

Project Management Plan

Project Title: I-40 Transcontinental Green Corridor Project

A. Executive Summary

The overall objective of the project is to increase the availability of E85 ethanol and B20 biodiesel to the public and fleets along the I-40 interstate corridor from Barstow, California at its western terminus to Wilmington, North Carolina at its eastern terminus. Grant funds will be used to reimburse station owners for installing new refueling equipment and/or upgrading current equipment to sell E85 and B20. The major participants/partners, or “Corridor Leaders,” will help the station owners in a number of ways include with technical assistance and in marketing the stations to fleets and the public. The UTK ISSE and project management partner the East Tennessee Clean Fuels Coalition will administer the grant on behalf of the partners. The specific objective of the project is to make E85 and B20 publicly available and close to I-40 (within 3 miles) to add to the ability to find these biofuels roughly every 300 miles along I-40. We will do the following through this project:

- Add at least 11 more public E85 pumps, and 9 more public B20 pumps at stations along I-40
- Displace over 1.3 million gallons of petroleum per year
- Increase the number of vehicles using biofuels
- Increase awareness about these stations with local fleets and corridor travelers
- Increase awareness for the need to use more of these biofuels in our communities along I-40

The objectives within each of phase of the work will be

- Phase I – install or upgrade infrastructure to put at least 20 public E85 or B20 pumps into use
- Phase II – Market these stations to reach our goals for monthly usage
- Phase III – Collect data to verify our progress and achievements

B. Risk Management

Per the RFP, “project risk events” are defined as “uncertain future events that, if realized, impact the success of the project.” For our project’s success, the two key risk categories are associated with 1) overall successful project completion and 2) site pump or tank problems.

For category #1, the major risks and our approach to averting them are as follows:

- Not getting all of our uncommitted stations fulfilled – Based on the track record of Clean Cities coalitions and their partners in helping to place biofuel stations we believe the risk here is low, although the market is not good right now for these fuels. With substantial federal funding available and matching dollars flowing from many of our states as various types of marketing assistance, the upside is high for being able to place these stations. We will rely on appropriate salesmanship in showing station owners that markets are cyclical and if they get their stations up and running now, they can be ready when the markets return to better days.
- Having committed stations not fulfill their commitments – When station owners de-commit for whatever reason, based on the above argument we do not foresee substantial risk in being able to find nearby suitable replacements.

For category #2, it is difficult for us to have much of a say in this type problem. Clearly, station owners need to be aware that E85 tanks, pumps and other components must be ethanol capable, and thus we must ensure that they have done their homework in confirming that they purchase the appropriate components.

All coordinators will rely on the guidance documents like the *Ethanol Handling & Use Guide*, which clearly denotes which materials to use and not to use. Furthermore, station owners who need assistance can be directed to certified equipment providers like our partner Protec to get clarification on their questions of which maker or brand of components to purchase to eliminate potential compatibility problems.

C. Milestone Log

The key types of events or milestones of this project are

- ▶ Securing the uncommitted stations (15, as a minimum of the number of stations those federal dollars can add to our project; we can exceed that number, but just can't open less than that);
- ▶ Construction complete and the station opened (all 19 stations);
- ▶ Grand opening event held; the event is used as a general metric that most of the marketing associated with each station will be in place by that date; and
- ▶ Timely reporting and monitoring to DOE; this includes PI reporting on the whole project and quarterly reporting of fuel usage and average sales price data.

Our milestones are provided below and are shown by budget period (six-month periods). Exact completion dates are not shown but deadlines are provided as dates from project award notification due to the uncertainty of a starting month for the project. The Milestone Log will be filled out with dates matching the below noted timelines as soon as we find out about final awards.

Budget Period #1 – Funded Year #1, First Six Months

Committed stations (Title – “BP1-committed”)

- ▶ Have all 4 of our committed station's site work completed with the stations open by the end of the budget period
- ▶ For those 4 stations, have completed all of the grand opening events and most of the associated marketing (some post-event marketing may still be underway)

Uncommitted stations (Title – “BP1-uncommitted”)

- ▶ Have 9 of our 15 uncommitted stations on-board and completing installation by the end of the current budget period
- ▶ For those 9 stations, have completed all of their grand opening events and most of the associated marketing

DOE Reporting (Title – “BP1-reporting”)

- ▶ Have submitted 2 quarterly reports on progress to DOE

Budget Period #2 – Funded Year #1, Last Six Months

All Stations (Title – “BP2-all”)

- ▶ Have begun quarterly sales and price reporting to UT for the open stations

Uncommitted Stations (Title – “BP2-uncommitted”)

- ▶ Have the remaining of our 6 uncommitted stations on-board and completing installation by the end of the current budget period; all uncommitted stations will be open by the end of BP2
- ▶ For those 6 stations, have completed all of their grand opening events and most of the associated marketing

DOE Reporting (Title – “BP2-reporting”)

- ▶ Have submitted 2 quarterly reports on progress to DOE

Budget Periods #3-8

All Stations (Titles – “BP#-all” for each BP)

- ▶ Continue collecting and reporting quarterly sales and pricing to UTK for all 19 open stations
DOE Reporting (Titles – “BP#-reporting” for each BP
- ▶ Have submitted all the remaining required quarterly reports to DOE

D. Marketing Plan

Appropriate and proactive marketing of public biofuels stations includes a set of fundamental actions while connecting the stations within their region. Of course, fleets are a big part of this and are a big part of the way Clean Cities functions: getting fleets using alternative fuels. Here is our list of what we expect to do with each station for marketing, broken down by category and provided in chronological order or order of importance:

Onsite & Nearby Marketing

- ▶ Ensure that fuel prices are visible on the station reader board/marquee at street/highway level
- ▶ Have all necessary and required markings on the pump itself about each fuel
- ▶ Get fuel pump toppers and other on-dispenser equipment (e.g., nozzle talkers, point-of-sale boxes) in use
- ▶ Get approval from station owners to put on-door or near-door window clings or stickers promoting the sale of a renewable fuel inside, and the availability of the Flexible Fuel Vehicle Club of America Stickers
- ▶ Put long-term/temporary banners up clearly denoting to all passersby that the biofuel is available onsite
- ▶ Work to get station owners purchasing colored hoses (yellow for E85, green for biodiesel) to help set off those fuels as different
- ▶ Have information in the store on the fuel and the partners that brought the store the funding; this should include contact information for the Clean Cities coalition so that customers know where to call for more information on the fuel itself as well as getting involved locally in proactivity around fuels diversity and efficiency
- ▶ If state blue signs have room or if the station owner already has signage there, get the availability of the fuel put on that sign (simple works best: “B20” or “E85”); marrying this with any state assistance that is available, like in Tennessee where if the station’s rectangle ad is changed, TDOT will add 4 large blue signs on top of the exit’s four blue board that denote that a “biofuel” is available at that exit, making it much easier for interstate traffic to see that the fuel is off that exit

Grand Opening Marketing

- ▶ Have station owner keep the Corridor Leader apprised of the expected grand opening date well in advance
- ▶ Plan out the grand opening, including vehicles to have onsite, speakers to invite, refreshments to offer, day-off reduced pricing, any handout materials that will be provided, any special giveaways to be offered that day to biorefuelers, and what to do in case of inclement weather
- ▶ Order any materials that will be needed for that day, including banners, pump covers, special handouts/mementos, etc.
- ▶ Depending on the fuel, coordinate with OEM vehicle dealers like Chevrolet and GMC or NBB on anything in particular that they want to do at the site; this could include cross-promotion with flex-fuel vehicles if a GM dealership (or other FFV dealership) is nearby
- ▶ As is possible, coordinate and schedule advance Webcast with biofuels subject expert in conjunction with local media Website
- ▶ Develop press release in concert with local partners including station owner and plan out the release date to all local media

- ▶ Arrange for local radio station remote broadcast and as is possible provide biofuels discount cards for giveaways to radio audience
- ▶ Hand deliver yellow caps and biofuels B-roll to local/regional TV stations (if we can get GM to provide these at no charge since they are not an official project partner)
- ▶ Identify local/regional bloggers and tweet (via Twitter) information on station opening and relevance to I-40 corridor “one station closer...”
- ▶ Disseminate press release in region via email and fax as necessary
- ▶ Follow up release with phone calls to particular local media to ensure they received the release and see if they have any questions about the event
- ▶ Be onsite at least one hour before event to take care of any necessary setup including podiums and microphones, banners, tables for displays like for Clean Cities coalitions
- ▶ Hand out momentos, discount cards and related that could lead to repeat business
- ▶ Take pictures and video. Post video on partner Websites

In-state Marketing

- ▶ Ensure all in-state departments/entities that need to know know that the station is now open and have all the necessary information (e.g., hours, what cards are taken)
- ▶ Make sure state government adds the station listing to their list of stations for their fleet
- ▶ Corridor Leaders make their lists of local fleets they need to contact to let them know that there is now local E85 or B20, and make the calls
- ▶ Look for any partnerships locally that could bear fruit as sales to ensure that maximum exposure for the fuel’s availability is attained; this includes communicating with any nearby FFV or diesel dealerships
- ▶ Individual state regulations permitting, coordinate postcard direct mail campaigns to owners of FFVs based on vehicle registration databases

Site Listing Marketing

- ▶ Get site listed on coalition, regional, state or national Websites that maintain lists
- ▶ This would first and foremost include the AFDC Website, but would also include sites like the NEVC’s E85 listing and the National Biodiesel Board’s biodiesel listing

E. Funding and Costing Profile

Project Funding Profile

The amount of government funding provided to each Corridor Leader by budget period is shown in Table E.1. Jonathan Overly is serving in several capacities including as a Corridor Leader working on stations, as the Principal Investigator, and as the PI, the central oversight agent for all station contracting and funding disbursement (to ensure continuity in contracting and receipts verification). Requested federal funds are shown by budget period for all periods for all partners (simply numbered 1-8 and each being 6-month periods), and as budget period totals.

Table E.1 – Project Funding Profile

Project Partners	Budget Periods								Totals
	Year 1		Year 2		Year 3		Year 4		
	1	2	3	4	5	6	7	8	
Jonathan Overly, ETCFC (responsible for the following)									
Corridor Leader	\$1,024	\$49	\$49	\$49					\$1,220
PI	\$5,691	\$2,846	\$1,626	\$1,057	\$569	\$569	\$325	\$325	\$13,008
Station Contractor	\$503,750	\$180,000							\$683,750

Travel (PI)	\$600	\$500	\$300	\$200	\$200	\$200	\$200	\$200	\$2,400
Travel (Leaders)	\$1,100	\$500							\$1,600
FFV Club Stickers	\$1,000								\$1,000
TOTAL	\$513,165	\$183,894	\$1,975	\$1,306	\$818	\$769	\$525	\$525	\$702,978
All Other Project Partners									
UT Admin. Asst.	\$1,320	\$840	\$420	\$300	\$240	\$240	\$120	\$120	\$3,600
JoAnn Armenta	\$2,020	\$1,260	\$60	\$60	\$60	\$40			\$3,500
Frank Burcham, LOECCC	\$3,680	\$80	\$80	\$80	\$80				\$4,000
Yvonne Anderson, COCC	\$1,117	\$533	\$17	\$17	\$17	\$17			\$1,718
Karen McSpadden, CACC	\$3,172	\$1,047	\$123	\$123	\$123	\$32			\$4,620
Dave Pelton, CCMT	\$880	\$682	\$22	\$22	\$22	\$22			\$1,650
Joe O'Neill, NCSC	\$1,659	\$870	\$54	\$54	\$54	\$29			\$2,720
Kathy Boyer, TCCC	\$355	\$734	\$24	\$24	\$24	\$22			\$1,183
UT Overhead	\$22,851	\$4,672	\$1,304	\$933	\$676	\$550	\$304	\$303	\$31,593
Total by Budget Period	\$550,219	\$194,613	\$4,079	\$2,919	\$2,114	\$1,721	\$949	\$948	\$757,562
Total Federal Request									\$757,562

Project Costing Profile

The amount of government funding provided to each Corridor Leader or partner by month for the first budget period is shown below. Note that all totals match budget period 1 show above.

Table E.2 – Project Costing Profile

Project Partners	Months During Budget Period 1						Totals
	1	2	3	4	5	6	
Jonathan Overly, ETCFC							
Corridor Leader	\$171	\$171	\$171	\$171	\$170	\$170	\$1,024
PI	\$949	\$949	\$949	\$948	\$948	\$948	\$5,691
Station Contractor	\$0	\$0	\$0	\$160,000	\$183,750	\$160,000	\$503,750
Travel (PI)	\$100	\$100	\$100	\$100	\$100	\$100	\$600
Travel (Leaders)	\$184	\$184	\$183	\$183	\$183	\$183	\$1,100
FFV Club Stickers	\$1,000						\$1,000
TOTAL	\$2,404	\$1,404	\$1,403	\$161,402	\$185,151	\$161,401	\$513,165
All Other Project Partners							
UT Admin. Asst.	\$220	\$220	\$220	\$220	\$220	\$220	\$1,320
JoAnn Armenta	\$337	\$337	\$337	\$337	\$336	\$336	\$2,020
Frank Burcham, LOECCC	\$614	\$614	\$613	\$613	\$613	\$613	\$3,680
Yvonne Anderson, COCC	\$187	\$186	\$186	\$186	\$186	\$186	\$1,117
Karen McSpadden, CACC	\$529	\$529	\$529	\$529	\$528	\$528	\$3,172
Dave Pelton, CCMT	\$147	\$147	\$147	\$147	\$146	\$146	\$880
Joe O'Neill, NCSC	\$277	\$277	\$277	\$276	\$276	\$276	\$1,659
Kathy Boyer, TCCC	\$60	\$59	\$59	\$59	\$59	\$59	\$355
UT Overhead	\$2,242	\$1,772	\$1,772	\$13,523	\$1,771	\$1,771	\$22,851
Total in BP1 by Month	\$7,017	\$5,545	\$5,543	\$177,292	\$189,286	\$165,536	\$550,219
Total Budget Period 1 Federal Request							\$550,219

F. Project Timeline

Our project timeline is provided below. It is based on 6-month budget periods. Although DOE has an expected award date, recently, dates for federal funding have been changing frequently so in lieu of filling in exact dates now, we simply included 6-month budget periods here and will input exact month-to-month

and year-to-year budget periods if/once awarded. Likely, that will start August or September 2009 and run in 6-month periods thereafter. For example, budget period 3 will start around August/September 2010 and end January/February 2011.

Each task as outlined in the SOPO is shown below; and the major milestones are shown as hashed regions. The numbers in the milestones correlate as follows, and end in the budget period they surround (for the first three, they are marked at the end of the 2nd budget period):

1. All uncommitted stations committed
2. All construction complete and station open
3. Grand opening event held
4. Completion of all station reporting
5. Completion of final reporting to DOE

Chart E.1 – Project Gantt Chart

Task	Pre-award Budget Period 0	Budget Periods							
		Year 1		Year 2		Year 3		Year 4	
		1	2	3	4	5	6	7	8
Phase I - Purchase/Install Equip. and Open									
Task 1.0: Secure uncommitted stations		1							
Task 2.0: Secure necessary permits									
Task 3.0: Purchase equipment									
Task 4.0: Install/ upgrade equipment and open station		2							
Phase II - Market Stations									
Task 5.0: Identify alternate stations									
Task 5.0: Identify fleet users									
Task 6.0: Take care of all simple site listings/ notifications									
Task 7.1: Organize grand opening events and hold		3							
Task 7.2: Issue press releases									
Phase III - Collect Data									
Task 8.0: Create data collection forms									
Task 9.0: Establish schedule for data collection									
Task 10.0: Collect the station data						4			
Task 11.0: Consolidate all data and report it to DOE								5	

In addition, below is a station chart to help clarify exact expectations for each station in terms of their timelines. In this chart, green indicates a B20 station, yellow indicates an E85 station, and dark blue

indicates a combined station that will sell E85 and B20. All colored bars are indicating the two years worth of data collection that will be on-going for sales and average sales prices. The stations are listed under a station name or as uncommitted. For some of the uncommitted stations where we are all but certain they will be our station partner for those locations, their names are listed after “uncomm.”. The horizontal sections show by state the stations each Corridor Leader or team of Corridor Leaders is responsible for. The total number of fully committed stations is 4 while the number of uncommitted stations is 15 (if you count those that we already expect to be our station partners, then the numbers change to 9 committed stations and 10 uncommitted stations). Station and pump totals are shown at the bottom. This timeline estimates our ability to get these stations in place and operating.

Chart E.2 – Station Chart

	Stations	pumps	Year 1		Year 2		Year 3		Year 4	
			BP 1	BP 2	BP 3	BP 4	BP 5	BP 6	BP 7	BP 8
CA - 1	Uncommitted	1	\$30,000							
CA - 2	Uncommitted	1		\$30,000						
AZ - 1	Uncomm. - Pilot	1	\$50,000							
AZ - 2	Uncommitted	1		\$30,000						
NM - 1	Ever-Ready Oil	2	\$50,000							
NM - 2	Uncommitted	1	\$30,000							
TX - 1	Uncomm. - Pilot	1	\$50,000							
OK - 1	Uncomm. - Star Fuels	1	\$30,000							
OK - 2	Uncomm. - Star Fuels	1	\$30,000							
OK - 3	Uncommitted	1		\$30,000						
AR - 1	Coulson Oil	1	\$32,500							
AR - 2	Coulson Oil	1	\$41,250							
AR - 3	Uncommitted	1	\$30,000							
AR - 4	Uncommitted	1		\$30,000						
TN - 1	Uncomm. - Pilot	1	\$50,000							
TN - 2	Uncommitted	1		\$30,000						
NC - 1	Uncommitted	1	\$30,000							
NC - 2	Kargo Corp.	1	\$50,000							
NC - 3	Uncommitted	1		\$30,000						
Totals	19	20	\$503,750	\$180,000						
			TOTAL	\$683,750						

G. Success Criteria at Decision Points

The specific, measurable and repeatable success criteria that this project should be judged on are the following:

1. Number of committed stations completed and opened by deadline; all 4 – end of BP1 (Jan./Feb. 2010)
2. Number of uncommitted stations completed and opened by deadline; all 15 – end of BP2 (end of summer 2010)
3. Number of grand opening events held; should be all 19 – end of BP2 (end of summer 2010)
4. Percentage of estimated monthly E85 and/or B20 sales reached – depends on time frame of each station, but is desired to at least follow this breakdown:
 - 6 months after opening – 25 percent
 - 12 months after opening – 50 percent
 - 18 months after opening – 75 percent

- ▶ 24 months after opening – 100 percent

In short, although it is possible that one of criteria 1 or 2 above would be delayed by a budget period, we do not expect that to happen. Even if so, that should not become a “no-go” to completing the project. Barring Force Majeure, we do not foresee any instances happening that would stop the project from completion. Perhaps the most critical of these criteria is not the openings but the realization of targeted fuel usage numbers at all the stations. As this will be after 95 percent of expenditures have taken place and stations are opened, what will be necessary is continued support by each Corridor Leader and their area partners to continue publicizing each station and increasing that fuel usage. As that is completely germane to what Clean Cities coalitions do, we do not foresee even this as a project-hampering roadblock, simply a speed bump.