



## **Denver Metro Clean Cities Coalition Plug-In Vehicle Strategic Planning/Feasibility Study Template**

### **ASSESSMENT SUMMARY AND PURPOSE**

The Denver Metro Clean Cities Coalition (DMCC) is the second-oldest coalition in the United States, having been designated on September 13, 1993.

The Denver Metro coalition is housed at the offices of the American Lung Association in Colorado. The mission of this coalition is to advance the energy, economic, and environmental security of the United States by supporting local decisions in Colorado to adopt practices that reduce the use of petroleum in the transportation sector. The DMCC goals are to: 1) enhance the U.S.'s energy security; 2) promote Colorado economics and 3) improve air quality in Colorado. The DMCC covers the following counties in the state of Colorado: Adams, Arapahoe, Boulder, Broomfield, Clear Creek, Denver, Douglas, Eagle, Gilpin, Jefferson, Pitkin, and Summit.

The plug-in electric vehicle assessment effort has been expanded to include the entire state of Colorado, as the DMCC recently received a \$500,000 grant for a community readiness plan for electric vehicles in Colorado. The grant is entitled Project FEVER, which stands for Fostering Electric Vehicle Expansion in the Rockies. Electric vehicles have been a priority for the state of Colorado for at least the past two years.

### **PAST & CURRENT PLUG-IN VEHICLE IMPLEMENTATION:**

The following EV/EVSE projects are planned or in the process of being implemented in Colorado:

Ford Transit Connect Fleet Demonstration: Xcel Energy has been selected to be among the first in the country to receive the all-electric Ford Transit Connect Electric commercial van. Azure Dynamics Corp., a hybrid electric and electric power train innovator for the commercial truck market, has named Xcel Energy to its "Lead Customer" program to receive a total of 13 vans to deploy in its service areas, including Denver. Xcel Energy will add two of the 13 vans into its corporate fleet and has agreed to provide additional grants from its Chairman's Fund to support the purchase of two additional Ford Transit Connect Electric for its project partners, including the City of Denver, National Renewable Energy Laboratory and Alfalfas Market. The results of this effort will be shared with the FEVER partners.

State Fleet Management (SFM) PHEV Demonstration: SFM has entered into an arrangement with Chrysler to deploy 14 PHEV prototype full size RAM pickup trucks. SFM will be responsible for providing all vehicle operating and travel behavior data as feedback regarding the travel patterns, vehicle operating patterns, charge patterns, and any other relevant data parameters that will assist with the product research and development. This usage information will be shared with FEVER partners.

#### Boulder EV SmartGridCity Project

This project, funded through the Department of Energy with assistance from Congressman Jared Polis and Senators Michael Bennet and Mark Udall, will promote the use of alternatively fueled vehicles and

advanced technology vehicles in Boulder to help reduce U.S. dependence on imported petroleum, increase fuel economy and reduce emissions. The City of Boulder, Boulder County and the University of Colorado-Boulder will test and convert existing hybrid electric fleet vehicles, purchase new electric vehicles, install approximately 40 electric vehicle charging stations, and test vehicle-to-building interfaces and charging stations for Xcel Energy Energy’s SmartGridCity project. Some locations for charging stations will also be connected to existing and planned installations of solar photovoltaic systems through the City of Boulder’s Energy Performance Contract. Other partners include the Rocky Mountain Institute’s Project Get Ready; the National Renewable Energy Laboratory, Toyota Motors, and local manufacturers and businesses. Project data and results will be shared with FEVER partners.

Lyons Electric Bus System Integration: Wheelhouse Associates is proposing an innovative system integration of an electric bus line to demonstrate a variety of benefits associated with electric bus deployment through public/private charging infrastructure, reactive energy storage, utility peak load mitigation and renewable energy power management. The project would provide electrification within the Regional Transportation District (RTD)’s line between Boulder and Lyons. The project proposes to integrate energy storage, public charging infrastructure at the transit parking lot, solar powered parking infrastructure, and utility management of energy storage to maximize renewable energy benefits while addressing peak load requirements. The results of this medium and heavy-duty EV demonstration project will be shared with the FEVER members.

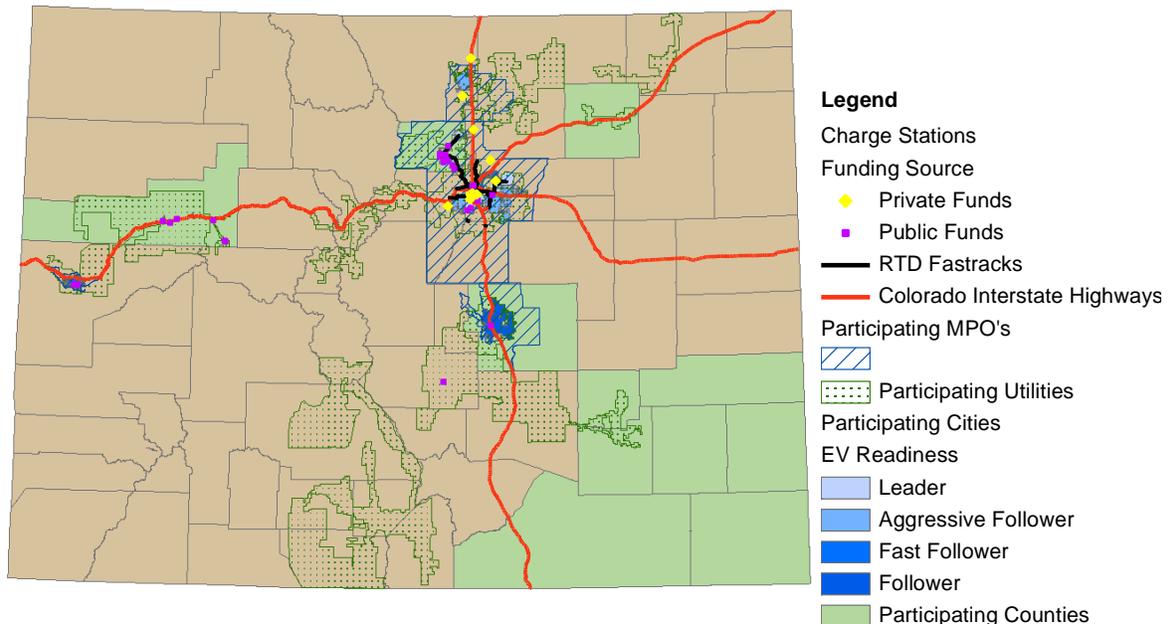
Current and Projected Charging Infrastructure: Kum & Go and Canopy Airport Parking are owners and operators of property that will be essential to the deployment of a sufficient level of publicly available charging infrastructure. Both of these partners are working to expand the level of public access charging location using their private funds. In addition to the Transit Connect EV pilot project, Xcel Energy has agreed to fund seven public access charging stations in Denver in the near-term.

The following communities in Colorado have supplied the DMCC with information about their municipal plans for electric vehicle readiness. Through the Project FEVER grant application, program administrators actually ranked each community on their current (May 2011) state of readiness for EV/EVSE:

Readiness Level	Municipality
<b>Leader:</b> Strong foundation for EVs and likely participant in first wave of EV mobility	<ul style="list-style-type: none"> <li>• Boulder County</li> <li>• City of Boulder</li> <li>• City and County of Denver</li> <li>• Longmont</li> <li>• Town of Superior</li> </ul>
<b>Aggressive Follower:</b> non-traditional foundation for EVs, but high momentum and planning to prepare and likely join the first wave of EV mobility	<ul style="list-style-type: none"> <li>• Aurora</li> <li>• Englewood</li> <li>• Ft. Collins</li> <li>• Lakewood</li> <li>• Telluride</li> </ul>
<b>Fast Follower:</b> some basis for EVs, but significant areas for improvement and likely participant in the second wave of EV mobility	<ul style="list-style-type: none"> <li>• City of Grand Junction</li> <li>• Town of Newcastle</li> <li>• Rifle</li> </ul>
<b>Follower:</b> limited current foundation for EVs, low planning levels, and likely participant in later waves of EV mobility	<ul style="list-style-type: none"> <li>• Carbondale</li> <li>• Colorado Springs</li> <li>• Commerce City</li> <li>• El Paso County</li> <li>• Garfield County</li> <li>• Glenwood Springs</li> </ul>

Each community is leading their own way in electric vehicle readiness. However, the DMCC is the organization that is taking the lead in connecting all of these municipalities through a cohesive, statewide plan. The Northern Colorado Clean Cities Coalition and the Southern Colorado Clean Cities Coalition are both involved partners and subcontractors on the Project FEVER grant to make sure that all corners of the state are reached through this grant.

Below is map which illustrates the current state of electric vehicle readiness in Colorado: EV Charging Stations 30 Total (13 Privately Funded, 17 Publically Funded). Unfortunately, the data on charging usage is incomplete at this time.



Many utilities around the state of Colorado are active participants in the Project FEVER grant. These partners include:

- Public Service Company of CO (Xcel Energy)
- Colorado Springs Utilities (CSU)
- Black Hills Corporation
- Glenwood Springs Power and Light
- Longmont Power and Communications

All relevant generators and distributors of electricity in Colorado are included in the FEVER coalition. This includes both of Colorado's investor-owned rate regulated utilities (Xcel Energy and Black Hills), as well as four municipal electric service providers are FEVER partners. This represents all relevant generators and distributors of electricity within the FEVER coalition. Utilities will share information pertaining to EV/EVSE service and rate impacts, usage patterns, pilot studies and industry-lead best management practices (BMPs).

The DMCC is the leading planning organization for the National Plug In Day on October 16. The purpose of the event is to give the general public the opportunity to see several types of electric vehicles and charging infrastructure up close and to speak with industry experts who can answer questions about electric vehicles. This event will include vehicles, charging and supply equipment, as well as movie screening with a question and answer panel following the film. This is an independent event and not a piece of Project FEVER.

Written into the grant, however, are plans to host an Electric Vehicle Day in Colorado. These events will take place and draw attendees to coordinated events around the state. Community members will attend meetings where Project FEVER is on the agenda. Projected attendance at Project FEVER events will be 2,500.

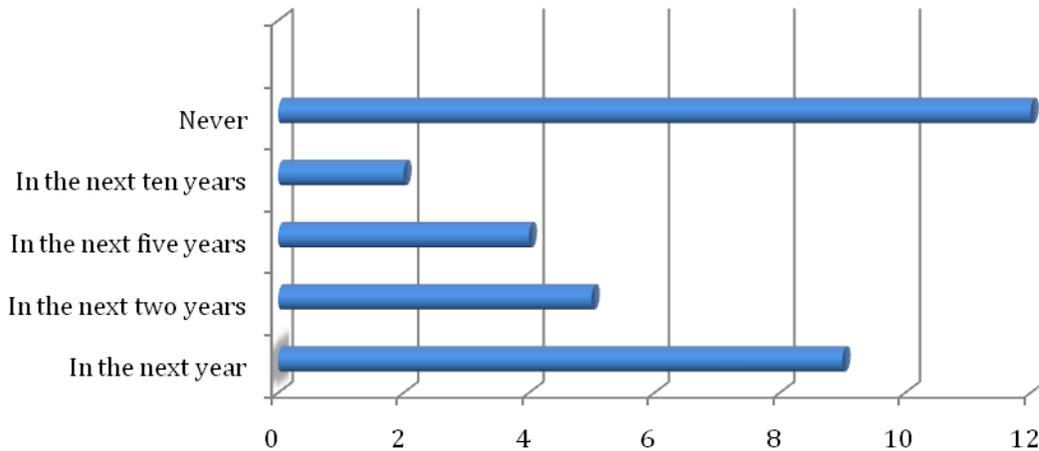
### **ASSESSMENT OF PLUG-IN VEHICLE IMPLEMENTATION POTENTIAL**

Several assessments have been completed for electric vehicle readiness in Colorado. A survey was deployed to fleets around Colorado through the extensive Clean Cities network, the Rocky Mountain Fleet Management Association, as well as the local NAFA chapter. A total of 29 responses were received.

#### **1. Stakeholder Information (Name, Title, Organization):**

- Jeff Bowman, Fleet Manager, City of Westminster
- Shawn Battmer, Fleet Administrative Assistant, City of Greenwood Village
- Shawna Lease Maintenance Administrator Colorado Cab Company
- Karen Worminghaus Director eGo CarShare
- Joe Pokay Fleet Foreman City of Steamboat Springs
- Rickey Dell Senior Manager, Supply Services Tri-State G & T Assoc Inc
- Adams 12 Five Star Schools
- Bob Flynn, Founder, Green Ride CO, Inc
- Chris Bull Fleet Manager, Pitkin County
- Stuart Bunt Fleet Supervisor South Suburban Parks and Recreation
- Todd Scholl Fleet Manager Town of Vail
- Jack Tolmich, Fleet Supervisor, Denver Water
- Todd M. Long Service/Fleet Manager Mac Equipment Inc.
- Weld County Government
- NCCC
- christine biegers fleet manager new belgium brewing
- Roaring Fork Transportation Authority (RFTA) Jason White, Planner Kenny Osier, Director Maintenance
- Kathy Portner Neighborhood Services Manager City of Grand Junction
- Ted Plank, Fleet Manager Boulder County
- Canopy Airport Parking Skeeter Buck Sustainability Manager
- Mark Hennesy Xcel Energy
- Donald L. Haskins Fleet Services Administrator City of Las Cruces, New Mexico
- John Drozd, Fleet Mgr., Kinder Morgan Inc.
- Dan O'Hearn Regional Fleet Supervisor Comcast
- Art Hale State Fleet Manager Colorado State Government
- Michael Lawson, Senior Management Analyst, City of Aurora, Colorado
- Joe Castro, Facilities and Fleet Manager, City of Boulder
- Brandon Morris Director Fleet Services DIRECTV
- Alan Brown, Fleet Manager, City of Littleton

**2. Is your organization or fleet planning to purchase electric vehicles (EVs) and/or plug-in hybrid electric (PHEVs)? If so, additions will be made:**



3. What make and model vehicles are you interested in (but not committed to) purchasing? Please elaborate on how many of each would potentially be purchased and by what date

- Nissan Leaf = 8 responses
- Chevy Volt = 7 responses
- Ford Transit Connect = 4 responses
- Ford Focus EV = 3 responses
- Alternatively Fueled Buses = 3 responses
- Small Pickup Conversions = 3 responses
- Conversions = 3
- Ford Escape Hybrid = 2
- Other = 2

4. How will EVs/PHEVs be best utilized in your fleet – what type of activities will these vehicles be used for?

- Any EVs/PHEVs we acquire would be utilized directly in our carshare fleet. CarSharing offers an excellent conduit to allow members of the general public to try out EVs/PHEVs firsthand. This firsthand exposure and use of EVs will allow the public to feel more comfortable using EVs which should favorably impact their future vehicle purchasing decisions and we believe this experience will also make them more supportive of increasing public funding for EVs and EVSE.
- Mostly short trips in town
- Transporting students with bus Security and Maint.with escapes
- Delivering passengers to a line run bus.
- Motor Pool
- Supervisor in service vehicle, trail sign maintainance
- Building Inspections, Admin Use
- We would use in our Motor Pool mainly local use in the Denver Metro Area
- In the maintenance fields
- Local sales

- We currently run about 8 electric-hybrid transit buses in the upper valley communities of Aspen and Snowmass Village. We also use flex fuel supervisor vehicles, which drive around the service area on less fixed routes. More than likely, we would purchase EV supervisor vehicles requiring frequent charging at one of our two maintenance facilities.
- We currently have one electric vehicle for our parking meter officer.
- We are looking at EVs for use in facilities maintenance and trails maintenance activities.
- transportation of customers to and from DIA to off airport parking
- Meter Reading pool vehicle
- General administrative use
- Pool vehicles, may not be used every day. Cannot see using AV/PHEV's for our normal fleet.
- parks, higher ed, all departments and locations that do not exceed 80 mile daily travel criteria.
- Ideally, we would use them for light duty stop-and-start activities like code enforcement, water meter readings, parking enforcement, non-patrol police duty.
- Sedans will be used by city staff for site visits and going to meetings; Transit Connect will be used for main
- Primarily used by managers that are going between their home and the office.
- local maint work, building maint., irrigation etc.

5. If EVs/PHEVs are purchased, what will be their estimated average trip mileage and/or daily mileage?

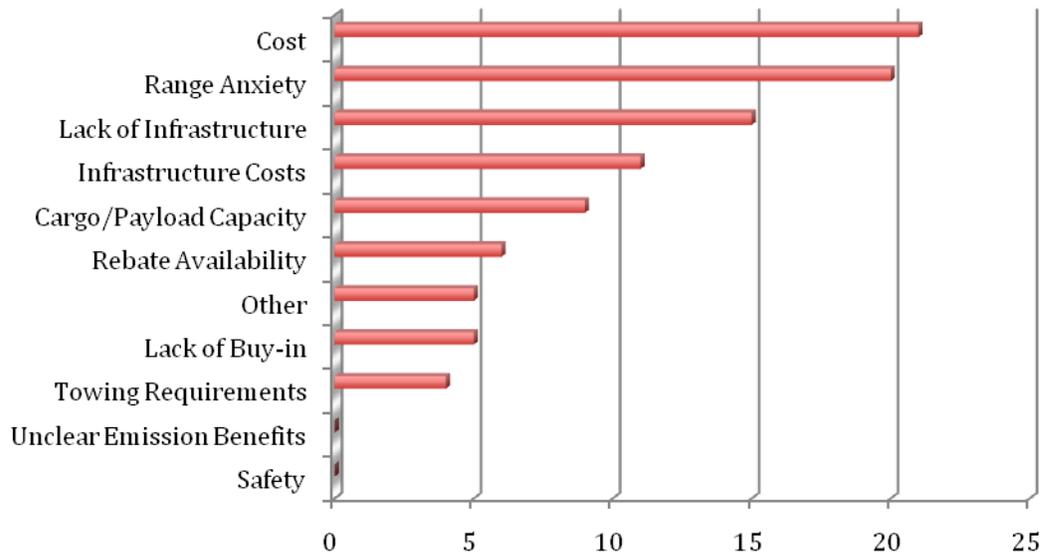
Average Miles/Day

- < 40 = 8 responses
- 40-60 = 4 responses
- 60-80 = 4 responses
- 100+ = 2 responses

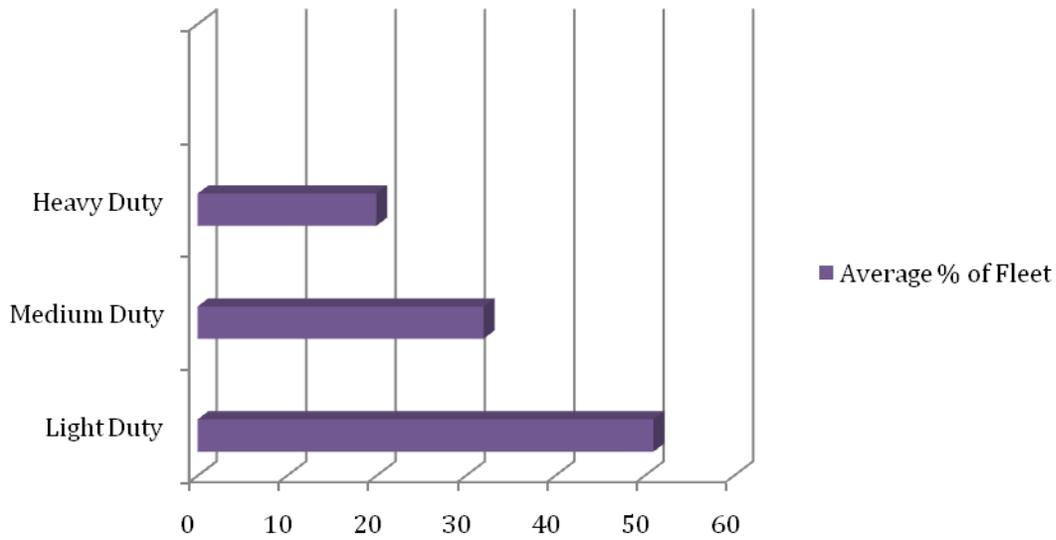
6. Which commercial fleet dealerships do you currently work with to purchase vehicles?

- Colorado State Bid Winners = 5 responses
- Burt = 2 responses
- Phil Long = 2 responses
- Boulder Toyota, Boulder Nissan, and Ralph Schomp Honda.
- Johnson Auto Plaza Glenwood Springs Ford Interstate Ford
- McCandless IH Phil Long Ford
- We purchase all vehicles 2 to 3 years old with 50,000 to 100,000 miles
- Heritage Ford/Roush Vehicles
- Weld County bids all vehicle purchases so we do not have one dealer that we use.
- GSA
- none-we lease all vehicles through Enterprise Fleet Management
- Our hybrid electric buses are New Flyer Invero.
- We deal with vendors that are on the New Mexico State Price Agreements
- Lakewood Ford.
- All within state

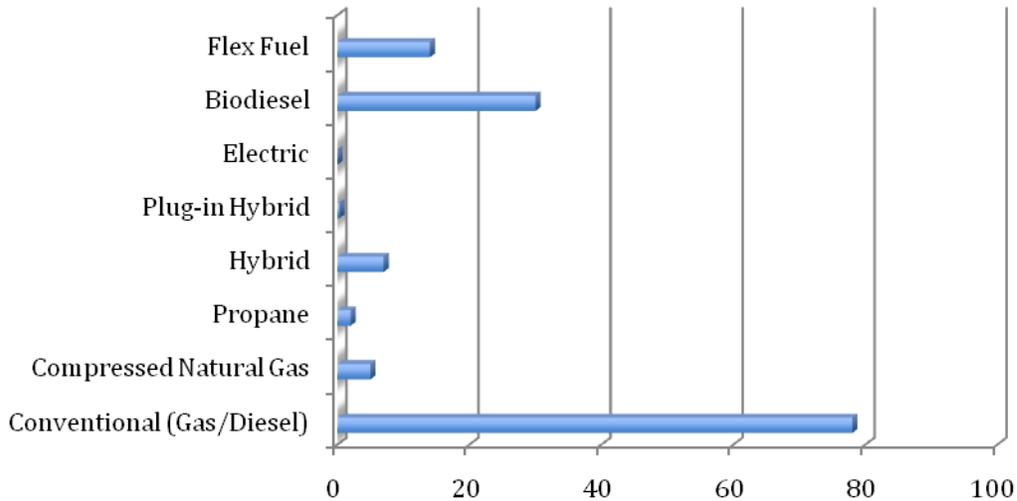
**7. What are some reasons for hesitation in purchasing EVs or PHEVs for your fleet? Choose all that apply:**



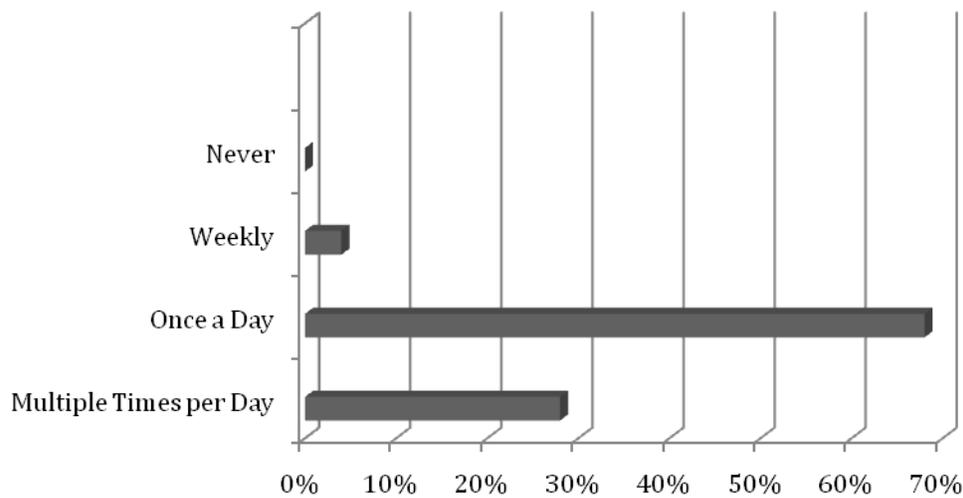
**8. Average Percentage of Fleet by Duty Classification**



### 9. Average Percentage of Fuel Types in Surveyed Fleets



### 10. If you purchase EVs/PHEVs for your fleet, how often will they return to a home base of operations routinely?



#### PERMITTING PROCESS ANALYSIS

A detailed project analysis was conducted to identify barriers to implementation for electric vehicles in Colorado. A central goal of the project FEVER plan is to update construction permitting and inspection processes to allow for expedited installation of charging infrastructure for purchasers of plug-in electric drive vehicles, including a permitting process that allows a vehicle purchaser to have charging infrastructure installed rapidly. A main goal or outcome of this program will be FEVER partners will be a streamlined permitting process that has a target goal of a 24-48 hour turnaround time for private

residential applications, preserves the integrity of existing electrical codes and provides utilities location information required to identify EVSE clusters and manage impacts to the grid at the transformer level.

A three-phase approach has been identified:

- Phase 1: Assess current process at the local level
- Phase 2: Unify and streamline the process
- Phase 3- Implement the new permitting process

Deliverables will include a model permit for private residential charging, a localized EVSE tracking system for utilities, and BMPs for permitting and inspection of commercial and multi-unit residential charging infrastructure.

This chart is excerpted from the Project FEVER proposal. It identified specific barriers to implementation that were shared by stakeholders. The group then worked together to discuss likely impacts if these barriers were not addressed. And finally, the grant partners came up with outputs that will be developed through the successful completion of Project FEVER.

<b>Barrier</b>	<b>Impact</b>	<b>FEVER Plan Objective</b>
Lengthy permitting process for EV charging infrastructure.	OEMs will not bring EVs into markets where there are long lag times between the purchase of the vehicle and charge station availability.	Local partners will develop best management practices (BMPs) and streamlined permitting processes that provide for expedited installation of EV charging infrastructure while still preserving the integrity of existing electrical codes. Local municipalities will update /adopt these processes that allow a turnaround time of 24-48 hours for private residential applications.
No tracking mechanism for location and quantity of single-family residential EV charging.	Utilities need to be able to quantify EVSE in single-family residential areas in order to accommodate demand and develop rate structures that promote primary charging during off-peak hours.	Develop unified tracking system for local governments and OEM dealerships that is facilitated by the electrical permitting and inspection workgroup.
No technical specifications for Level III charging.	The high costs associated with Level III in conjunction with uncertainty over ASE standards prevent Level III implementation, especially privately owned charging that is critical for consumers with range anxiety.	EV leader cities will work with trade groups to develop applicable standards and safety regulations (ex: SAE UL Listing or equivalent) so that Level III becomes commercially available.

**ANALYSIS OF PUBLIC INFORMATION AND EDUCATION NEEDS:**

Future plans for outreach and education in Colorado include strategic marketing to targeted stakeholder groups (e.g., Clean Cities Coalitions, public fleets, private industry, electric utilities, and nonprofits), to help increase their awareness of the air quality, petroleum reduction, and economic and environmental benefits of electric vehicles. In addition, some elements of Project FEVER will include an in-depth analysis of Colorado’s local market conditions and the state’s climate of renewable energy issues, which will further maximize the project’s outreach and educational efforts. The marketing plan will include

resource material and website development, presence at community and professional gatherings, purchased and earned media, as well as electronic communications.

The chart below, also excerpted from the Project FEVER grant proposal, identifies specific barriers to implementation that were shared by stakeholders. The group then worked together to discuss likely impacts if these barriers were not addressed. And finally, the grant partners came up with outputs that will be developed through the successful completion of Project FEVER.

<b>Barrier</b>	<b>Impact</b>	<b>FEVER Plan Objective</b>
Lack of realistic consumer expectations for EVs.	Consumers need to understand and feel comfortable with EV/EVSE availability, costs, performance and benefits in order to have meaningful market penetration.	Develop consumer guides for EV deployment that address these issues. Benefits of EVs should be easily observable to non-users in order to encourage adoption. ROI, vehicle range, current financial incentives, battery life and disposal issues, personal and societal benefits should all be explored.
Employees that will work with EV/EVSE are not trained.	Safety and performance issues surrounding EV/EVSE deployment must be resolved.	Develop training for individuals who will be working with EV/EVSE. This includes fleets, EV charge point users, first responders, public safety officers, inspectors, installers, construction permitting officials and other target audiences.
Elected officials and other decision makers do not have adequate EV/EVSE information.	Support for EV/EVSE deployment is needed from elected officials and other decision makers in order to allocate public funds and other resources for project implementation.	Develop accurate and concise informational materials targeted towards elected officials and other decision makers that will enhance knowledge and increase confidence in electric vehicle technology. An increased level of awareness pertaining to the merits of electric vehicles should increase the likelihood that proposed electric vehicle projects will be selected in future funding opportunities.

There needs to be a two-fold process for making sure that anyone who touches an electric vehicle has the proper knowledge. This means that education and outreach will be dedicated to the industry while marketing efforts are spent on the general public. Project FEVER, now that the final award contract is in place, will address the question of awareness in both citizens and stakeholders.

This project will capitalize on Colorado’s local market conditions and its leadership in the renewable energy sector. The marketing plan for the general public will include the development of innovative resource material and online content, presence at community, trade and professional gatherings, earned media, as well as electronic communications. Ultimately, Project FEVER’s marketing plan will raise awareness of EV-readiness in Colorado. Education and outreach efforts will be focused on industry audiences such as first responders, public safety officers, inspectors, installers and construction permitting officials.

A comprehensive marketing, education and outreach plan will be developed, which will feature an exciting and recognizable brand image to promote Project FEVER to a broad constituency group. Marketing efforts will target the general public, while education and outreach efforts will reach industry groups and professional stakeholders. All printed materials will be available in electronic format and featured on project partner's Web sites, as well as the Web sites of federal agencies such as the DOE and NREL. All materials, including the Project FEVER logo, will be available for download in an effort to further expand the reach of the program. This will enhance the transparency and accountability of the program while minimizing paper waste and expanding the visibility of the program without incurring additional costs.

A cornerstone of Project FEVER will be the development of an interactive website that will include a program overview, quarterly reports designed to enhance the project's transparency and accountability to the public, a station locator and other interactive tools as well as links to industry and legislative news updates. Scholarly and authoritative articles, surveys, and charts/graphs will also be included for those searching for in-depth information related to project objectives. Project FEVER will also utilize free, social networking and microblogging sites, such as *Facebook*, *Twitter*, and *Meet-Up* to connect with project constituents in real-time and increase the buzz around project activities.

### **ANALYSIS OF OTHER BARRIERS**

In Colorado, DMCC partners feel that barriers exist in the following areas that have not already been addressed:

Regulatory- Project FEVER partners will form an electric vehicle investigatory study group that will gather and share data regarding EV impacts to the grid, develop scenarios that allow for resale of electricity at opportunity charge stations and assess the costs associated with upgrading the grid to accommodate a high penetration of EVs in the utility service area. In fact, the Colorado Public Utilities Commission has already opened up an investigatory docket to learn more about how regulated utilities can adequately prepare for market penetration of electric vehicles.

Partners in Project FEVER will undertake the following tasks:

- Conduct an EV grid impact assessment
- Strategize on ways to minimize the impacts to the grid
- Educate elected officials and decision makers on regulations that incorporate electric vehicles into the grid

Zoning/planning- Zoning, parking rules, ordinances, building codes are controlled at the local level.

Municipal FEVER partners will delegate a representative from their agency to complete tasks such as:

- Update zoning, parking rules, or other local ordinances to facilitate the installation of and access to publicly available charging infrastructure. Attention will be given to compliance American with Disabilities Act as applicable.
- Update building codes to include charging infrastructure or dedicated circuits for charging infrastructure, as appropriate, in new construction and major renovations.
- Reduce cost and increase availability of EVs in Colorado by aggregating fleet demand.
- Complete a Colorado-specific assessment of EV/EVSE air quality and energy benefits/impacts that supports state and local level planning goals.

Policy- Stakeholders in Colorado have identified challenges as a barrier to implementation in advancing electric vehicles, and would like to see the creation of policies to address the following :

- High initial cost to purchase an EV and many consumers are dissuaded by level of complexity to get EV incentives.
- EV deployment has stalled at early adopter stage and consumers are hesitant to invest in new vehicle technologies
- High battery costs
- Currently no financial incentives for installation of EVSE.
- Lost fuel tax revenues.

Grant partners will participate in a series of forums to consider policy ideas at both the state and local level which will support the development of local/regional EVSE. The merits and challenges of each policy area will be communicated and discussed, and partners will set between one and three policy goals for their organization to be advanced during the grant period. This collaborative approach will result in a) local control over the policy implications of Project FEVER, and b) an open-source environment where communities can work together and share best practices to create a regional strategy that will overcome the barriers to implementation for EV/EVSE. A plan of action containing the following elements will be created: cultivate support from key elected officials, work with legislative researchers to minimize the fiscal impact to the State of Colorado and generate grassroots support and testimony to advance EV/EVSE.

Project FEVER subcontractors will be responsible for assisting the municipalities in conducting analysis, researching best practices, identifying supporters, helping to educate decision makers, and developing resources for partners. Best practices will be shared among partners to capitalize on successes and create uniformity in establishing and implementing policies where applicable.

Given the extensive coalition of stakeholders, Project FEVER will have broad and visible support in the Colorado General Assembly and Governor's Policy Office to advance legislation at the state level. As a result of the Project FEVER policy group, local organizations will be able to implement policies and incentives in their jurisdiction that directly meet the needs of their community. They will also have a direct impact on legislation at the state level which will address some of the broader EV issues in Colorado.

#### **ROLE OF COALITION TO FACILITATE PLUG-IN VEHICLE IMPLEMENTATION**

The Denver Metro Clean Cities Coalition is an enthusiastic leader to the advancement of electric vehicles and infrastructure in Colorado. DMCCC has demonstrated its capacity to fulfill the proposed project through the successful completion of past work projects. The DMCCC has successfully met the reporting requirements for a Department of Energy subcontract annually since 1993. DMCCC's successful completion of other grant funded projects include those from the Colorado Governor's Energy Office, DOE, EPA, and private companies such as EnCana Natural Gas, McStain Neighborhoods and Suncor Energy. To assure adequacy of the team's resources to successfully complete the proposed work, DMCCC will hire a one-year, contract employee to administer the grant.

Through the objectives of Project FEVER, the DMCC will be leading the charge to implement Project FEVER- Fostering Electric Vehicle Expansion in the Rockies. This includes management of 11 subcontractors, organizing more than 60 partners across Colorado, and overseeing the development of tangible plans as well as marketing and education tools to support a community readiness plan.

Many of the tools and products offered by DOE/NREL are supporting this effort. Information-sharing is the basic tenet of Project FEVER, and we look forward to utilizing such tools as model codes and permits,

as well as capitalizing on reports, white papers and presentations produced by communities around the country who will serve as an inspiration to partners in Project FEVER.

**IDENTIFICATION OF KEY CONTACTS/PERSONNEL**

	<b>Name of Organization or Company</b>	<b>Territory Served</b>	<b>Role in Implementation / Planning Efforts</b>	<b>Primary Contact Name</b>	<b>Phone</b>	<b>Email</b>
1)	CLEER	Garfield County	Education, outreach, marketing and meeting support	Mike Ogburn	(720) 891-3463	<a href="mailto:mikeogburn@gmail.com">mikeogburn@gmail.com</a>
2)	KMGH	Denver metro	Media partner for marketing to general public	Ted Vanderveen	(303) 832-0686	ted_vanderveen@kmgh.com
3)	iCAST	Colorado	Technical research and feasibility analysis	Ravi Malhotra	(720) 261-1086	RaviM@icastusa.org
4)	MOVE Colorado	Colorado	Policy analysis	Randy Harrison	(303) 503-6304	rwharrison@comcast.net
5)	N. CO Clean Cities	Northern Colorado	Education, outreach, marketing and meeting support	Sheble McConnellogue	(970) 302-0914	Shebles@aol.com
6)	RMI	National	Education, outreach, marketing and technical research	Ben Holland	303.567.8579	<a href="mailto:bholland@rmi.org">bholland@rmi.org</a>
7)	S. CO Clean Cities	Southern Colorado	Education, outreach, marketing and meeting support	Alicia Archibald	719-322-6279	alicia.archibald@gmail.com
8)	SWEEP	Southwestern U.S.	Marketing, policy, and technical research	Mike Salisbury	(303) 477-3738	msalisbury@swenergy.org
9)	Wheelhouse Associates	Colorado	Marketing, policy, technical research	Tom Plant	(303) 249-0887	tomplant@wheelhouseassociates.com
10)	Governor's Energy Office	Colorado	Marketing, policy	Alex Schroeder	(303) 866-2407	alex.schroeder@state.co.us