1/1/2017 - 12/31/2017				
Goals	Short Term	Long Term		
Education and Outreach Efforts (cont.)	Work with/Reach	Develop	Work with/Reach	Develop
Press for Alt. Fuel stations			3 press conferences	
Promote Alt Fuel Station Dev.			promote new stations	
Educate officials/ legislative staff			state's energy policies	
Contact Stakeholders about Idle-Reduction	3 Stakeholders	1 idle-reduction campaign		
Contact Schools/Banks/Businesses about Idle-Reduction	6 entities			
Develop and Hold two workshops on idle-reduction/eco-driving		1 Workshops		
Organizational/ Coalition Growth Targets				
* Budget and Staff				
Pursue Internship Opportunities	2 applications; hire 1 intern			
Funding Opportunities	3 sources; 1 application			
Sponsorships/ Events	fees from 1 event			
Explore Stakeholder Dues			100 stakeholders	
* Board/Committee Member Development & Recruitment	Engage COG board in activities & key stakeholders			
Form Stakeholder Advisory Committee	8 Stakeholders	5-member Advisory Committee		
*Stakeholder/ Fleet Recruitment				
Recruitment	5 fleets; secure 1		30 fleets; secure 5	
Stakeholder meetings	2 / yr		10 mtgs/ 5 years	
Workshops/ Events			10 workshops/ Events/ 5 years	
* Territory Expansion Efforts	Expand focus, projects & stakeholders in Central and Downeast Maine			
* Relationship building with Key Partners				
Outreach Visits	5 visits			
Northern Stars of NE Fleet Recognition Program	2 Fleet awards			
Working w/ State Agencies	2 state agencies			
Working w/ regional CCC's	Continue work			
Working w/ State Gov.			Gov's Energy Office & Leg.	
Coalition Fundraising Efforts	Continued MPO support		State funders	
	Seek funding for support		Charging dues	
	Industry Event Sponsorship			