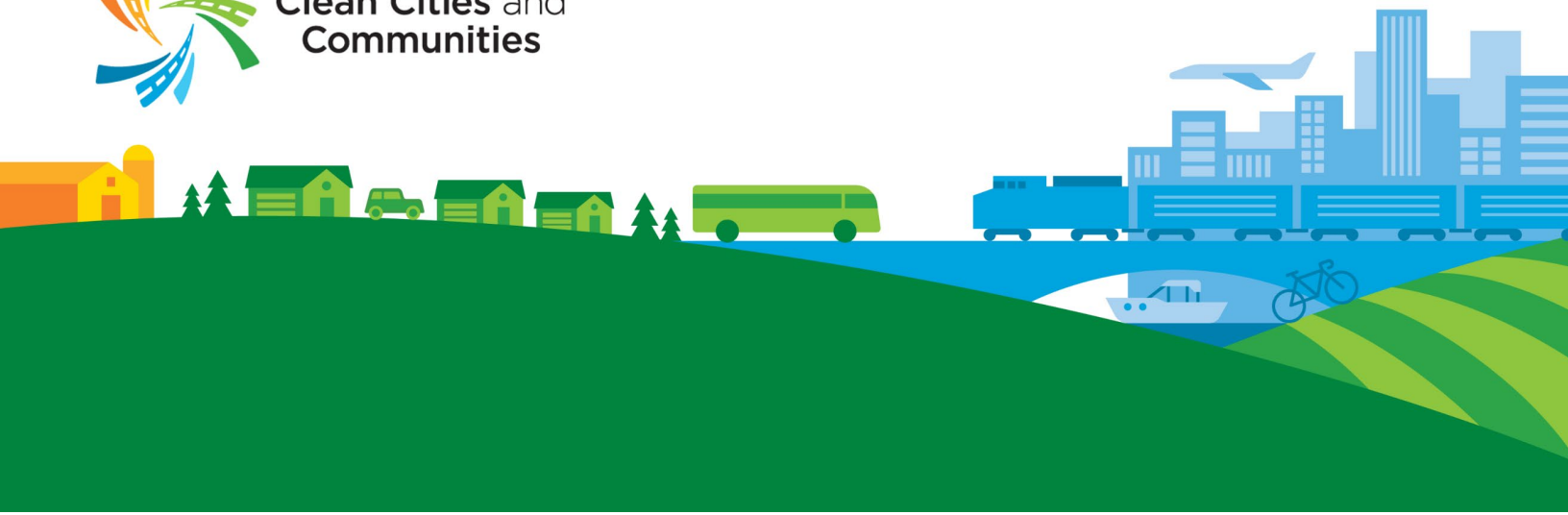




Clean Cities and
Communities



Clean Cities and Communities Partnership Structure

September 2024

Contents

I.	Clean Cities and Communities Partnership Structure Overview	1
II.	CC&C at the National and Local Levels	2
	A. DOE Headquarters Staff Role.....	2
	B. DOE National Laboratories Roles.....	3
	C. Benefits of DOE Designation Status in the CC&C Partnership.....	5
III.	Active and Effective Requirements.....	7
IV.	Designation Process	9
	A. Introduction	9
	B. Coalition Stakeholders	9
	C. Geographic Scope of New Coalitions.....	11
	D. Achieving DOE-Recognized Apprentice Coalition Status.....	11
	E. Achieving DOE-Designated Coalition Status.....	13
	F. Mandatory Components and Attachments to the Program Plan	16
	G. Plan Development and DOE Approval.....	17
	H. Stakeholders, Coalition Director, and Host Celebrate Designation.....	17
V.	Annual Partnership Renewal	17
VI.	Re-Designation Process.....	19
	A. Introduction	19
	B. DOE Re-Designation Expectations	19
	C. Steps in the Re-Designation Process.....	20
VII.	Changes to Designation Status	25
VIII.	Additional Coalition Guidance and Procedures.....	27
	A. Coalition Name Change	27
	B. Coalition Territory Expansion	27
	C. Work Performed Outside Designated Coalition Territory	28
	D. Coalition Co-Directors and Staff	29
IX.	Summary	31
X.	Appendix A: Sample Stakeholder Partnership Commitment Letter.....	32

I. Clean Cities and Communities Partnership Structure Overview

Clean Cities and Communities (CC&C) is a U.S. Department of Energy (DOE) partnership within the Vehicle Technologies Office (VTO) Technology Integration (TI) Program. The CC&C mission is to advance the nation’s environment, energy security, and economic prosperity through collaboration with communities by building partnerships with public and private stakeholders that create equitable deployment of clean transportation solutions for all. TI headquarters staff, based in Washington, DC, guide the direction and national-level vision of the CC&C partnership.

Established in 1993 as “Clean Cities,” the structure of this collaborative effort to transform transportation has evolved for over 30 years into a federal partnership with a unique structure. The CC&C Partnership Structure describes processes, guidelines, benefits, and requirements for DOE-designated coalitions in the CC&C partnership. It also provides information on how to achieve designation status for groups of stakeholders interested in forming a coalition.

A coalition must go through the CC&C designation process to join the CC&C partnership and become a DOE-designated coalition (Coalition). The term Coalition refers to a group of stakeholders, led by an entity which manages Coalition operations, that is committed to working collaboratively to advance the CC&C mission. The lead entity may be a standalone nonprofit, a host organization (e.g., government agency, university, planning organization, nonprofit), or a hybrid organizational structure. Coalition stakeholders are individuals or organizations that participate in Coalition activities, guide strategic planning, take action to advance the CC&C mission, and contribute resources to the Coalition (e.g., financial, staff time, event space).

Each year, Coalitions confirm they want to continue to participate in the partnership and are meeting expectations for maintaining DOE designation status through a simple annual partnership renewal process. Approximately every five years, each Coalition undergoes a more thorough re-designation process to reaffirm the Coalition’s commitment to the partnership. These processes are described in later sections.

The requirements for a Coalition maintaining DOE designation status are:

- Aligning with the CC&C mission
- Meeting Active and Effective (A&E) Requirements
- Complying fully with contractual requirements for all DOE-funded projects, including meeting reporting and deliverable deadlines.

DOE provides training, coaching, and other support to help Coalitions understand and meet these requirements.

The rigorous requirements for maintaining designation status enable DOE to invest in Coalitions through information and tools; technical assistance; training, outreach, and partnerships; and funding opportunities. Achieving and maintaining DOE designation status within the CC&C partnership enables a Coalition to access benefits described in [Section II. C. Benefits of DOE Designation Status in the CC&C Partnership](#).

DOE wants all Coalitions to be successful and invests in empowering Coalitions to thrive. However, in some scenarios, a Coalition's designation status may end, so the Coalition leaves the CC&C partnership. If a Coalition's designation status ends, then it loses access to benefits associated with designation. If a Coalition is going through a transition such as a major change in organizational structure or significant turnover in Coalition staff and stakeholders, DOE can work with the Coalition to develop and execute a plan to retain its designation status and work toward maintaining designation requirements.

To learn more about CC&C, visit the website: cleancities.energy.gov.

II. CC&C at the National and Local Levels

The CC&C mission is to advance the nation's environment, energy security, and economic prosperity through collaboration with communities by building partnerships with public and private stakeholders that create equitable deployment of clean transportation solutions for all.

More than 75 Coalitions work locally in urban, suburban, and rural communities to strengthen the nation's environment, energy security, and economic prosperity. As partners with the DOE [Vehicle Technologies Office](#) (VTO), Coalitions deploy affordable, efficient, and clean transportation fuels; energy-efficient mobility systems; and other fuel-saving technologies and practices. [Coalitions](#) work in communities across the country to implement alternative fuels, electric vehicles, idle reduction technologies, efficiency improvements, new mobility choices, and emerging transportation technologies.

Coalitions combine national-level expertise with a unique understanding of local needs, opportunities, and markets to develop and implement clean transportation solutions that work for the communities they serve. The VTO Technology Integration Program and DOE national laboratories offer technical assistance, information resources, online training, and an array of data and analysis tools. Coalitions leverage these resources and connections to provide technical assistance, engage in hands-on problem-solving, and co-create community-driven solutions.

A. DOE Headquarters Staff Role

CC&C is a DOE partnership within the VTO Technology Integration (TI) Program. TI headquarters staff, based in Washington, DC, guide the direction and national-level vision of the CC&C partnership. TI headquarters staff lead a broader TI Program team, including regional managers, national laboratories, and support contractors, to create an ecosystem of engaging with and providing technical assistance to Coalitions. The TI Program team incorporates feedback from Coalitions, specifically their on-the-ground deployment efforts to inform DOE activities, resources, and priorities.

TI headquarters staff responsibilities include:

- Establishing TI priorities and Program direction, which includes planning, budgeting, and collaboration with other DOE programs.
- Facilitating federal interagency collaborations that align with TI priorities.
- Providing strategic direction for a strong CC&C partnership.
- Leveraging funding, developing tools, providing technical assistance, holding training workshops, and working with industry and others to address technical issues.
- Assisting with planning and conducting special national-level events, including in-person CC&C training workshops.
- Managing competitive funding opportunities and serving as technology managers for awarded projects.
- Managing work performed at DOE national laboratories.

B. DOE National Laboratories Roles

Staff from DOE national laboratories provide technical expertise and project management to the VTO TI team and CC&C partnership. The work performed at DOE national laboratories provides Coalitions with valuable expertise, resources, tools, training, etc. to enable the Coalitions to take on high-impact activities to achieve the CC&C mission.

National Energy Technology Laboratory (NETL) – Pittsburgh, Pennsylvania, and Morgantown, West Virginia

CC&C regional managers are DOE field office staff at NETL who serve as Coalitions' main DOE points of contact, facilitate regional coalition collaboration, and manage DOE project funding. Regional managers also serve as project officers for competitively awarded financial assistance projects. Regional manager duties include:

- Serving as the main DOE point of contact for the Coalition, including listening to the coalition needs, concerns, ideas, challenges, etc. and providing advice, coaching, or connection to other TI Program staff to assist the coalition director.
- Managing Coalition cooperative agreements, including answering questions, reviewing quarterly progress reports, and conducting general project management.
- Facilitating information-sharing and collaboration among regional coalitions through monthly virtual regional meetings and occasional in-person regional meetings.
- Participating in the national-level CC&C management in collaboration with TI Program staff including DOE headquarters (HQ), contractors, and DOE national laboratories.
- Reviewing and providing recommendations on program plans of potential new Coalitions, re-designation materials, and annual partnership renewal letters.

National Renewable Energy Laboratory (NREL) – Golden, Colorado

NREL provides Coalitions technical expertise and support by:

- Evaluating Coalition and stakeholder needs and strategically responding with accessible resources using multiple delivery platforms crafted for targeted audiences.
- Maintaining the CC&C website with up-to-date information about activities and accomplishments, partnerships and projects, and news and events.
- Equipping the Coalition Toolbox with CC&C-specific training and resources.
- Managing a suite of more than 50 CC&C eLearning courses covering alternative fuels and advanced vehicle deployment, laws and regulations, and topics related to coalition administration to help build strong coalitions and support stakeholders.
- Managing the Technical Response Service (TRS), a rapid technical assistance service available to coalition directors, staff, stakeholders, and the general public.
- Connecting Coalitions through the Peer-to-Peer program, which pairs coalition directors to tackle specific ideas, projects, or challenges.
- Maintaining the [Alternative Fuels Data Center](#), designed to efficiently deliver key information that stakeholders need to implement TI priorities.
- Providing technical assistance to Coalitions, stakeholders, and industry and serving as a resource for particularly challenging technical questions and projects.

Oak Ridge National Laboratory (ORNL) – Oak Ridge, Tennessee

ORNL provides data, analyses, and insight into the transportation industry with tools, resources, and outreach materials that benefit Coalitions, such as:

- Conducting research on fuel economy, providing consumer information, and publishing and distributing the annual Fuel Economy Guide.
- Maintaining the [FuelEconomy.gov](#) website.
- Collaborating with *MotorWeek* on video segments highlighting CC&C successes.
- Providing technical assistance to Coalitions.

Argonne National Laboratory (ANL) – Argonne, Illinois

ANL provides technical expertise, develops transportation modeling tools, and assists CC&C by:

- Maintaining the Alternative Fuel Life-Cycle Environmental and Economic Transportation (AFLEET) tool for coalition directors and fleet managers to estimate petroleum use, greenhouse gas emissions, air pollutant emissions, and cost of ownership of light- and heavy-duty vehicles and off-road equipment.
- Developing the Heavy-Duty Vehicle Emissions Calculator to provide decision makers with information on the costs and benefits of alternative fuel vehicles.
- Maintaining [IdleBox](#), an outreach toolkit containing marketing products and technical information developed for coalition directors to assist fleet managers and consumers with adopting idle reduction best practices and technologies.

- Managing the Renewable Natural Gas and Ports working groups, providing technical support, resources, and communication products for Coalitions.
- Managing CC&C Accelerate, which provides stipends for college students to assist competitively selected Coalitions with event planning, communications, and analysis.
- Managing the [Advanced Vehicle Technology Competition](#) series, providing university and community college students with real-world training following multiyear vehicle development through designing, integrating, and refining efficient mobility solutions.

C. Benefits of DOE Designation Status in the CC&C Partnership

Achieving and maintaining DOE designation status within the CC&C partnership enables a Coalition to access numerous benefits that help Coalitions advance the CC&C mission.

These benefits include:

- **Full Participation in the National Network of Coalitions:** Once designated by DOE, a Coalition becomes a full participant in the CC&C partnership. At that time, coalition directors, staff, stakeholders, and host organizations have access to a rich, diverse, and experienced network of peer Coalitions. The CC&C culture is collaborative, supportive, and animated by the shared mission. Coalitions participate in numerous opportunities to share insights with and learn from other Coalitions within the partnership.
- **Robust Engagement with DOE and DOE National Laboratory Staff:** Staff from DOE's headquarters, field offices, and national laboratories create an ecosystem of engaging with and empowering Coalitions to advance the CC&C mission. The DOE headquarters team guides the direction and national-level vision of the CC&C partnership in collaboration with Coalitions and others across the partnership. Regional managers, based out of DOE field offices, serve as Coalitions' main DOE points of contact, facilitate regional coalition collaboration, and manage DOE project funding. Coalitions also engage frequently with DOE national laboratory staff who provide tailored knowledge-based assistance, technical troubleshooting, training, tools, and support navigating resources.
- **Federal-Level Coalition Recognition:** Designation status provides federal-level recognition of coalition activities and accomplishments. DOE publicly communicates Coalition successes through an annual coalition activities report, case studies, video success stories, and other mediums. Each Coalition is included in the CC&C website at cleancities.energy.gov. Through the website, stakeholders can view a Coalition profile with contact information, stats, coalition director bio, and projects.
- **In-Person Training and Peer Sharing Opportunities:** DOE organizes in-person meetings for Coalitions, such as a national training workshop (usually held annually), regional meetings (usually held annually), and CC&C 101 training for new coalition directors (usually held annually). These meetings offer training for coalition directors, peer sharing sessions to learn about best practices and lessons learned from fellow coalition directors, and opportunities to engage with the DOE team on how DOE and Coalitions can continue to advance the CC&C mission.

- **Monthly Virtual Regional Meetings:** Coalition directors participate in monthly virtual calls with other coalition directors in the same CC&C region to learn about new national resources, share updates on CC&C activities, and pursue regional collaboration ideas.
- **Virtual Training and Capacity-Building Opportunities:** DOE provides virtual training and capacity-building opportunities specifically for Coalitions, such as the CC&C eLearning platform, webinars restricted to Coalition staff, and peer sharing discussions. The CC&C eLearning platform offers more than 50 courses spanning topics such as alternative fuel vehicles and infrastructure, Coalition management, communications, emissions and economy, equity, and tool tutorials. CC&C hosts both public-facing webinars and webinars restricted to Coalition staff. The webinars restricted to Coalition staff provide opportunities to develop professional skills, expand staff capabilities, and stay in the know on relevant topics. DOE also provides peer sharing opportunities and topic-specific working groups for Coalition staff to meet with others across the partnership to discuss successes, lessons learned, and best practices for advancing the CC&C mission.
- **Password-Protected Coalition Toolbox and CC&C Forum:** Coalitions have access to password-protected online platforms that are not available to the public. The Coalition Toolbox provides resources for projects, outreach, collaboration, training, and reporting. The CC&C Forum is an online platform that helps facilitate communication across the Coalitions through posting announcements, questions, advice, and resources.
- **Peer-to-Peer Support:** Peer-to-Peer facilitates collaboration among Coalition directors by providing opportunities to connect and learn from one another in one-on-one and small group formats. A Coalition director tackling a specific challenge or wanting to enhance their skills in a certain area is paired with a Coalition director with experience and expertise in that area. The mentoring coalition director provides guidance and support to develop new and effective solutions based on the Coalition’s unique needs.
- **Permission to Use CC&C Logo and Relationship Statement:** Coalitions have permission to show affiliation with CC&C by using the CC&C logo and relationship statement on its website, social media accounts, and other communication products. The relationship statement identifies a Coalition as “a U.S. Department of Energy-designated coalition in the Clean Cities and Communities partnership.”
- **Eligibility for Financial Assistance:** Financial assistance is not guaranteed to Coalitions. However, depending upon the annual federal budget, DOE typically offers direct financial assistance to Coalitions through numerous funding mechanisms. DOE has provided Coalitions financial assistance through:
 - A restricted eligibility coalition outreach, education, and performance tracking cooperative agreement, administered by NETL
 - Competitive VTO funding opportunities that encourage or require Coalition involvement, administered by NETL
 - Undergraduate and graduate student interns through CC&C Accelerate, administered by ANL
 - Small project funding opportunities, administered by NREL.

DOE-recognized apprentice coalitions have access to some of the above benefits but do not have full access to all the above benefits. Apprentice coalitions have access to In-Person Training and Peer Sharing Opportunities, Monthly Virtual Regional Meetings, and the Password-Protected Coalition Toolbox and CC&C Forum. Financial assistance is not guaranteed to apprentice coalitions. However, DOE-recognized apprentice coalitions may be eligible for a small amount of funding to help the coalition pursue designation status and may be eligible for student interns through CC&C Accelerate.

III. Active and Effective Requirements

Over 30 years of Coalitions pursuing the CC&C mission, certain essential practices have emerged as core to a Coalition's success. Throughout 2022 and 2023, DOE staff collaborated with Coalitions to identify a set of practices that are essential to a Coalition's ability to actively and effectively advance the CC&C mission. These practices are called the Active and Effective (A&E) Requirements. All Coalitions must meet these requirements to maintain designation status. DOE provides training, coaching, and other support to help Coalitions understand and meet these requirements. Coalitions verify that they are meeting the A&E Requirements through routine and periodic reports, designation and re-designation processes, and an annual review.

The rigorous requirements for participating in the CC&C partnership enable DOE VTO to invest in Coalitions through information and tools; technical assistance; training, outreach, and partnerships; and funding opportunities. DOE provides training and coaching to support Coalitions in maintaining A&E requirements, empowering Coalitions to strive toward additional broader, and aspirational, best practices. Please contact the appropriate regional manager with any questions.

A&E Requirements benefit all Coalitions throughout the partnership. By ensuring Coalitions achieve specific standards, external stakeholders gain confidence in the abilities of all Coalitions to deliver impacts to advance clean transportation solutions in their local communities. This bolsters the CC&C brand reputation with external parties and offers a stronger value proposition for prospective stakeholders. This enhanced value proposition helps grow stakeholder involvement, further strengthening Coalitions' abilities to deliver mission impacts. A&E Requirements help create a "virtuous circle" whereby more Coalitions benefit from associating their Coalition's brand with the national CC&C brand.

Active and Effective Requirements

1	<p>Planning: Coalition staff, with stakeholder group guidance and input, must develop, maintain, and annually update a multiyear strategic plan aligned with the CC&C mission. Based on the strategic plan, the coalition must develop an annual work plan. Work plans must incorporate activities related to CC&C partnership goals and metrics.</p>
2	<p>Stakeholders: The Coalition must maintain and continue to develop relationships with stakeholders from a variety of organizations who are committed to championing the CC&C mission. Coalition staff must maintain an up-to-date list of stakeholders, which includes contact information. At minimum, this includes the stakeholder’s name, organization, and email. The Coalition must facilitate direct connections among stakeholders, when appropriate, to spark or advance projects and mission-related activities.</p>
3	<p>Stakeholder Group: The Coalition must have a group of stakeholders (e.g., governing board, advisory committee, or comparable group by any other name) that meets regularly (as the group determines) to review and advise Coalition activities. The group meets to provide strategic guidance on future activities at least annually.</p>
4	<p>Host–Coalition Relationship: This is applicable when a Coalition operates with oversight and management of a host organization. A host organization representative, at least one management level above the coalition director, must meet at least once each year with the Coalition’s stakeholder group to discuss priorities and perspectives of stakeholders and the host regarding coalition plans and activities.</p>
5	<p>Events: Coalition staff must organize or participate in two or more education and outreach events per year—such as workshops, conferences, trainings, vehicle displays, ride and drives—that align with the CC&C mission.</p>
6	<p>Communication: Coalition staff must communicate, at least quarterly with stakeholders and other audiences the Coalition deems relevant, on the vision, plans, activities, and accomplishments of the Coalition. Communication mediums may include emails, newsletters, social media, phone calls, and/or other means deemed appropriate. The Coalition facilitates direct connections among stakeholders to spark and advance projects and mission-related goals.</p>
7	<p>Website: The Coalition website or webpage must be updated at least quarterly and must include coalition director (and staff, where relevant) contact information and information on coalition programs, activities, accomplishments, and stakeholder group leadership.</p>
8	<p>Staffing: The Coalition must dedicate a minimum of 30 hours/week on average to support coalition activities to advance the portfolio of clean transportation fuels and technologies. Coalition staffing hours may include coalition director, additional staff, and stakeholders supporting Coalition activities (e.g., technical assistance, engagement, events, reporting). Staffing hours are not limited to DOE-funded activities.</p>
9	<p>Administration: The Coalition must draft and operate under documented standard operating procedures (SOPs) for CC&C-specific activities that ensure smooth and high-quality coalition performance and management. This documentation may alternatively be referred to as “policies and procedures” or other terminology conveying the Coalition has a consistent and sound approach to coalition operations. SOPs must include, at minimum,</p>

	stakeholder engagement processes, technical assistance, record keeping, events, communications, coalition director transitions, and financial management. Coalitions may have other SOPs as deemed essential by the Coalition’s governance body (e.g., board or host organization). Hosted Coalitions may use SOPs from their host organizations. Administrative SOPs must be reviewed at least annually and updated as needed.
10	Coalition Director Transition: The Coalition must develop and maintain coalition director succession or transition plan documentation. This documentation must include coalition activities, SOPs, and stakeholder contact information. The coalition director must work with the stakeholder group to review (and update, when necessary) the plan and documentation at least annually. The coalition director must make documentation available to the stakeholder group and host organization management (if the Coalition is hosted).
11	Submitting Coalition Data: The Coalition must track and submit local data to DOE for national resources and analysis efforts that contribute to the CC&C mission, including an annual report, quarterly alternative fuel pricing, and updates to the Station Locator.
12	Partnership Convenings: The Coalition must attend in-person CC&C convenings each year, such as the annual training workshop or regional meetings.

IV. Designation Process

A. Introduction

Each Coalition is responsible for completing the process to earn designation. This involves two stages: DOE-recognized apprentice coalition and DOE designation:

- **DOE-recognized apprentice coalition:** Achieving this level requires the coalition seeking designation to submit a short proposal with letters from at least nine stakeholders representing various businesses, government agencies, or other organizations, pledging their commitments to participate as an organized group to provide support and direction and actively champion the coalition’s mission and work. An apprentice coalition also names an acting coalition director.
- **DOE designation:** Achieving designation status requires a comprehensive, strategic, five-year program plan. This plan will spell out a much broader range of commitments from the Coalition and associated stakeholders. The detailed plan will outline education plans, technical assistance, and other strategies to overcome market barriers and adopt best practices for organizational excellence that ensure the long-term sustainability of the Coalition itself.

B. Coalition Stakeholders

Collectively, stakeholders are a large part of the Coalition and champions of its mission. They are individuals from a variety of organizations, offering different perspectives, resources, skills, and connections. All are united in their strong support of the Coalition and the CC&C mission. They are committed to actively educating the broader community about the Coalition’s work and building the Coalition’s capacity to deliver impact. Stakeholders generally include:

- Federal, state, and local government officials and/or leaders from executive and legislative agencies and bodies
- Utilities and other alternative fuel providers, including distributors, producers, wholesalers, and retailers
- Alternative fuel vehicle and engine manufacturers, dealers, and/or technicians
- Fueling/charging equipment makers, suppliers, installers
- Trade associations
- Private and government fleets, including goods movement, people movement, vocational and services that use light-, medium-, and/or heavy-duty vehicles, on and/or off-road vehicles
- Educational organizations and institutions
- Environmental organizations
- Community-based organizations, advocates, and leaders, including people from historically marginalized communities that may be overburdened by pollution and/or lack access to clean mobility
- Foundations/funders
- Local business leaders
- Others who offer valuable skills, expertise, and connections.

Examples of stakeholder involvement include:

- Actively supporting strategic planning, especially in the near term by helping to develop and execute the program plan.
- Attending Coalition meetings and participating in coalition events.
- Purchasing alternative fuel vehicles (AFVs), idle reduction equipment, and advanced vehicle technologies.
- Using alternative fuels such as electricity, biodiesel, ethanol, natural gas, propane, renewable diesel, and hydrogen.
- Investing in alternative fueling or charging infrastructure.
- Undertaking Energy Efficient Mobility Systems (EEMS) Program projects that enable an affordable, efficient, safe, and accessible transportation future.
- Helping to educate and engage a wide variety of groups, businesses, agencies, community members, and other individuals who share interests, concerns, and support for the broader CC&C mission.
- Helping to raise and diversify revenue streams for the Coalition, and connecting the coalition director with potential funding sources.
- Helping to develop Coalition programs designed to deliver mission-related impacts.
- Serving as members of Coalition committees and boards.

C. Geographic Scope of New Coalitions

The original Coalition model was based on on-the-ground staff who have local expertise and capabilities to build relationships and collaborate with stakeholders in the areas they serve. The strength and impact of this model hold true today.

Over time, experience has also demonstrated the benefits of statewide Coalitions. Statewide scope communicates the intent to serve all communities, including rural and smaller communities. Organized activity at a state level allows for streamlined decision-making, stakeholder organization, and funding. Statewide coverage enables Coalitions to achieve scale to attract funding and remain sustainable over a longer term.

For these reasons, DOE strongly encourages all new apprentice coalitions to work with other existing Coalitions within the state, if applicable, to make provisions for statewide coverage. DOE also strongly encourages Coalitions to create an operating structure that provides for on-the-ground resources and autonomy in local decision-making.

DOE expects apprentice coalitions to maintain consistent momentum in progressing toward and achieving designation within one to two years. Some steps of the process—including assembling a diverse core group of stakeholders, assessing the local market for alternative fuels, drafting and revising the program plan, and preparing for and conducting a webinar for DOE—can take months.

The time it takes to achieve designation status depends on the apprentice coalition’s willingness to incorporate DOE feedback and on how quickly the coalition can make any recommended revisions to its program plan. This comprehensive process is designed to ensure that the coalition is well-positioned to play an important role in achieving the CC&C mission of advancing the nation’s environment, energy security, and economic prosperity through collaboration with communities by building partnerships with public and private stakeholders that create equitable deployment of clean transportation solutions for all.

D. Achieving DOE-Recognized Apprentice Coalition Status

Achieving DOE-recognized apprentice coalition status requires identifying a core group of at least nine stakeholders who commit¹ to actively serving the coalition. This group provides support and guidance to the acting coalition director to advance through the designation process, then continues providing strategic guidance and support after the coalition earns apprentice status and DOE designation. Stakeholders include representatives from governments, private entities, and community members whose interests, goals and vision align with the CC&C mission. A group of committed stakeholders will serve as an initial coalition advisory committee. If the coalition members decide to create a legal entity organized as a nonprofit organization, they would be subject to requirements for establishing a formal board of directors.

¹ By providing letters of commitment

The coalition advisory committee or board of directors needs to elect a chair or president from among its members. With support of the coalition director, the chair or president conducts meetings and otherwise provides leadership to help hold the group accountable for fulfilling commitments to provide support and guidance to the coalition. The coalition director will work with the chair or president and members to support these efforts. The chair or president may assume additional public leadership roles, as needed, from time to time.

The coalition's proposal for apprentice coalition status should speak to plans to form a limited number of carefully chosen mission-aligned committees or working groups made up of stakeholders. These will provide additional capacity and support for both coalition programs and operations. Examples include but are not limited to:

- Development (fundraising and other revenue streams)
- Fleet Service/Support (education and analysis to facilitate adoption of alternative fuels/vehicles)
- Fueling/Charging Facilities/Infrastructure Planning and Development
- Policy
- Communications.

In its proposal for apprentice coalition status, the coalition must identify an acting coalition director.² The acting coalition director should be a professional with access to community decision-makers. This person is also the primary contact with DOE and other Coalitions. At this stage, the acting coalition director's primary responsibility is developing the proposal for securing apprentice coalition status. Once this status is achieved, the coalition may choose a permanent coalition director, or continue with the acting coalition director until achieving designation status³.

Sometimes, the acting coalition director will emerge from among the original group of stakeholders. In other cases, the coalition may decide to hire or contract with this person. The person also may be an employee of a government agency, nonprofit, business, or other host organization who is assigned to spearhead development of the apprentice coalition proposal and staff CC&C activities through the apprenticeship stage.

² Coalition director is a generic title DOE uses to refer to the individual who serves as the main point of contact for the coalition, typically the person who is responsible for managing coalition staff. The coalition and host organization, if applicable, may choose whatever title they deem most appropriate for the individual.

³ Suggested job duties and qualifications for the permanent coalition director are included in the section focused on the process to seek full designation.

The application for securing apprentice coalition status must include:

- Cover Letter: One- or two-page letter signed by the leader of the advisory committee⁴ and acting coalition director
- Narrative (three to five pages):
 - At least nine⁵ named stakeholders
 - Discussion of specific commitments the stakeholders are making to advance markets (e.g., fleet deployments, infrastructure, training, policy or policymaker education, and others) plus intentions and plans to serve on the advisory group, champion the work of the coalition, facilitate connections and any other efforts to strengthen the coalition.
 - Acting coalition director name, background, and relevant experience
- Attached letters of commitment from at least nine stakeholders (Sample letter is included in [Appendix A.](#))
- Attached resume of the acting coalition director.

DOE will work with and advise the coalition on developing this application. Multiple iterations of the application may be required before DOE approval. Once approved, the coalition gains status as a DOE-recognized apprentice coalition. Apprentice coalitions may have the opportunity to attend CC&C training workshops, receive technical assistance, and attend CC&C regional meetings. Apprentice coalitions and contact information will also be added to the CC&C website, with apprentice classification.

E. Achieving DOE-Designated Coalition Status

DOE designation is the second and final stage of the designation process. To achieve this, the coalition submits, and DOE approves, a broad, five-year strategic program plan. At a high level, this plan becomes the coalition's roadmap to successfully accelerate strong, sustainable markets for alternative fuels, vehicle technologies, and efficient transportation systems. The program plan also details how the coalition will achieve long-term sustainability, based on best practices for organizational excellence.

A full list of required application elements is included below. Critical elements include a current snapshot of the AFV market, a discussion of the process to select the permanent coalition director, commitments from a broad array of stakeholders, planned programs and activities to help accelerate markets, specific goals over the first five years, and plans to operate the coalition and build organizational capacity based on best practices for excellence, sustainability, and mission impact.

⁴ In a coalition hosted by an organization, this will be the chair of the advisory committee. For a stand-alone nonprofit, this will be the president of the board of directors.

⁵ DOE requires letters from at least nine stakeholders pledging their commitments to actively champion the coalition's mission and work. There is no limit to the number of stakeholders that can be listed as supportive. Additional stakeholders can fill valuable committee roles.

AFV Market Snapshot

The AFV Market Snapshot should capture the current number and type of AFVs, the quantity of alternative fuels used and produced, idle reduction technologies and fuel economy measures employed, and EEMS efforts. Discussion of AFV markets must encompass the coalition's territory and speak to differences in markets in various parts of the state or region.

Five-Year Goals Including Annual Metrics

In setting five-year goals, the coalition should be mindful of CC&C primary metrics to show impact on the nation's environment, energy security, and economic prosperity. This is demonstrated by measuring energy savings in gasoline gallons equivalent (GGE) and greenhouse gas (GHG) emission reduction. Since DOE established CC&C in 1993, coalition activities have reduced GHG emissions by 72 million tons and achieved a cumulative impact in energy use equal to nearly 14 billion GGEs. CC&C also contributes to federal goals for a fundamental shift toward a low, and eventually zero net carbon transportation sector.

Stakeholder Commitments

Stakeholder commitment letters will build on commitments made by the initial core group of stakeholders. DOE does not prescribe a specific number and type of commitments; however, commitments should come from a wide range of stakeholder types—various fleet operators, local and state officials, utilities, and others. They should speak to plans to deploy vehicles and technology, overcome market barriers to deployment, help fund or raise funding for the coalition, help increase sustainable transportation, and build the near- and long-term capacity of the coalition to advance its mission. Stakeholders should also encompass and effectively represent the coalition territory, and include entities in a wide range of communities, including those historically marginalized and overburdened.

Stakeholders serving on the coalition advisory committee or board must document their commitments to serve the coalition and remain actively involved in the advisory committee or board. Many coalitions, including those with host organizations, form non-profit corporations with governing boards. These have proven valuable in helping the coalition raise additional funds to support coalition activities, achieve longer-term sustainability, and encourage ongoing stakeholder engagement. The plan must describe the process to select a president and potentially other officers.

Program Plan and Activities to Accelerate Market Adoption

The program plan will set forth action steps to facilitate market growth and identify programs and activities to leverage stakeholder commitments into broader action. Examples include:

- Fleet, public, and consumer education
- Coaching/technical assistance
- Peer mentoring

- Fleet recognition and/or certification
- Fueling and charging infrastructure development projects
- Policymaker and government official education.

A coalition seeking designation will be able to access a vast library of information on successful Coalitions from across the partnership.

Building a strong reputation as a trusted resource is essential to the coalition’s success. DOE requires coalitions to conduct CC&C related activities under the coalition’s name and brand to build identity, awareness of the coalition, and trust. This requirement for “doing business as” the coalition holds even if the coalition is hosted within another organization.

Coalition Director Selection Process

One of the most important decisions is hiring or appointing a permanent coalition director. The program plan should discuss how the coalition will undertake and make this decision. Fundamentally, the process will depend on whether the coalition is independent or hosted by another organization. If hosted, DOE prefers a collaborative process between the coalition and host organization. The program plan should articulate qualifications and specific job responsibilities and attach a planned position posting. Guidance, including model job duties and postings, is available from DOE. This section should also speak to the relationship between the coalition, host organization, if applicable, and the coalition director. DOE considers a full-time coalition director to be a best practice. If the coalition plans for a part-time director, the plan should discuss the rationale and how the coalition will secure or provide additional staffing to equal at least one full-time equivalent of support. ***Note that DOE requires the coalition director’s primary work location to be within the coalition’s geographic territory.***

Operating Plans and Organizational Capacity Development

The program plan should identify how coalition operations will align with strong standard operating procedures and best practices. Elements include how the advisory committee, coalition director, and host organization, if applicable, will work together to provide strategic direction, as well as how the coalition director will manage day-to-day operations, finances, funding streams, and programs. The program plan should project goals for growth in coalition capacity over the five-year period. It should address plans, if any, to develop a legal nonprofit for the coalition.

Coalition Governance or Oversight

The coalition, if hosted, must retain an advisory committee that meets regularly and collaborates with the host organization, if applicable, to provide nonbinding oversight and guidance. The program plan must reference and include rules for composition of the advisory committee, frequency of meetings, and scope of guidance being provided to the coalition director.

If a coalition already is or plans to form a nonprofit, the program plan should include draft or final versions of articles of incorporation and bylaws. DOE can provide best practices for articles and bylaws, as well as models of other coalition bylaws. At a minimum, articles should articulate the coalition's mission. Bylaws should include composition of the board, how board directors are elected/replaced, frequency of meetings, budgeting process and other oversight responsibilities. This portion of the program plan should also address DOE's preference for achieving statewide coverage, and how the coalition will work to provide on the ground resources where needed to serve and respond to local markets and stakeholder needs.

F. Mandatory Components and Attachments to the Program Plan

DOE requires the following for the program plan:

- One- or two-page cover letter signed by coalition chair or president, management of host organization (if applicable) and acting or permanent coalition director, submitted on coalition or host agency letterhead.
- Program plan narrative (estimated 15-20 pages, or longer, if needed):
 - Defined coalition territory
 - AFV market snapshot
 - Five-year goals
 - Stakeholders and their commitments
 - Coalition identity and branding
 - Strategies to achieve coalition goals
 - Discussion of collaboration with neighboring and regional Coalitions
 - Permanent coalition director selection process (or information about coalition director, if selected already)
 - Physical work location of the coalition director (Note: must lie within coalition territory)
 - Operating plans (Including Standard Operating Procedures or Policies and Procedures, based on best practices for excellence)
 - Plans/goals to develop organizational capacity
 - Plans to grow/serve additional local areas of the state, as needed
 - Coalition governance or oversight⁶
- Attachments:
 - Letters of commitment from additional stakeholders
 - Advisory committee operating rules or coalition board articles and bylaws
 - First year coalition budget
 - Director job posting or description
 - Bios of coalition advisory committee or board members
 - Standard Operating Procedures or Policies and Procedures.

⁶ If the coalition is hosted by an organization, include a discussion of how the coalition advisory committee or board and host organization management will collaborate to provide clear and effective oversight.

G. Plan Development and DOE Approval

The program plan serves as the coalition's formal application to DOE for designation status. DOE will work closely with and advise the coalition in developing a draft of the program plan for DOE review. Finalizing the program plan involves an extensive collaborative process between the coalition and DOE. This may require multiple iterations of the program plan before a final version can be approved. The coalition must maintain consistent progress and momentum toward designation, preferably within one to two years.

Once DOE is satisfied with the coalition's program plan, it will conduct a two-hour interactive designation webinar with the coalition. DOE will assist the coalition in preparing for and conducting the designation webinar, which includes equal parts presentation and discussion. A presentation template is available on the Coalition Toolbox.

The coalition's presentation team includes the following:

- Acting (or permanent) coalition director (mandatory)
- Acting or elected chair or president of the coalition's advisory committee or board (mandatory)
- Management from coalition's host organization, if applicable (mandatory)
- Additional representatives from the coalition's advisory committee or board (encouraged)
- Any other key stakeholders, if desired.

DOE staff representatives will include:

- DOE headquarters leadership staff and support contractors
- NETL CC&C regional manager
- Other DOE management and VTO staff, as appropriate
- DOE national laboratory staff.

H. Stakeholders, Coalition Director, and Host Celebrate Designation

After achieving designation status, DOE encourages the Coalition to hold an event to celebrate designation and the commitments that stakeholders are making. This may include the formal signing of a memorandum of understanding that signifies stakeholders' commitments to work with each other, remain engaged, strengthen the Coalition, and help it reach expressed goals. This event is a useful way to reward stakeholders for their hard work in obtaining designation status. It is also a great networking event. DOE staff members are occasionally available to attend official signing ceremonies, depending upon budget constraints and travel restrictions.

V. Annual Partnership Renewal

If a DOE-designated coalition in the CC&C partnership (Coalition) would like to continue to participate in the partnership and continue to access the benefits of designation status, the

Coalition must submit an annual partnership renewal letter confirming the Coalition is meeting DOE designation requirements. Annually, DOE invites Coalitions to renew participation in the CC&C partnership by submitting a signed letter that confirms the Coalition's alignment with the CC&C mission, that the Coalition is meeting the A&E Requirements, and full compliance with contractual requirements for all DOE-funded projects including meeting reporting and deliverable deadlines. The Coalition's designation status may be subject to change if the Coalition does not submit the partnership renewal letter or is not meeting DOE designation requirements.

To continue to participate in the CC&C partnership, Coalitions must submit a partnership renewal letter to DOE via an email to their regional manager by October 1 of each year. The letter must include the following content:

- Coalition's commitment to advancing the CC&C mission.
- Confirmation that the Coalition is familiar with and in compliance with the Active and Effective Requirements. If the Coalition is not meeting an aspect of the A&E Requirements, the letter must describe a time-bound strategy for ensuring the Coalition will meet those requirements moving forward.
- Confirmation that the Coalition is fully complying with contractual requirements for all DOE-funded projects including meeting reporting and deliverable deadlines. If the Coalition has not met reporting and deliverable deadlines, the letter must describe a time-bound plan for ensuring the Coalition will meet those contractual requirements moving forward.
- Signatures of:
 - the coalition director
 - if applicable, Coalition host organization management
 - a minimum of one stakeholder who substantially contributes to the Coalition's strategic planning. This could be a board chair, advisory committee leader, or other key stakeholder.

Coalitions are welcome to use this letter to share optional additional information such as:

- A major success the Coalition has achieved to advance the CC&C mission within the past year that the Coalition would like to bring to DOE's attention to demonstrate the value the Coalition brings to the partnership.
- Any other comments on the CC&C partnership or feedback for DOE.

A sample partnership renewal letter is available on the Coalition Toolbox. If a Coalition is struggling to meet DOE designation requirements, it can reach out to a regional manager for assistance. DOE will make reasonable accommodations to provide Coalitions support for a limited period of time to meet requirements for maintaining designation status.

VI. Re-Designation Process

A. Introduction

Every five years, each Coalition undertakes the process of re-designation, which involves reviewing the commitments, goals, and action steps set forth in the program plan, renewing the Stakeholder Partnership Commitments, and presenting a webinar to DOE. Information on the re-designation process, outlining the steps to take, is available on the CC&C website.

The re-designation process gives DOE the opportunity to interact with individual Coalitions to determine whether they are achieving their goals, and to provide assistance, as needed. This process includes an interactive webinar between the Coalition and DOE HQ staff, regional managers, DOE national laboratories and other participants.

Each Coalition is required to submit a list of stakeholders and signed Stakeholder Partnership Commitments from a wide range of key stakeholders, prior to the date of the re-designation webinar. Stakeholders may include public and private fleet operators, fuel providers, vehicle and equipment suppliers, transit agencies, regional planning organizations, local businesses and governments, environmental non-profits, community-based organizations, transportation network companies, airports, ports, etc.

Why Re-Designation Is Important

- By going through the Re-designation process, the Coalition's stakeholders, advisory committee or board members and host organization reaffirm their commitment to the Coalition's mission.
- The process enhances interaction and communications between DOE and each Coalition and gives DOE management an up-to-date understanding of each individual Coalition and its accomplishments and needs.
- The process gives DOE the opportunity to discuss any local or regional obstacles to success with the director, advisory committee or board members, and stakeholders. Coalition members may also discuss potential new ideas for national support, based on local experiences and needs, with the DOE review team.

DOE support contractor staff assist with the CC&C re-designation process. The primary CC&C re-designation point of contact (POC) is Carina Trustram Eve from Energetics. She can be reached at carina.trustrameve@ee.doe.gov or ctrustrameve@energetics.com.

B. DOE Re-Designation Expectations

Each Coalition will be responsible for demonstrating to the DOE review team during its re-designation process that it is achieving meaningful impact towards the CC&C mission and is meeting the DOE designation requirements including:

- Aligning with the CC&C mission
- Meeting Active and Effective (A&E) Requirements

- Fully complying with contractual requirements for all DOE-funded projects including meeting reporting and deliverable deadlines.

The re-designation review team will consider the Coalition’s plans, its activity level and annual performance metrics to determine whether they meet expectations for continued participation in CC&C. The primary CC&C metrics for impacting the nation’s environment, energy security, and economic prosperity are coalition impact on transportation energy savings in GGE and GHG reduction. Data provided through the coalition’s annual reporting process demonstrates GGE and GHG impact. During the re-designation process, the Coalition must also demonstrate continued alignment with DOE’s Vehicle Technologies Office’s Technology Integration Program goals.

The re-designation cycle for Coalitions is currently five years. Should there be any significant Coalition changes, however, such as a new host organization or major financial problems, DOE may determine that a review of the Coalition’s status is called for, even if less than five years have passed since the Coalition’s last re-designation.

A Coalition may be re-designated for the full five years, or for a shorter period if DOE determines (on a case-by-case basis) that circumstances warrant more frequent check-ins. Examples of circumstances that may result in a conditional re-designation of less than five years include, but are not limited to, the following:

- The Coalition is in transition, with a new coalition director or host agency.
- The Coalition is having trouble achieving financial sustainability and/or attracting a diverse set of members and local stakeholders.
- The Coalition fails to meet A&E Requirements.
- The Coalition is not fully complying with contractual requirements for all DOE-funded projects including meeting reporting and deliverable deadlines.
- The Coalition does not demonstrate adequate activity level or measurable impact on the CC&C mission.
- The Coalition does not provide a plan for future activities impacting the CC&C mission.
- Any other circumstance where DOE would like to have more formal communications with the Coalition, on an as needed basis.

DOE scheduling constraints may result in a Coalition’s re-designation date being more than five years from the date of its last re-designation. In that case, unless otherwise notified by DOE, the Coalition’s designation status will continue to remain in force until the new re-designation date.

C. Steps in the Re-Designation Process

1. **DOE Notification:** DOE HQ will notify the Coalition that it is due for re-designation, in a letter e-mailed to the director approximately six (6) months in advance of the anticipated re-designation date including the name of the CC&C re-designation POC.

2. Coalition Response: Within one month of receiving the DOE notification letter, the Coalition responds to DOE, confirming its request to be re-designated or, alternatively, submitting its request to withdraw from consideration for re-designation. The coalition director must e-mail the following items to the CC&C re-designation POC, and copy the appropriate DOE regional manager:

- **Re-designation request letter:** A sample letter can be found on the Coalition Toolbox. The request letter must include:
 - A pledge to meet the DOE designation requirements: aligning with the CC&C mission, meeting A&E Requirements, and fully complying with contractual requirements for all DOE-funded projects including meeting reporting and deliverable deadlines.
 - Confirmation the coalition is maintaining adequate staffing with a minimum of 30 hours/week on average to support coalition activities.
 - Name and date of at least two education and outreach events in which coalition staff organized or participated in the past year.
 - Description of frequency with which the coalition website or webpage is updated (minimum of quarterly is required).

- **Host organization letter of support, if applicable:** A sample letter can be found in the Coalition Toolbox. This letter must include:
 - Host organization pledge of support for the Coalition’s activities and committing sufficient time for the CC&C director and assigned staff (excluding DOE-funded interns) to carry out the position’s duties.
 - Host organization support for coalition staff attending and fully participating in in-person CC&C convenings such as the annual training workshop or regional meetings.
 - Commitment that a host organization representative, at least one management level above the coalition director, will meet at least once each year with the coalition’s stakeholder group to discuss priorities and perspectives of stakeholders and host regarding coalition plans and activities
 - Date, attendees, and description of a meeting with the host organization management and coalition stakeholders within the past year.

- **Active and Effective Requirement Submittals:** The following information must be submitted with the re-designation request letter to verify the coalition is meeting A&E Requirements.
 - **Planning** – Coalition multi-year strategic plan and annual work plan.
 - **Stakeholders** – List of active stakeholders with current contact information (name, title, organization name, email and phone). If applicable, identify roles stakeholders serve within the coalition (e.g., president, chair, committee member).
 - **Stakeholder Group** – List of stakeholder group members who meet to provide strategic guidance on coalition activities (e.g., governing board, advisory

committee, or comparable group by any other name) and the dates of meetings for the past year.

- **Communication** – Short bulleted list of communications channels (e.g., newsletter, email, social) including at least two examples of coalition communication products by including links and/or attachments (e.g., screenshots). Also describe the coalition’s cadence for communicating with stakeholders (minimum of quarterly is required).
- **Administration** – SOPs for stakeholder engagement, technical assistance, record keeping, events, communications, coalition director transitions, and financial management.
- **Coalition Director Transition** – Coalition director succession or transition plan documentation.

3. Submittal of Stakeholder Partnership Commitment Letters: The Coalition submits to the CC&C re-designation POC Stakeholder Partnership Commitment Letters signed by board or advisory committee members, and any other key stakeholders the Coalition deems appropriate. The Coalition must submit at least nine Stakeholder Partnership Commitment Letters no later than two weeks prior to the webinar, otherwise the webinar may need to be rescheduled. The letters must be current (signed within two years of the anticipated upcoming re-designation webinar), include a description of how the organization is committed to advance the CC&C mission, and describe how the organization will actively participate in the coalition. A sample Stakeholder Partnership Commitment Letter is available on the Coalition Toolbox. **This sample can be amended to meet the needs of individual Coalitions.**

4. Stakeholder Interviews: DOE and the CC&C re-designation POC will use the stakeholder contact list to conduct short interviews with selected stakeholders, to discuss the Coalition’s activities, verify continued community interest and obtain other feedback.

5. PowerPoint Development: Each Coalition should use the template provided on the Coalition Toolbox to prepare a **45-minute PowerPoint presentation** for the interactive webinar with DOE. **DOE sets aside 2 hours for the entire re-designation webinar, to allow plenty of time for introductions and questions from, and interactions with, the DOE review team.** The webinar may not take the full 2 hours, however. The CC&C re-designation POC will work with the Coalition to develop the presentation materials and will provide comments and suggested revisions to the draft PowerPoint.

- When preparing the PowerPoint presentation, the Coalition should utilize existing documents, such as its annual work plan, strategic plan, and the Annual Report, to develop the slides.
- Don’t wait until the last minute to start working on the presentation. Allow sufficient time for the CC&C re-designation POC to review the slides and provide feedback, and to review any revisions.

- Coalition representatives do not all have to be in the same location on the day of the webinar. They can call in and log in from remote locations, if more convenient.
 - **Note:** Some Coalitions, especially those housed in government agencies or with a board of directors, may be required to have their presentations undergo an internal review and approval process. Depending on the number of approvals required, this can significantly impact the time required to develop and finalize the PowerPoint presentation.
- 6. Dry Run:** If requested, the CC&C re-designation POC will conduct a dry run webinar with the coalition director and the regional manager, approximately two weeks prior to the re-designation date.
- 7. Scheduling and Participation:** The CC&C re-designation POC will work with the Coalition to schedule the re-designation webinar and send a calendar invitation to the virtual meeting. Coalition directors are responsible for identifying and inviting the appropriate Coalition stakeholders to the webinar, and for reserving a conference room where Coalition stakeholders can gather, if needed.
- The DOE review team will include:
 - DOE headquarters leadership staff
 - DOE regional manager(s)
 - Other DOE management
 - DOE support contractors
 - National laboratory representatives (NREL, Argonne, and Volpe)
 - Other DOE Vehicle Technologies Office staff, as appropriate.
 - Coalition representatives should include a mix of the following:
 - Coalition director (required)
 - At least one manager from Coalition’s host organization, who has oversight responsibility for the coalition director, unless the Coalition is an independent non-profit. ***No re-designations will be held without the required host management participation and governing board representative participation, as applicable. Coalition directors should involve these individuals early in the process, to ensure their availability to participate in the webinar.***
 - Advisory committee or board members, including the chairperson.
 - Key stakeholders, including high-level partners from local governments, fuel providers, utilities, automotive dealerships, fleet organizations, environmental groups, local businesses, and non-profits.
 - The Coalition’s participants need not attend in person; they can call in from their locations if more convenient.
 - Determine ahead of time which stakeholders/advisory committee/board members will attend the webinar and be available to answer questions from the DOE team. The coalition director should plan to narrate the PowerPoint slides, with input from stakeholders and/or advisory committee/board members, as needed.

8. The Re-Designation Webinar

- **Preparation and Set-up:** At least 30 minutes prior to the webinar, the coalition director should set up the meeting space, including computer and phone line, and prepare to receive/orient any Coalition stakeholders that will be attending. DOE recommends logging in to the webinar 15 minutes ahead of time in case there are any computer glitches or other issues that could cause a delay.
- **Conducting the Webinar** (*Allow 45 minutes for presentation, and up to 75 additional minutes for introductions, questions, and feedback*). The general format for the re-designation webinar is as follows:
 - **Kick-off:** DOE HQ staff kicks off the webinar by welcoming the Coalition’s representatives and making a few remarks regarding the value of the re-designation process.
 - **Introductions:** DOE HQ staff members introduce themselves, followed by DOE regional managers and national laboratory participants, and then the coalition director and other Coalition representatives.
 - **Presentation:** The coalition director begins the PowerPoint presentation. Expect that there may be questions throughout the presentation, along with discussions.
 - **Q&A:** When the PowerPoint is finished, there will be 20–30 minutes for DOE HQ to engage with the Coalition, and for additional questions and discussion, including any questions that Coalition representatives may have for DOE. This is followed by a few words about next steps.
- **Coalition Follow-up:** We recommend that directors take a few minutes after the webinar is completed to thank their team members for their efforts and to document any action items that may have come up during the webinar presentation.

9. **Re-Designation Decision:** After the webinar, the DOE review team will meet for an internal debrief. Based on the information presented in the webinar, a briefing book prepared by contractor staff ahead of time, and staff knowledge of Coalition activities and capabilities, the review team will make a decision regarding re-designation, and approve the Coalition’s re-designation request for the full five years, approve re-designation for a shorter period, or determine that the Coalition will not be re-designated.

Within about a week, the Coalition’s regional manager will notify the coalition director of DOE’s re-designation decision. Within several weeks of the webinar, DOE will formally notify the Coalition of its re-designation status in a letter that provides feedback from the webinar.

If re-designation is approved, DOE will issue a re-designation letter confirming the Coalition is re-designated. The letter will include suggested actions to help the Coalition achieve its goals and address any areas that may need attention. The Coalition is encouraged to continue implementing its plans.

As described in the [DOE Re-Designation Expectations Section](#), under some circumstances, DOE may issue a “conditional” re-designation for a shorter period, such as a one-year conditional re-designation. In this event, DOE will notify the Coalition of this determination in a conditional approval letter. For Coalitions with a conditional re-designation:

- DOE will provide feedback regarding areas that need more attention, and can provide mentoring, if necessary.
- DOE will work in tandem with the Coalition to develop a performance plan and establish goals and expectations for the conditional period.
- DOE will continue to work with the Coalition during the conditional period, to enable it to successfully execute its plans.
- DOE will revisit the Coalition’s designation status at the end of the conditional period.

If the review team finds that the Coalition fails to meet DOE’s expectations and the Coalition has not demonstrated the capacity and commitment to work on a Coalition improvement plan, DOE may send the Coalition a letter indicating the Coalition will not be re-designated. The letter will describe the justification for the Coalition’s change in status and the effective date. In that event, the Coalition loses access to benefits from designation status as described in the [Changes to Designation Status](#) section. If an entity wishes to appeal this decision, it may do so by contacting the Technology Integration Program Manager, Mark Smith, at mark.smith@ee.doe.gov and copying the appropriate CC&C regional manager. The DOE team will review the appeal and follow up with a final determination.

VII. Changes to Designation Status

DOE desires the success of all Coalitions in the CC&C partnership and invests in empowering Coalitions to thrive. However, in some circumstances, a Coalition’s designation status may end and the Coalition is no longer part of the CC&C partnership. A Coalition may send DOE a letter detailing its wishes to end its designation status and the effective date. Alternatively, DOE may send the Coalition a letter notifying it of the end of its designation status and the effective date. If a Coalition’s designation status ends, the coalition would have to restart the designation process to rejoin the CC&C partnership. A Coalition’s designation status may end through one of the following circumstances:

- **Re-Designation Process**
 - If a Coalition does not seek re-designation, then DOE will issue a change in status notice.
 - During the re-designation process, the review team may determine the Coalition is not meeting the DOE re-designation expectations described in the [Re-designation Process](#). If the Coalition has demonstrated the capacity and commitment to work on a Coalition improvement plan, DOE may issue a conditional re-designation. However, if that is not the case, the designation status will not be renewed and DOE may issue a change in status letter.

- **Annual Partnership Renewal**

- If a Coalition does not submit the annual partnership renewal letter stating that they wish to continue to participate in the CC&C partnership and are meeting the A&E Requirements, DOE will first follow up to determine why the letter was not submitted and if appropriate, DOE may issue a change in status notice. DOE will provide a reasonable accommodation for extenuating circumstances such as illness or processing delays within a Coalition's host organization.
- If a Coalition submits an annual partnership renewal letter stating the Coalition is meeting the A&E Requirements when it is not actually meeting the A&E Requirements, DOE may begin an evaluation process resulting in the Coalition's change in status.

- **Ad Hoc Change in Status**

- A Coalition may decide it no longer wishes to or is no longer able to maintain its designated status. The Coalition must notify DOE in writing of the requested designation status change and effective date.
- If a Coalition is going through a transition period such as with a shift in organizational structure, staff vacancy, or challenges meeting A&E Requirements, the Coalition may work with DOE to determine a plan for ensuring the Coalition can maintain its designation status during a limited duration transition period, such as six months. However, if a Coalition is not able to meet the requirements for maintaining DOE designation status after a reasonable period of time, DOE may issue a change in status notice.
- If the Coalition is operating in a manner that does not align with federal, state, or local laws, DOE may evaluate whether to end the Coalition's designation status.

In the event that a Coalition's designation status ends, it loses access to the benefits outlined in [Benefits of DOE Designation Status](#). When a Coalition's designation ends, the organization may still operate apart from the CC&C partnership as a coalition, with the following changes:

- The coalition's information is removed from the CC&C website, including the national map, list of designated coalitions, and coalition profile.
- The coalition will no longer be invited to participate in CC&C virtual or in-person meetings restricted to designated coalitions.
- The coalition will no longer have access to the Coalition Toolbox and CC&C Forum.
- The coalition will no longer be allowed to use the CC&C logo or the old Clean Cities logo on the coalition website, social media accounts, or other communication products
- The coalition must remove any references to affiliation with DOE on the coalition website, social media accounts, or other communication products.
- DOE or DOE national laboratory staff will contact the coalition to facilitate the closeout of funding mechanisms restricted to DOE-designated coalitions.
- The coalition will no longer be eligible for financial assistance restricted to DOE-designated coalitions.

VIII. Additional Coalition Guidance and Procedures

A. Coalition Name Change

A Coalition considering a name change should consult with their CC&C regional manager for input on potential regional or partnership-wide factors. Because Coalitions are independent entities guided or governed by community and stakeholders, DOE does not formally approve a Coalition name or brand, or changes to such, but can provide helpful input.

However, in consideration of impacts on neighboring Coalitions and the CC&C partnership, as well as needs for up-to-date and accurate information, coalition directors must email their regional manager about any changes to the Coalition's name. This will ensure DOE can take proper steps to update the national map, Coalition profile page, and other relevant communications materials. Written notification should include:

- Confirmation that the Coalition has discussed this name change with neighboring Coalitions, especially within the same state.
- Summary of rationale for the change, including discussions with the Coalition's stakeholders (including board, host, or similar group).
- Accompanying new logo or rebranding strategy, if any.

B. Coalition Territory Expansion

DOE encourages existing Coalitions to expand territories to unrepresented areas within a state increase nationwide CC&C coverage. This gives the new communities the advantage of partnering with experienced stakeholders and leveraging regional resources instead of building an entirely new Coalition.

DOE encourages Coalitions interested in expanding their territory to ensure the Coalition:

- Continues to deliver on existing commitments to its communities, host organization (if applicable), DOE, and other supporters.
- Continues to provide quality support to existing stakeholders.
- Effectively integrates communities and stakeholders from the new area.
- Leverages external resources, including non-federal funding and partnerships with neighboring Coalitions, whenever possible.
- Uses the expansion process to strengthen itself organizationally, including adding new stakeholders and community champions in governing or advisory boards.
- Collaborates closely with the Coalition board and key stakeholders to develop a plan.

Coalitions should not expect additional funding from DOE based on expanded territory.

Procedure for Requesting DOE Recognition of Coalition Territory Expansion

The coalition director submits a written request for DOE recognition of a territory expansion to their CC&C regional manager including:

1. A map or short description of the Coalition's existing territory and its proposed new territory.
2. Documentation of concurrence from neighboring coalition directors within the same state.
3. Documentation of support or approval from the Coalition's existing stakeholders (via advisory or governing board, or process of consultation) and host organization.
4. Documentation of support from stakeholders from new territory, including plans or commitments from new stakeholders to advance the Coalition's mission and support the Coalition itself.
5. Benefit to the CC&C partnership by the addition of this new territory.

DOE headquarters, in consultation with the regional manager, will approve, deny, request dialogue with the coalition director or stakeholders, or return the request for further revision.

C. Work Performed Outside Designated Coalition Territory

Coalitions are expected primarily to support the CC&C mission by working with communities within their designated territories. However, in some circumstances Coalitions can advance the CC&C mission by working outside of designated territories in ways that respect and maintain the territorial integrity of the partnership overall.

Situations in which this may occur include:

- Some areas are not currently served by Coalitions.
- Some areas are served by Coalitions that may not have enough capacity to perform on vital or beneficial CC&C projects.
- Government agencies or entities (other than DOE), whose businesses or organizational boundaries are different than those established by DOE, may approach individual Coalitions with teaming, partnering, or funding opportunities.
- Two or more Coalitions may perceive collaboration opportunities that provide mutual benefits to the Coalitions and advance mission-aligned activities.

The following guidelines and procedures cover these circumstances.

Guidance for Work in Territories Not Served by Any Coalition:

- When communities or entities in non-designated areas request information or help, DOE encourages Coalitions to offer assistance that is within their capacity.
- DOE encourages Coalitions to partner with other Coalitions when their combined efforts would deliver enhanced service to the stakeholders of the partnered Coalitions.

Guidance for Work in Territories Served by Another Coalition:

- When Coalitions are approached by entities within another Coalition's designated territory or perceive opportunities within such territory, DOE expects communication and collaboration. This preserves the integrity of the CC&C partnership and avoids

confusion among stakeholders. These situations and corresponding requirements include, but are not limited to:

- Coalitions contacted by an entity from within another Coalition’s territory either immediately refer that entity to the applicable Coalition or contact that Coalition to discuss and agree on a teaming arrangement related to the opportunity.
- Coalitions that perceive an opportunity within the territory of another Coalition discuss and agree in advance on a teaming arrangement that furthers the CC&C mission and serves stakeholders within that territory.
- A written agreement such as a Memorandum of Understanding or contract is considered a best practice in these circumstances. DOE recommends these agreements define:
 - Scope of work
 - Stakeholder name
 - Duration of service
 - How communication with stakeholder will be managed
 - Any compensation for services provided.

D. Coalition Co-Directors and Staff

Coalition Director and Co-Director Roles

Each Coalition is led by a coalition director, named by the Coalition, who serves as the main point of contact for DOE and the Coalition’s stakeholders. The coalition director is listed on the CC&C website and included in the Coalition profile webpage. Coalition directors are also included in correspondence and peer sharing forums, such as CC&C coalition news, the CC&C Forum, regional meeting invitations, national meeting invitations, and others. As the main points of contact, coalition directors are actively involved in the day-to-day work or management of a Coalition. While DOE uses the term “coalition director” to refer to these individuals, Coalitions and host organizations may use other position titles.

Some Coalitions are adding staff to meet ever-growing demands and opportunities. These Coalitions may benefit from DOE including the name and contact information for a coalition co-director as an additional point of contact on the Coalition’s page on the CC&C website. The Coalition may also benefit from including additional staff in regular communications from DOE, national laboratories, and peer Coalitions.

Coalitions should not expect to receive additional compensation from DOE based on the presence of a coalition co-director or additional staff. Coalitions should ensure that adequate funds and facilities exist locally to support any increase in staff.

In some cases, a coalition director is unable to continue serving as the main point of contact or devote sufficient time to the Coalition. In this case, Coalitions cannot simply appoint a coalition co-director to conduct CC&C matters on their behalf but should select a new coalition director.

Recognition of Additional Coalition Points of Contact and Communication with Staff

DOE considers the coalition director (named by the Coalition) as the main point of contact for DOE's communication with the Coalition. Coalitions may request that DOE include one additional individual as an optional second point of contact. DOE will identify this individual as the coalition co-director. The co-director's name, email, and phone number will be included on the Coalition profile page on the CC&C website.

DOE will also consider requests made by the coalition director or co-director to include additional Coalition staff in regular CC&C communications. These include but may not be limited to CC&C coalition news, the CC&C Forum, and access to Coalition Toolbox.

Website Listing of Coalition Co-Director and Communications with Additional Staff

To request that DOE list a new coalition co-director on the Coalition's CC&C website page, the coalition director needs to email the regional manager with the following information:

Affirmations (This checklist may be filled out, then copied and pasted into an email.):

- The coalition director can no longer effectively meet demands, opportunities, and resulting workload, so the Coalition has added a co-director.
- The Coalition has sufficient capacity to house and support this additional position.
- Both the coalition director and co-director will support their Coalition, on average, a minimum 15 hours/week (or combined minimum 30 hours per week).
- The decision to add a coalition co-director was made with the approval of the Coalition's board of directors or other applicable governing body, or host organization management.
- A headshot photo of the co-director is included in this email.

Co-Director Profile:

Name:

Phone Number:

E-mail:

Physical Address:

Employer/Host Agency (If Applicable):

Short Bio (~50–100 words):

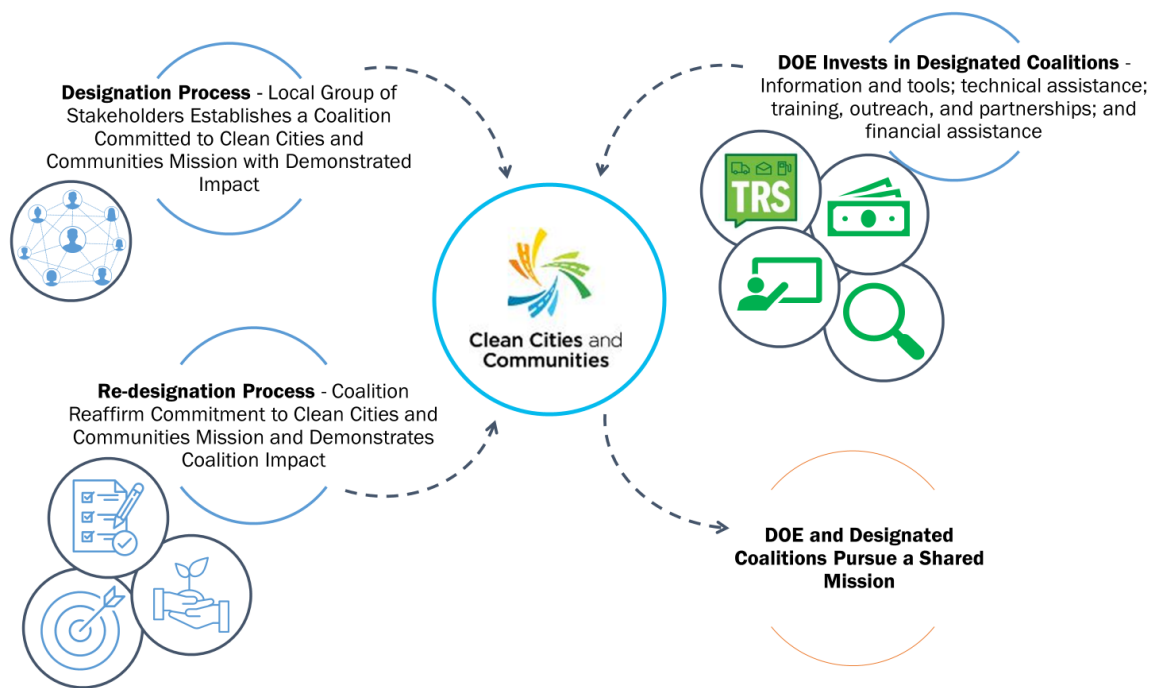
Communications with Additional Coalition Staff

If the Coalition would like to add additional staff to regular CC&C communications limited to coalition directors or staff, the coalition director or co-director must submit a request by email to Mandy Bongiovanni (Mandy.Bongiovanni@nrel.gov) with cc to the Coalition's regional manager. The request must include (one or multiple) new staff name, title, email address, and

brief (~50 words) description of the individual staff member’s duties. NREL and DOE will add new staff to communication channels limited to coalition directors and staff.

IX. Summary

The CC&C partnership is a model of federal, state, and local level collaboration to advance the nation’s environment, energy security, and economic prosperity through collaboration with communities by building partnerships with public and private stakeholders that create equitable deployment of clean transportation solutions for all. The partnership’s rigorous designation and re-designation process as well as the A&E Requirements enable DOE’s VTO to invest in the success of Coalitions through information and tools; technical assistance; training, outreach, and partnerships; and financial assistance. Together, DOE and Coalitions pursue a shared mission through a partnership structure proven to achieve impact for over 30 years.



To learn more about the CC&C structure, review the resources below:

- CC&C website: <https://cleancities.energy.gov/>
- CC&C overview fact sheet: https://afdc.energy.gov/files/u/publication/clean_cities_coalitions_overview.pdf
- Clean Cities: A Model of Collaborative Technology Innovation Built Over 30 Years <https://www.nrel.gov/docs/fy23osti/85510.pdf>
- CC&C Activity Reports: [https://afdc.energy.gov/publications/search/keyword?q=coalition+activity+report&types\[\]=10250](https://afdc.energy.gov/publications/search/keyword?q=coalition+activity+report&types[]=10250)

X. Appendix A: Sample Stakeholder Partnership Commitment Letter

LETTERHEAD (Organization, Government, Company)

DATE

Mark S. Smith
Program Manager, Technology Integration
Vehicle Technologies Office
U.S. Department of Energy
1000 Independence Ave., SW
Washington, DC 20585

Dear Mr. Smith:

On behalf of (name of organization) I commit my support for [name of coalition] as we seek formal designation by the U.S. Department of Energy as a Clean Cities and Communities coalition. This letter details specific commitments (name of organization) and I am making to serve the coalition and its mission in [local/regional service area, e.g., state] to advance sustainable and equitable transportation.

First, I commit personally to serve as an active member on (name of coalition's) (advisory or governing board, as appropriate) to support (name of coalition's) plans to deliver impact on the Clean Cities and Communities mission in (service area).

Second, (name of organization) makes the following commitments:

(Bullet point list that may include commitments such as becoming a dues-paying member, acquiring or using alternative fuels or advanced vehicles, deploying fueling or charging infrastructure, championing policies to overcome market barriers, actively participating in projects to advance equitable access to clean mobility solutions, reducing impacts from transportation related pollution, or similar efforts.)

(Name of organization) and I look forward to working with our coalition director, other coalition stakeholders, the U.S. Department of Energy, and others to achieve the status of a DOE-designated Clean Cities and Communities coalition. I understand this will require my time and energy. After the new coalition earns designation, I pledge to continue supporting the coalition and fulfill these commitments to advance the Clean Cities and Communities mission in [Coalition's service area].

Sincerely,

Name, Title
Organization, Government or Company