

**AGENDA ITEM SUMMARY**

**DATE:** 12/11/2009 **DEPARTMENT:** Admin/Public Works/Finance/Mt. Rides **DH SIGNATURE:** \_\_\_\_\_

**SUBJECT:**

U.S. Department of Energy  
Energy Efficiency & Conservation Block Grant / General Innovation Fund  
Grant Application for *Clean City Car Share*

**AUTHORITY:**  ID Code \_\_\_\_\_  IAR \_\_\_\_\_  City Ordinance/Code  
(IFAPPLICABLE)

**BACKGROUND/SUMMARY OF ALTERNATIVES CONSIDERED:**

Hailey's grant application has been prepared in partnership with Mountain Rides, and with the support of area cities, Blaine County, the Blaine County Housing Authority and the Blaine County School District.

The project cost (and grant request) amount is \$1,706,373. No match is required, but DOE wants to see "leveraged" grant dollars. The grant team has demonstrated exceptional leverage of DOE dollars via existing funding through the MRTA Joint Powers Agreement, Mountain Rides existing federal grant dollars, and estimated car share program revenue. In addition, all employee labor time will be covered by grant funding. The project period is three years.

At this time, the grant team is seeking authorization to sign and submit the grant application. This authorization is a ratification, as the electronic submittal deadline is December 14.

**FISCAL IMPACT / PROJECT FINANCIAL ANALYSIS:** Caselle # \_\_\_\_\_  
Budget Line Item # \_\_\_\_\_ YTD Line Item Balance \$ \_\_\_\_\_  
Estimated Hours Spent to Date: \_\_\_\_\_ Estimated Completion Date: \_\_\_\_\_  
Staff Contact: \_\_\_\_\_ Phone # \_\_\_\_\_

**ACKNOWLEDGEMENT BY OTHER AFFECTED CITY DEPARTMENTS:** (IFAPPLICABLE)

___ City Attorney	___ Clerk / Finance Director	___ Engineer	___ Building
___ Library	___ Planning	___ Fire Dept.	___
___ Safety Committee	___ P & Z Commission	___ Police	___
___ Streets	___ Public Works, Parks	___ Mayor	___

**RECOMMENDATION FROM APPLICABLE DEPARTMENT HEAD:**

Motion to ratify submittal of grant application for *Clean City Car Share* DOE grant, and authorization for submittal of application through grants.gov.

**ADMINISTRATIVE COMMENTS/APPROVAL:**

City Administrator \_\_\_\_\_ Dept. Head Attend Meeting (circle one) Yes No

**ACTION OF THE CITY COUNCIL:**

Date \_\_\_\_\_  
City Clerk \_\_\_\_\_

**FOLLOW-UP:**

\*Ord./Res./Agmt./Order Originals: \_\_\_\_\_ \*Additional/Exceptional Originals to: \_\_\_\_\_  
Copies (all info.): \_\_\_\_\_ Copies  
Instrument # \_\_\_\_\_

## PROJECT SUMMARY

**Applicant:** City of Hailey, Idaho

**Project Director:** Tom Hellen

**Project Title:** *Clean City Car Share*

**Program:** Topic 2, General Innovation Fund

### Project Objectives:

1. To fundamentally and permanently transform the regional transportation sector by establishing a program that reduces fuel consumption by connecting a car share program to the existing public transit system.
2. To fundamentally and permanently transform the regional transportation sector by establishing a Clean Cities Coalition that will focus on implementation of the Clean Cities portfolio of technologies.
3. To fundamentally and permanently transform the regional transportation sector by leadership in the innovative use of alternative fuel, hybrid and electric vehicles in the Hailey city fleet.
4. To implement a program that is self-sustaining through car share revenue, with a portion of that revenue used to fund the Clean Cities Coordinator beyond the grant period.
5. To leverage the participation and support of multiple local jurisdictions, including the cities of Bellevue, Ketchum and Sun Valley; Blaine County; the Blaine County School District and the Blaine County Housing Authority.
6. To provide a robust *Clean City Car Share* marketing/outreach effort that promotes the program locally, and communicates the business model and results both regionally and nationally.
7. To create 3.5 new jobs, and create/retain an annual average of 4.5 peripheral marketplace jobs.

**Project Description:** The City of Hailey, in partnership with Mountain Rides (the region's public transit provider), will implement *Clean City Car Share*, which addresses energy conservation on three fronts integrated into one program. The core elements of the program are:

1. **Community Car Share Program:** A 16-vehicle car share fleet, available through a variety of membership plans targeted to individuals, government agencies, non-profits and private sector businesses. The fleet vehicles are the most fuel-efficient in their class according to the EPA/DOE fuel economy website. The rate structure will assure a self-sustaining program, with a portion of car share revenue used to fund a Clean Cities Coordinator. A new employee will coordinate the program.
2. **Clean Cities Coalition:** A new employee will lead the Clean Cities Coalition (a DOE sponsored program) that will include representatives from multiple jurisdictions, the private sector and the county school district, a leader in the use of biodiesel. The coalition will follow the Clean Cities Designation Guide as a roadmap to achieve certification and a strategic plan that covers alternative fuel vehicles and infrastructure; idle reduction technologies and practices; fuel blends; hybrid electric vehicles; and fuel efficiency technologies and practices.
3. **Government Fleet Efficiency Upgrades:** Hailey will provide leadership in the innovative use of alternative fuel, hybrid and electric vehicles in the city fleet, via a swap-out of fuel-inefficient vehicles for best-in-class efficient ones, and retiring two existing vehicles for one dedicated car share vehicle. Improving the energy efficiency of the city fleet is important to achieving an attitude change in municipal governments – it signals the demise of inefficiency in fleet operations, and proves that it is possible to get the job done using less fuel, and fewer, smarter vehicles.

**Project Outcomes:** Beginning in year three of the project, annual savings are conservatively estimated to total 175,000 fewer miles driven; 24,306 fewer gallons of fuel used; and reduced emissions of 298.3 tons of CO<sub>2</sub>. The creation of 3.5 jobs will include a Clean Cities Coordinator, a Car Share Program Coordinator, a full-time equivalent employee to replace staff hours committed to the grant project; and a six-month job for a local artist. In addition, Hailey estimates creating/retaining an annual average of 4.5 peripheral marketplace jobs as a result of the program.



# PROJECT NARRATIVE

## A. PROJECT OBJECTIVES

### Project Goals & Objectives

The City of Hailey, in partnership with Mountain Rides, proposes the *Clean City Car Share* program to:

1. Fundamentally and permanently transform the regional transportation sector by establishing a program that reduces fuel consumption by connecting a community car share program to the existing public transit system.
2. Fundamentally and permanently transform the regional transportation sector by establishing a Clean Cities Coalition that will focus on implementation of the Clean Cities portfolio of technologies.
3. Fundamentally and permanently transform the regional transportation sector by leadership in the innovative use of alternative fuel, hybrid and electric vehicles in the Hailey city fleet.
4. Implement a program that is self-sustaining through car share revenue, with a portion of that revenue used to fund the Clean Cities Coordinator beyond the grant period.
5. Leverage the participation and support of multiple local jurisdictions, including the cities of Bellevue, Ketchum and Sun Valley; Blaine County; the Blaine County School District (BCSD) and the Blaine County Housing Authority (BCHA).
6. Provide a robust *Clean City Car Share* marketing/outreach effort that promotes the program locally, and communicates the business model and results both regionally and nationally.
7. Create 3.5 new jobs, and create/retain an annual average of 4.5 peripheral marketplace jobs.

### How the Work Plan Will Successfully Meet the Project Objectives

The City of Hailey (Hailey) has prepared a thoughtful and organized plan for the project. First, all effective plans begin with the right team structure. Hailey is the lead applicant; Mountain Rides Transportation Authority (MRTA) is a first tier subawardee. MRTA is a regional public transportation provider, and operates under a Joint Powers Agreement, which currently includes Hailey, Sun Valley, Ketchum, Bellevue and Blaine County (these cities comprise the Wood River Valley). MRTA, with Hailey support, review and approval, will implement and manage the car share program component.

Second, *Clean City Car Share* addresses energy conservation on three fronts integrated into one program. The synergy of these three components constitutes a model that can be used by cities across the country to transform the way energy is used in the transportation sector:

- Through a community car share program that leverages the existing public transportation system. The 16-vehicle fleet will be phased in over the three-year grant period and made available via a choice of membership plans for individuals, government agencies, non-profits and private sector businesses.
- Through forming a Clean Cities Coalition that leverages the expertise of all area local governments. The coordinator, who will be hired as a new Hailey employee, will work with MRTA to implement the car share program, and will lead the effort towards designation using the Clean Cities Designation Guide. The new coordinator will be teamed with Hailey Planning Dept. staff to assure an effective roll-out of the program. BCSD is a leader in the use of biodiesel, and will be a key member of the coalition.
- Through efficiency upgrades to the Hailey city fleet, including retiring three fuel-inefficient police vehicles for fuel efficient ones, retiring two fuel-inefficient park maintenance trucks for electric mini-trucks (carts), retiring four fuel-inefficient public works vehicles for fuel efficient ones, and adding two Segways to offset police vehicle fuel consumption in the warmer months. In addition, Hailey (and Bellevue) will retire two additional vehicles in exchange for one dedicated car share vehicle.

(Note: All selected cars/trucks are the most fuel-efficient in their class according to the EPA/DOE fuel economy website.)



Third, the *Clean City Car Share* marketing/outreach campaign includes a full suite of tools to effectively promote the program and make replication by other cities easy, including a dedicated *Clean City Car Share* website and 3 educational presentations to western cities of similar size and need (TBD by DOE and Hailey). See the *Project Approach* and *Project Plan* sections for a full description of the tasks.

Finally, Hailey's work plan, timetable and budget are detailed and realistic, which will lead to the long-term success of *Clean City Car Share*, and effective project management during the grant period.

### Statement of Need

According to the Idaho Transportation Dept., between the years 1990 and 2008, Hailey saw an astounding 40% increase in auto traffic. This data mirrors Hailey's population explosion during those same years. In 1990, the population here was 3,687. By 2000, it was 6,200. Hailey's population is currently about 9,000 people, and is projected to grow by 50% in the next ten years. A contributing factor to the traffic increase is the high number of commuters coming from outside of the Wood River Valley; they are drawn here by some of the highest wages in Idaho, but are unable or unwilling to live here because of the high cost of living. The cost of living also forces a high volume of trips by residents to distant urban areas for a wide variety of purchases, with no public transit available for that purpose. The Wood River Valley is physically surrounded by various mountain ranges. If an increase in traffic follows the projected increase in population with the same magnitude, air quality problems will likely result, especially due to the topography and climatic patterns of the area. *Clean City Car Share*, which would reduce emissions, reduce the number of cars on the road and make *not* owning a car feasible (and thus owning a home locally more affordable), cannot be implemented without financial assistance.

After signing the U.S. Mayor's Climate Protection Agreement, Hailey committed to reducing its greenhouse gas emissions by 15% by 2015. Since signing in 2008, Hailey achieved a 4% reduction, largely through building efficiencies. To continue the strategy of a 3% annual reduction, the city must reduce the emissions generated by city employees' commute and the city's vehicle fleet. The cost of upgrading the fleet to more fuel efficient vehicles or improving alternative transportation options for employees is currently impossible without financial assistance.

Hailey has made significant steps to improve transit options and decrease dependency on autos. Within Hailey alone B20 fuel is offered to the public. Hailey has formed a *Complete Streets* planning committee, and funded a free circulator bus within Hailey to increase public transit options and leverage MRTA's regional bus service. Steps like these, towards a cleaner city and decreased automobile dependency, are supported, but lack the funding needed to bolster existing systems beyond business as usual.

## B. MERIT REVIEW CRITERIA DISCUSSION

### Criterion 1: Project Impact

**EXPECTED QUANTITATIVE IMPACT:** Using EPA estimates, the replacement of eleven Hailey and two Bellevue vehicles is estimated to produce a savings of 5,334 gallons of petroleum and 67.7 tons CO<sub>2</sub> starting in year one. Hailey will ensure that the fuel and emission savings are realized by using four vehicles for a public art project and junking the other nine vehicles. By year three the government fleet efficiency upgrades are projected to save 2,576 gallons of fuel and 35.7 tons of CO<sub>2</sub> emissions annually. For the community car share program, Hailey conservatively assumed removing two private cars for each car share vehicle for an end-of-year-three savings of 16,749 gallons of fuel and reducing carbon emissions by 198.5 tons annually. Combined these annual savings by year three are estimated to total 175,000 fewer miles driven, 24,306 fewer gallons of fuel and reduced emissions of 298.3 tons of CO<sub>2</sub>. The creation of 3.5 jobs will include a Clean Cities Coordinator, a Car Share Program Coordinator, a full-time equivalent employee to replace staff hours committed to the grant project; and a 6-month job for a local artist. Hailey estimates that 4.5 peripheral marketplace jobs will be created/retained annually.



**LEVERAGE OF EECBG GRANT DOLLARS:** Each city in the Joint Powers Agreement with MRTA provides annual funding for public transportation. \$1,248,500 in total local public funding has been budgeted for FY2010. By implementing the car share component of the program through MRTA (connecting the car share component to the public transit system), all local public funding can be considered leverage of the EECBG dollars over the entire 3 years of the grant period.

MRTA also receives Federal Transit Administration (FTA) funding for operations (5311 program) that totaled \$550,000 in FY2009. Additional funding of \$385,000 through 5317 and 5316 FTA programs will allow MRTA to expand its transit services. These expanded services integrate with *Clean City Car Share* in that the programs combined provide greater connectivity throughout Hailey, Blaine County and beyond. Therefore, FTA funding can be considered leverage of EECBG grant dollars.

MRTA received an ARRA award of \$1.6 million, which will be spent fully in 2010 for fleet improvements and marketing/outreach to the entire ITD Region IV, which extends beyond the Wood River Valley to areas from which commuters travel to work in the Wood River Valley. Leveraging this marketing effort with *Clean City Car Share* is a one-time opportunity.

Once established, *Clean City Car Share* revenue will sustain, and allow the expansion of, the program. A portion of the revenue stream will fund the Clean Cities Coordinator, post-grant.

**MEANINGFUL & SUSTAINABLE MARKET TRANSFORMATION:** This project has a high potential to create meaningful and sustainable market transformation because: 1) the project will create a scaleable, replicable and sustainable business model for other cities. The difference with *Clean City Car Share* is that most existing programs are encountered in large metropolitan areas. The Wood River Valley is a smaller area, making the business model suitable for other similar-sized communities, but capable of being scaled up; 2) the project has a powerful marketing and outreach program built into its design; 3) connecting the car share program to the existing public transportation system encourages more people to fully depend on public transportation; 4) providing an economic incentive to not own or drive one's own car, combined with providing an easy way for people to drive a car when they do need one has the power to create a paradigm shift in the way consumers think about getting from point A to point B; 5) including the formation of a Clean Cities Coalition as part of the program establishes a foundation for market transformation, because it provides the long-term planning methodology and partnerships for success; 6) hiring the Clean Cities Coordinator as a Hailey staff position, teamed with Hailey Planning Dept. staff, also establishes a foundation for market transformation, because the work is being carried out within the legislative framework of a municipal government; 7) improving the energy efficiency of the Hailey fleet is important to attitude change in municipal governments – it signals the demise of inefficiency in fleet operations, and proves that it is possible to get the job done using less fuel, and fewer vehicles.

**EXTENT TO WHICH PROGRAM IS INNOVATIVE OR USES NEW APPROACHES:** There are few cities of Hailey's size which would initiate anything close to *Clean City Car Share*; in fact, there are few U.S. cities in general with programs of this type, especially considering the Clean Cities Coalition component. Approaching the transportation sector from these two perspectives, in tandem, is a powerful strategy to achieve lasting change, in the form of reduced emissions and increased use of alternative fuels and alternative fuel vehicles. The Clean Cities Coalition would not be starting from scratch. Biodiesel (B20) is currently available locally under a card lock system, and BCSD is leading the way in biodiesel use, and is in the process of implementing a district biodiesel fueling station for its bus fleet.

As of July 1, 2009, there were 26 U.S. cities with car share programs. UC Berkeley studies show that Bay Area car share members drive 42% fewer vehicle miles than the average driver, due to cost per mile of each trip, increased use of transport modes, and increased planning before using the car. This same research shows that 25% of car share members have sold a car in the past two years without replacing it (about 6 personal cars per car share vehicle). In Switzerland, car share members achieved a 17.5% reduction in CO2 emissions; in Belgium, 21%; and in the UK, 36%.



## Criterion 2: Project Approach

**SOUNDNESS OF THE PROJECT'S MANAGEMENT STRATEGY:** *Clean City Car Share* is the right program at the right time, and has been designed with the detailed elements so essential for success. The program's outreach/marketing strategy includes the following key tasks:

- A dedicated *Clean City Car Share* website, initiated at the beginning of the grant period
- Local multimedia advertising, newsletter articles, and a kick-off event
- *Clean City Car Share* and DOE logos on all fleet vehicles
- Powerpoint presentation for other cities to present information to their councils or citizens
- Educational presentations for three cities of similar size/need in the west (TBD by DOE and Hailey)
- Project booklet that documents all activities, made available on the Hailey, MRTA and *Clean City Car Share* websites, at city hall, and distributed at educational presentations and by mail.
- Public art project using four retired vehicles, to promote *Clean City Car Share*.

The program's funding structure builds on an existing, successful partnership with MRTA. Under a Joint Powers Agreement with MRTA, all regional governments provide annual funding in support of public transportation. MRTA is also responsible for generating much of its own revenue through grants and ticket sales. The car share component of *Clean City Car Share* will produce revenue to sustain and expand the program: A portion of this revenue stream will fund the Clean Cities Coordinator, post-grant.

The program's implementation/delivery plan is covered in detail in the *Project Plan* and *Timetable* section. From a management perspective, the importance of fully understanding and managing the details can't be overstated. A compelling vision is equally important, and this program has that vision. The key steps in Hailey's implementation/delivery plan are:

- **Project Management:** A strong project management and administration element to effectively lead the team and bring the project in on schedule and within budget. Includes a kick-off meeting with the team and DOE, submitting to DOE a final and detailed project schedule (with DOE input), in Microsoft Project, including all subtasks in our work plan; biweekly project team meetings, quarterly and final progress and financial reports, and ARRA reporting.
- **Clean Cities Coalition:** A defined path for formation of the Clean Cities Coalition. Hailey will follow the DOE's Clean Cities Designation Guide in the implementation of this task.
- **Car Share:** An excellent partner – MRTA – in implementation of the car share component of the program. MRTA has built the regional transportation system from the ground up, and is well positioned to implement this task.
- **Hailey Fleet Efficiency:** A smart swap-out of fuel-inefficient vehicles for fewer efficient ones.
- **Marketing & Outreach Campaign:** A marketing/outreach strategy that starts on day one, conveys the project vision, and reaches and motivates the key user base to use *Clean City Car Share*.
- **Program Feedback & Continuous Improvement:** A feedback and continuous improvement plan that uses survey and ridership data resulting in recommendations for program improvements.

The program's monitoring/verification plan is based on the data in the Project Impact Table. Results on energy/cost savings will be monitored and reported to DOE in quarterly progress reports. Tracking usage of the car share program, and changes in ridership in the public transportation system, will be tools to arrive at emissions reduction figures. When new members join *Clean City Car Share*, whether they are individual, business or government agency members, they will be asked to document their current vehicle miles traveled and modes of transportation used. Those same members will be polled once each year for the three years of the grant period to ascertain changes in transportation behavior. These results will be reported to DOE annually. Reporting required under the ARRA will be completed as required. The results of the program will be communicated to stakeholders and the community via annual public meeting presentations, email, participants' websites and newsletter articles.



The strategy for feedback and continuous improvement of the program during its operation will use a two-level survey process. Level 1: All members will be surveyed, either by mail or via the *Clean City Car Share* website, on an annual basis to gather feedback on the program. Level 2: Ten one-on-one, in-depth surveys will be conducted with members annually to gather feedback on the program. The results of these surveys will be compiled into a report with recommendations for program improvements. Seasonal use patterns of public transit currently identified by MRTA will be compared semi-annually to car share patterns for program improvements. Monthly usage data will be submitted to the MRTA Board along with bus and van ridership data, and the change in ridership patterns quantified for marketing and program decisions. Data is currently collected by stop, city, route, hour and mile, which can be compared to car share data and patterns for decision making. Software tracking of car share usage showing conflicting or empty time periods will be analyzed for program improvements, vehicle additions, or channeling of potential users into existing bus and van routes. Continually non-used periods for vehicles will be targeted for trial and/or introductory car share membership programs and for improved marketing.

**GOALS, TASKS, METHODS, MILESTONES, SCHEDULE, DELIVERABLES, OUTCOMES :** The program goals are clearly outlined on page 1 of this narrative. The *Project Plan* and *Timetable* sections provide the tasks, milestones, schedule and deliverables. Hailey's plan includes: 1) having strong, committed partnerships to assure success (committed partners are MRTA, all regional governments, BCSD and BCHA); 2) assigning the right personnel to project roles, 3) creating a thorough task and subtask list to assure every detail is covered, 4) developing a realistic schedule and budget based on those tasks and subtasks, 5) including crucial project management elements to keep everything on track, and 6) including a superior outreach/marketing component to assure continued community and stakeholder support.

**INSTITUTIONAL, REGULATORY OR MARKET BARRIERS:** Clean Cities Coalition: Potential barriers are 1) the perception that alternative fuels don't work in cold weather, and 2) zoning issues related to fueling infrastructure. The experience of BCSD with biodiesel will be important to overcoming cold weather perceptions, as will the city's addition of a flex fuel vehicle to the fleet. Hiring the Clean Cities Coordinator as a Hailey staff position teamed with Hailey Planning Dept. staff provides an effective connection to city planning tasks. A Clean Cities Coordinator who is detail oriented, yet also understands and is able to navigate the nuances of regional politics, will be key to success of the Clean Cities Coalition. Car Share: MRTA is an active example of effective regional governance in our county, with proven success in this regard, working on behalf of, and for the benefit of, all jurisdictions in the county.

**ENVIRONMENTAL, HEALTH & SAFETY, PERMITTING AND COMPLIANCE ISSUES:** The DOE's NEPA Form is included as an attachment to this grant application. The environmental impacts of this program are all positive, effecting a reduction in emissions and fuel use, and improving the health and safety of the community. Hailey anticipates no permitting needs or compliance issues.

### **Criterion 3: Partnership Structure & Capabilities**

**EXTENT OF INVOLVEMENT OF A BROAD RANGE OF ENTITIES/ORGANIZATIONS:** All regional governments are involved in the program specifically, as well as through their involvement via the MRTA Joint Powers Agreement. MRTA, a first tier subawardee, is the regional public transit provider, demonstrating regional involvement. BCSD is involved in the Clean Cities Coalition component of the program. BCHA will promote the program to potential homebuyers and participate in the Clean Cities Coalition. The program has a high potential to attract and involve additional public and private entities, in both the car share and Clean Cities Coalition components, particularly in years four through six. Proven success in the first three years will lay the foundation for years four through six and beyond. A membership recruitment brochure will be produced at the beginning of the project, and revised midway through year three incorporating results and benefits. The brochure will be used to build additional membership and involvement.

**APPROPRIATE MATCH OF PARTNERS/TEAM MEMBERS TO DEFINED ROLES:** Hailey is the lead applicant, responsible for overall project management and administration, the Clean Cities Coalition, and



energy efficiency upgrades to the Hailey city fleet. Hailey's experience with implementing large public projects and in successfully managing federal grant projects will serve the project well. MRTA is a first tier subawardee, responsible for implementation of the car share component of the program, with Hailey support, review and approval. MRTA's experience in building a public transportation system from the ground up makes a strong case for its ability to implement this energy-saving enhancement to the current system. Please see the *Experience of Organizations* section for more details.

**ADEQUATE EXPERTISE OF KEY PERSONNEL/TEAM MEMBERS:** (Full resumes attached.)

The proposed **Project Manager, Tom Hellen, P.E.**, has nearly 30 years of experience as an engineer, project manager, and public works director on a wide variety of infrastructure planning and construction projects, including two recent federally funded grant projects with EPA and the National Park Service.

**Jason Miller, MRTA Director**, will be responsible for implementing the car share component of the project. Experienced with managing federal grant programs, he oversees a multitude of services including fixed route bus, commuter bus, vanpool, ride-matching, transit planning, and bike/pedestrian programs.

**Mariel Platt, Hailey City Planner**, is knowledgeable in sustainable code development, sustainable "green" building techniques, and public outreach and education, as well as the full range of community and land use planning topics. Ms. Platt will work closely with the new Clean Cities Coordinator.

**Tracy Anderson, Grant Administrator**, will ensure that all reporting is completed accurately and on time. She is the grant administrator for 2 ARRA U.S. Dept. of Justice grants, and serves as Hailey's lead grant writer. Ms. Anderson will also support the marketing effort and coordinate the public art project.

**Becky Stokes, City Treasurer**, has a BA in Economics/Environmental Studies from Whitman College. With more than 25 years of experience in finance, accounting and bookkeeping, Ms. Stokes will assure the integrity of the full supply of financial data to the project management and administration staff.

**Gene Daniels, CPA, MRTA Business Manager**, has more than 20 years of business and professional experience, including managing federal and state grants and audits. He is fully versed in accounting principles, practices and systems, and will assure accurate reporting from MRTA.

**C. PROJECT PLAN AND TIMETABLE**

<b>TASK 1</b>	<b>PROJECT MANAGEMENT &amp; ADMINISTRATION</b>		<b>Responsible: Hailey</b>
Subtasks	1.1 Hire Clean Cities Coordinator	1.4	Finalized Project Schedule
	1.2 Hire Replacement Staff for Grant Admin.	1.5	Project Meetings
	1.3 Kick-Off Meeting with DOE & Team	1.6	Annual DOE Meetings
		1.7	Admin. & Reporting

**Deliverables**

- One New Full-Time Employee
- One New Half-Time Employee
- Meeting Minutes
- Finalized Project Schedule
- Progress & Financial Reports (Qrt. & Final)
- ARRA Reports

<b>TASK 2</b>	<b>CLEAN CITIES COALITION IMPLEMENTATION</b>		<b>Responsible: Hailey</b>
Subtasks	2.1 Form Coalition and Hold Stakeholder Meetings		
	2.2 Establish Stakeholder Commitments		
	2.3 Set Goals, Plan Action Steps and Monitor Progress		
	2.4 Establish and Document the Market Foundation Prior to Designation		
	2.5 Develop Strategic Five-Year Program Plan and Apply for Designation		
	2.6 Sign Memorandum of Understanding and Celebrate Designation		
	2.7 Implement Strategic Five-Year Program Plan		
	2.8 Set New Goals and Renew MOU		



**Deliverables**

- Roster of Coalition Members
- Meeting Minutes
- Strategic Five-Year Program Plan
- Plan Revisions, Presentation & Interview
- Designation Status
- Signed MOU & Designation Celebration
- Plan Implementation
- Revise Five-Year Plan and Renew MOU

**TASK 3 CAR SHARE IMPLEMENTATION** **Responsible: MR/Hailey**

- Subtask
- 3.1 Hire Car Share Program Coordinator.
  - 3.2 Request Bids/Select Car Share System Hardware/Software Vendor
  - 3.3 Request Bids/Purchase Vehicles
  - 3.4 System Hardware/Software Installed
  - 3.5 Design Membership Registration Documents/Collect Measurement and Tracking Baseline Data
  - 3.6 Request Bids/Select Fleet Weekly Maintenance Vendor
  - 3.7 Request Bids/Select Fleet Mechanic Vendor

**Deliverables**

- One New Full-Time Employee
- Car Share System Hardware/Software
- 16 Fleet Vehicles – yr 1: 8; yr 2: 4; yr 3: 4
- Membership Registration Documents
- Measurement & Tracking Baseline Data
- Fleet Weekly Maintenance Vendor Selected
- Fleet Mechanic Vendor Selected

**Task 4 Hailey City Fleet Efficiency Upgrades** **Responsible: Hailey**

- Subtask
- 4.1 Request Bids/Purchase Electric Vehicles for Parks Maintenance
  - 4.2 Request Bids/Purchase Fuel Efficient/Flex Fuel Public Works Vehicles
  - 4.3 Request Bids/Purchase Fuel Efficient Police Department Vehicles
  - 4.4 Request Bids/Purchase Police Department Segways
  - 4.5 Retire City Fleet Vehicles

**Deliverables**

- Two Electric Park Maintenance Vehicles
- Four Public Works Vehicles
- Three Police Vehicles/Two Segways
- Retire Eleven City Fleet Vehicles

**TASK 5 MARKETING & OUTREACH CAMPAIGN** **Responsible: MR/Hailey**

- Subtask
- 5.1 Develop Clean City Car Share Website
  - 5.2 Develop Membership Brochure
  - 5.3 Marketing & Advertising
  - 5.4 Purchase Fleet Graphics Package (Logos)
  - 5.5 Kick-Off Event
  - 5.6 Hailey Newsletter Articles
  - 5.7 Powerpoint Presentation
  - 5.8 Educational Presentations
  - 5.9 Project Booklet
  - 5.10 Public Art Project

**Deliverables**

- Clean City Car Share Website
- Membership Brochure
- Monthly Multimedia Content/Placement
- 16 Logo Graphics for Fleet
- Kick-Off Event
- 12 Newsletter Articles
- One Powerpoint Presentation
- Three Educational Sessions to West. Cities
- One Project Booklet
- One Public Art Project (one 6-month artist job)

**Task 6 Program Feedback & Continuous Improvement** **Responsible: MR/Hailey**

- Subtask
- 6.1 Develop Print & Online Annual Car Share Member Survey
  - 6.2 Mail Print Survey
  - 6.3 Conduct One-on-One In-Depth Surveys
  - 6.4 Compile Responses / Report



6.5 Implement Changes to Program Based on Survey Results

**Deliverables**

- One Print Survey
- One Online Survey
- Notes from In-Depth Surveys
- Survey Results Report, including Recommended Program Changes

**Project Schedule** (☞ = milestone)

Task / Subtask	Dates	Task / Subtask	Dates
<b>1. PM &amp; Administration</b>		<b>4. Hailey Fleet Eff. Upgrades</b>	
1.1 Hire CC Coord. ☞	6/1/10	4.1 Bids/Elec. Parks Veh.	6/14-10/31/10
1.2 Hire Replacement Staff for Grant Administrator ☞	6/1/10	4.2 Bids/ Fuel Efficient/Flex Fuel Pub. Works Veh.	6/14/10-10/31/10
1.3 Kick-Off Meeting ☞	6/4/10	4.3 Bids/ Fuel Eff. Police Vehicles	6/14/10-10/31/10
1.4 Finalized Schedule	6/11/10	4.4 Bids/ Police Segways	6/14-10/31/10
1.5 Project Meetings	Biweekly	4.5 Retire Fleet Vehicles ☞	6/14-10/31/10
1.6 Annual DOE Meetings	Annually		
1.7 Admin. & Reporting	Quarterly	<b>5. Mktng/Outreach Campaign</b>	6/1/10-9/1/10
<b>2. CC Coalition Impl.</b>		5.1 Clean City CS Web ☞	6/1/10-9/1/10
2.1 Form Coalition/Mtgs	6/7/10-5/31/13	5.2 Membership Brochure	7/6/10-8/6/10
2.2 Est. Commitments	3/31 - 5/31/13	5.3 Marketing/Advertising	Monthly
2.3 Goals/Action/Progress	6/1-5/31/13	5.4 Fleet Graphics Package	7/1/10-9/1/10
2.4 Est./Doc. Mkt. Foundation	6/1 - 12/31/11	5.5 Kick-Off Event ☞	12/2010
2.5 Strat 5-Year Plan/Des ☞	1/1/12-5/31/12	5.6 Newsletter Articles	Quarterly
2.6 Sign MOU/Celebrate	7/1/12-8/1/12	5.7 Powerpoint Presentation	4/16 - 5/31/12
2.7 Implement 5-Year Plan	8/1/12-7/30/17	5.8 Educ. Presentations	11/2012 2 & 4, 2013
2.8 New Goals/Renew MOU	8/1/17	5.9 Project Booklet	3/1-4/15/13
<b>3. Car Share Implementation</b>		5.10 Public Art Project (one 6-month artist job) ☞	1/3/11-10/31/11
3.1 Hire Program Coord./ Ongoing Prog. Mgmt. ☞	6/1/10-Hiring 6/1/10-5/31/13	<b>6. Feedback &amp; Continuous Improvement</b>	
3.2 Bids/Hardware & Software	6/14/10-8/31/10	6.1 Annual Member Survey	March ea yr
3.3 Bids/Purchase Vehicles (yr 1: 8, yr 2: 4, yr 3: 4)	June-Oct ea yr	6.2 Mail Print Survey	March ea yr
3.4 Sys. Hardware & Software Installed	9/1/10-9/30/10	6.3 One-on-One Surveys	April ea yr
3.5 Membership Reg. Docs/ Collect Baseline Data	7/6/10-8/6/10	6.4 Compile Responses/Rpt.	May ea yr
3.6 Bids/Select Maint. Vendor	10/1/10-12/1/10	6.5 Improvements	June-Feb/yrly
3.7 Bids/Select Mech. Vendor	1/3/11-2/28/11		



## Quarterly Spend Plan

Based on the above tasks and schedule, Hailey anticipates quarterly spending as follows, which leverages the \$1,706,373 of the project by \$8,228,440 in leveraged funds described in notes 1-4:

Yr/Qtr	EECBG \$	Leverage \$	Yr/Qtr	EECBG \$	Leverage \$
Y1/Q1	\$638,736	\$2,944,470	Y2/Q3	\$ 69,556	\$ 396,019
Y1/Q2	\$ 69,236	\$ 319,167	Y2/Q4	\$ 69,556	\$ 396,019
Y1/Q3	\$ 69,236	\$ 319,167	Y3/Q1	\$201,938	\$ 893,640
Y1/Q4	\$ 69,236	\$ 319,167	Y3/Q2	\$ 82,388	\$ 364,593
Y2/Q1	\$177,157	\$1,008,649	Y3/Q3	\$ 82,388	\$ 364,593
Y2/Q2	\$ 94,557	\$ 538,363	Y3/Q4	\$ 82,388	\$ 364,593

1. Annual contributions for public transit of \$1,248,500/yr (3 yr = \$3.75mm) via MRTA JPA.
2. FTA 5311, 5316 and 5317 funding of \$935,000 in years 1, 2; \$530,000 in yr 3 (3yr = \$2.4mm)
3. ARRA FY09/10 transportation mobility grant of \$1,600,000.
4. Program Income in Yr 1 of \$118,470, Yr 2 of \$155,550, Yr 3 of \$208,920 (3y = \$482,940)

## D. RELEVANCE AND OUTCOMES/IMPACTS

*Clean City Car Share* is directly relevant to the objectives listed in the DOE FOA. The program will reduce fuel consumption and emissions by connecting a car share program to the existing public transit system offering an option beyond the boundaries of the bus routes. It will focus on implementation of the Clean Cities portfolio of technologies, thereby promoting energy independence and emissions reductions. It will provide leadership in the innovative use of alternative fuel, hybrid and electric vehicles in government fleets. It is self-sustaining through car share revenue, with a portion of that revenue used to fund the Clean Cities Coordinator beyond the grant period. It leverages the participation and support of all regional governments, BCSD and BCHA. It provides a marketing/outreach effort that promotes the program locally, and communicates the business model and results both regionally and nationally. It creates 3.5 new jobs and creates/retains an annual average of 4.5 peripheral marketplace jobs. The public benefits directly through the opportunity to reduce the need for a second vehicle (or even a first vehicle), which equates to savings in their pocketbooks, and savings in fuel and emissions. The public also benefits through preservation of air quality and development of energy independence.

## E. ROLES OF PARTICIPANTS

**City of Hailey and MRTA Roles:** Hailey is the lead applicant, responsible for overall project management and administration, the Clean Cities Coalition, energy efficiency upgrades to the Hailey city fleet, and elements of the marketing and outreach campaign. In its role as project manager, Hailey will oversee and provide guidance on all project tasks, and will use biweekly team meetings to keep the project on track. Hailey will also assure proper reporting to DOE and on [www.federalreporting.gov](http://www.federalreporting.gov), for all project tasks. MRTA is a first tier subawardee, responsible for implementation of the car share component, elements of the marketing/outreach campaign, and car share program feedback and continuous improvement. All MRTA tasks will be conducted with Hailey support, review and approval.

**Experience of Organizations:** Hailey has successfully managed large federal grants, including:

**EPA STAG Grant / City-Wide Water Meter Installation Project**  
**\$725,850 Grant / \$688,410 City Matching Funds (Administered by Idaho DEQ)**

The City of Hailey received an EPA STAG Grant based upon needs identified in several Water Master Plans: 1) RTU/SCADA System Replacement, 2) Purchase of Meters, MXU Units and Vaults. The purchase of meters, MXUs and Vaults has allowed the City of Hailey to implement a metered water system. Hailey anticipated that a reduction of water use in the 20 – 30% range would be achieved, enabling the city to more efficiently meet daily water demands, especially during the summer. Water rates



were modified to discourage excessive water use and award those who practice conservation. The City of Hailey completed the installation of meters in 2006 and began a metered rate on October 1, 2006. Water usage reductions of 20 – 30% have been achieved over the last two years. The City of Hailey successfully completed and managed this agreement, as described above, and met all of the reporting requirements, including required progress reports. The final technical report was accepted by IDEQ; final closeout of the project was received on September 8, 2006.

**Land & Water Conservation Fund Grant / Woodside Central (Keefer) Park / #16-00539  
\$110,110.84 Grant / \$300,000+ City Matching Funds (Admin. by Idaho Department of Parks & Recreation)**

This project, located in Hailey’s largest subdivision, included developing 8.6 acres of park area. Key project elements are a full-size soccer field, softball/little league baseball field, a basketball court, two restrooms, pavilion and play structure. This project is notable in that it preserves valuable green space in the Woodside Subdivision, an area of Hailey that has experienced intense development pressure and is almost completely built out at Hailey’s highest density rates. The City of Hailey successfully completed and managed this agreement, as described above, and met all of the reporting requirements. Successful close-out of the grant occurred in November, 2008.

**MRTA** is a full-service public transportation agency providing:

Transit Services

- Town Bus Service - Ketchum & Sun Valley
  - Stable winter & summer ridership
- Valley Bus Service
  - ½ hour peak commute headways
  - Ridership up 83% in 2008
- Vanpool
  - 8 full routes from Twin Falls, Jerome, Gooding and Shoshone
- Total Ridership of 394,000 (2008)

Safe Routes to School program

- Get more kids to bike/walk to school safely
- Lead efforts in state: most infrastructure projects, comprehensive education and encouragement

Bike and Pedestrian Programs

- Bike Month Events
- Encouragement programs

Transportation Planning & Support

- Building more infrastructure like passenger shelters, bike racks, pathways
- Employer outreach & education
- Public engagement
- Trip planning

MRTA manages numerous transportation grant programs including FTA 5311, FTA5316, FTA5317, ARRA Stimulus, FHWA Safe Routes to School, and other smaller grants. MRTA has identified car share as a viable program that fits well with its overall vision, mission and goals:

- VISION: To be the sustainable transportation backbone of Blaine County and adjacent communities
- MISSION: Manage transportation demand by providing access and mobility to those who live, work, or visit in Blaine County with service alternatives to the single occupancy vehicle that are environmentally sustainable, energy efficient, attractive, safe, convenient, reliable and cost-effective
- GOALS:
  - Provide attractive and easy to use multimodal transportation services at fair and equitable costs to users and tax payers
  - Reduce Blaine County’s transportation-generated pollution and its “carbon footprint”
  - Promote land-use policies in Blaine County that facilitate multimodal transportation

**F. ARRA OF 2009, P.L. 111-5 INFORMATION**

*Clean City Car Share* will initially create 3.5 new full-time jobs: a Clean Cities Coordinator as a Hailey staff member, a car share program coordinator as a MRTA employee, a full-time equivalent employee to replace staff hours committed to the grant project; and a 6-month job for a local artist. In addition, *Clean City Car Share* will create/retain an annual average of 4.5 peripheral marketplace jobs.



**APPENDIX A**  
*Letters*



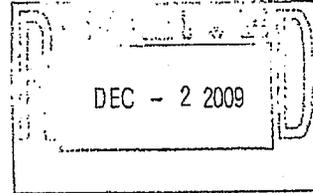


*Blaine County School District #61*

118 West Bullion Street - Hailey, Idaho 83333

[www.blaineschools.org](http://www.blaineschools.org)

Phone (208) 578-5000 - Fax (208) 578-5110



November 23, 2009

U.S. Department of Energy  
DOE Environmental Management Consolidated Business Center (EMCBC)  
Cincinnati, OH  
on behalf of  
Office of Energy Efficiency and Renewable Energy

Subject: Energy Efficiency and Conservation Block Grants (EECBG): *General Innovation Fund*  
Support for the *Clean City Car Share* Grant Proposal

Dear DOE EECBG review committee:

Please accept this letter of support from the Blaine County School District for the *Clean City Car Share* program, which the City of Hailey, in partnership with Mountain Rides, is applying for under the General Innovation Fund.

*Blaine County School District* will participate in the Clean Cities Coalition formation process and study the applicability of the car share program for our transportation needs as proposed in the grant application. By becoming a designated member of the Clean Cities Coalition, *Blaine County School District* will partner with the other participating entities in the Wood River Valley and agrees to develop a strategic program plan with the help of a funded Clean Cities Coordinator, leading to the implementation of Clean Cities Coalition specific projects.

Sincerely,

Dr. Lonnie Barber  
Superintendent – Blaine County School District

climbing Towards Excellence





## CITY OF KETCHUM, IDAHO

P.O. Box 2315  
Ketchum, ID 83340  
(208) 726-3841  
FAX: (208) 726-8234

MAYOR  
RANDY HALL

COUNCIL MEMBERS  
BAIRD GOURLAY  
LARRY HELZEL  
CURTIS KEMP  
CHARLES CONN

December 7, 2009

U.S. Department of Energy  
DOE Environmental Management Consolidated Business Center (EMCBC)  
250 East 5<sup>th</sup> Street, Suite 500  
Cincinnati, Ohio 45202

Subject: Energy Efficiency and Conservation Block Grants (EECBG): *General Innovation Fund*  
Support for the *Clean City Car Share* Grant Proposal

Dear DOE EECBG review committee:

Please except this letter of support from the City of Ketchum, Idaho, for the *Clean City Car Share* program, which the City of Hailey, in partnership with Mountain Rides, is applying for under the General Innovation Fund.

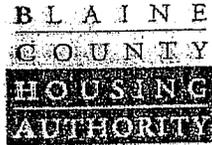
Pending further details on the program, the City of Ketchum will participate in the car share program as well as the Clean Cities Coalition proposed in the grant application. The car share program will 1) reduce the average yearly cost of fleet operation, maintenance, and insurance; 2) reduce the carbon emissions associated with fleet use; and 3) will make the shared car available to employees of the participating agency for personal trips in the evening and on weekends for a reduced cost. In exchange for one dedicated car share vehicle, the City of Ketchum, will reduce its fleet by two vehicles, provided the details and terms of the program are agreeable to the City of Ketchum.

By becoming a designated member of the Clean Cities Coalition, the City of Ketchum will partner with the other participating entities in the Wood River Valley and agrees to develop a strategic program plan with the help of a funded Clean Cities Coordinator, leading to the implementation of Clean Cities Coalition specific projects.

Sincerely,

Randy Hall  
Mayor





Blaine County Housing Authority  
PO Box 550  
Hailey, ID 83333

5 Galena Street East  
208.788.6102 ~ 208.788.6136 Fax

December 8, 2009

U.S. Department of Energy  
DOE Environmental Management Consolidated Business Center (EMCBC)  
Cincinnati, OH  
on behalf of  
Office of Energy Efficiency and Renewable Energy

Subject: Energy Efficiency and Conservation Block Grants (EECBG): *General Innovation Fund Support for the Clean City Car Share Grant Proposal*

Dear DOE EECBG review committee:

Please accept this letter of support from the Blaine County Housing Authority for the *Clean City Car Share* program, which the City of Hailey, in partnership with Mountain Rides, is applying for under the General Innovation Fund.

The Blaine County Housing Authority will welcome the car share program proposed in the grant application, and will participate by making information available to prospective home buyers who utilize our program. With over 200 people on our community housing potential buyers list, many of whom commute to our area because they have difficulty affording housing locally, the car share program may serve invaluable in their debt to income ratios. These buyers may, in fact, be able to eliminate ownership of their personal vehicles, thereby reducing their expenses to better qualify for a housing mortgage. Although some may already be able to do that by utilizing the Mountain Rides bus service, many are unable to completely eliminate their need for a personal vehicle for use beyond the boundaries of the bus systems. Many health care services, wholesale shopping services, air and train services, and other specialty businesses are inaccessible locally or are unaffordable to residents of Blaine County, who often travel up to 150 miles to utilize such services. The Clean City Car Share program could be utilized by many of these people.



December 8, 2009  
U.S. Department of Energy  
Page 2

The Blaine County Housing Authority also will support Hailey's regional efforts to form a Clean Cities Coalition, and will partner through planning activities with the other participating entities in the Wood River Valley to develop a strategic program plan. We understand that the Clean Cities Coalition aims to advance the economic, environmental, and energy security of the U.S. by reducing the use of petroleum in the transportation sector. The Clean Cities portfolio of technologies includes Alternative Fuel Vehicles and Alternative Fuel Infrastructure, Idle Reduction Technologies and Practices, Fuel Blends, Hybrid Electric Vehicles, and Fuel Efficiency Technologies and Practices. The program involves developing a strategic program plan, and then implementing that plan. As a regional governmental entity funded by and through area cities and Blaine County, we support regional efforts and have staff with urban planning experience who could bring valuable assistance to the effort.

Sincerely,



Kathy Grotto  
Executive Administrator



website:bellevueidaho.us



## CITY OF BELLEVUE

115 East Pine, P.O. Box 825; Bellevue, ID 83313  
208-788-5351 • 208-788-2128 • Fax 208-788-2092

December 3, 2009

U.S. Department of Energy  
DOE Environmental Management Consolidated Business Center (EMCBC)  
Cincinnati, OH  
on behalf of  
Office of Energy Efficiency and Renewable Energy

Subject: Energy Efficiency and Conservation Block Grants (EECBG): *General Innovation Fund*  
Support for the *Clean City Car Share* Grant Proposal

Dear DOE EECBG review committee:

Please accept this letter of support from the City of Bellevue for the *Clean City Car Share* program, which the City of Hailey, in partnership with Mountain Rides, is applying for under the General Innovation Fund.

The City of Bellevue supports the City of Hailey in their pursuit of the car share and Clean Cities Coalition program being proposed in the grant application. The car share program will 1) reduce the average yearly cost of fleet operation, maintenance, and insurance; 2) reduce the carbon emissions associated with fleet use; and 3) will create an opportunity for a shared car to be available to employees of the participating agency for personal trips in the evening and on weekends for a reduced cost.

The City of Bellevue has identified two vehicles that are used for staff transportation that will be retired. One is a 1982 Corsica and a 1994 Chevrolet Blazer. The City of Bellevue is excited about future opportunities that may arise partnering with the City of Hailey, if the *Clean City Car Share* program is funded.

Sincerely,

A handwritten signature in black ink, appearing to read "Jon Anderson".

Jon Anderson, Mayor  
City of Bellevue



December 3, 2009

U.S. Department of Energy  
DOE Environmental Management Consolidated Business Center (EMCBC)  
Cincinnati, OH  
on behalf of Office of Energy Efficiency and Renewable Energy

**Subject: Energy Efficiency and Conservation Block Grants (EECBG): *General Innovation Fund Support for the Clean City Car Share Grant Proposal***

Mayor  
Wayne Willich  
Council  
Dewayne Briscoe  
David Chase  
Joni Lamb  
Nils Ribi, *President*  
City Administrator  
Sharon R. Hammer  
Treasurer  
Michelle Frostenson  
City Clerk  
Kelly Ek

Dear DOE EECBG review committee:

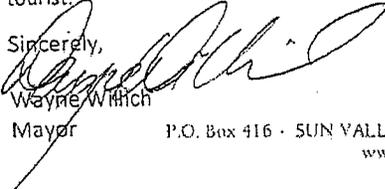
Please accept this letter of support from the City of Sun Valley, Idaho for the *Clean City Car Share* program. The City of Hailey, Idaho in partnership with Mountain Rides, is applying for the grant under the General Innovation Fund.

The City of Sun Valley expects to participate in the car share program by informing employees and constituents about the program and encouraging membership. The City is unable to participate at the government level. The City has only three cars within its non-emergency fleet. The non-emergency fleet cars are currently shared through an internal car share program and heavily utilized. Due to the heavy use of the cars, use cannot be eliminated in exchange for a dedicated car share vehicle.

The City of Sun Valley also will support Hailey's regional efforts to form a Clean Cities Coalition. The City will partner through planning activities with the other participating entities in the Wood River Valley to develop a strategic program plan. The City understands that the Clean Cities Coalition aims to advance the economic, environmental, and energy security of the U.S. by reducing the use of petroleum in the transportation sector. The Clean Cities portfolio of technologies includes Alternative Fuel Vehicles and Alternative Fuel Infrastructure, Idle Reduction Technologies and Practices, Fuel Blends, Hybrid Electric Vehicles, and Fuel Efficiency Technologies and Practices. The program involves developing a strategic program plan, and implementing that plan.

The City of Sun Valley is currently a leading partner in the regional Mountain Rides Transportation Authority and has been instrumental in advancing the existing transportation system through significant contributions of operating funds and enhancement of the bus fleet for Sun Valley area residents and tourist.

Sincerely,

  
Wayne Willich

Mayor

P.O. Box 416 • SUN VALLEY, ID 83353 • 208-622-4438 • FAX 208-622-3401  
[www.sunvalley.gov/hce.com](http://www.sunvalley.gov/hce.com)





THE BOARD OF BLAINE COUNTY COMMISSIONERS

206 FIRST AVENUE SOUTH, SUITE 300

HAILEY, IDAHO 83333

PHONE: (208) 788-5500 FAX: (208) 788-5569

[www.blainecounty.org](http://www.blainecounty.org) [bcc@co.blaine.id.us](mailto:bcc@co.blaine.id.us)

Lawrence Schoen, Chairman \* Angenie McCleary, Vice Chair \* Tom Bowman, Commissioner

December 9, 2009

U.S. Department of Energy  
DOE Environmental Management Consolidated Business Center (EMCBC)  
Cincinnati, OH  
on behalf of  
Office of Energy Efficiency and Renewable Energy

Subject: Energy Efficiency and Conservation Block Grants (EECBG): *General Innovation Fund*  
Support for the *Clean City Car Share* Grant Proposal

Dear DOE EECBG review committee:

Please except this letter of support from Blaine County for the *Clean City Car Share* program, for which the City of Hailey, in partnership with Mountain Rides, is applying under the General Innovation Fund.

Blaine County supports the City of Hailey's proposal for the car share and Clean Cities Coalition programs outlined in the grant application.

The car share program will 1) reduce the average yearly cost of fleet operation, maintenance, and insurance; 2) reduce the carbon emissions associated with fleet use; and 3) create an opportunity for a shared car to be available to employees of the participating agency for personal trips in the evening and on weekends for a reduced cost.

The Clean Cities Coalition will develop a strategic plan with the help of a funded Clean Cities Coordinator, leading to implementation of Clean Cities Coalition specific projects.

Blaine County is excited about future opportunities that may arise and will consider partnering with the City of Hailey, if the *Clean City Car Share* program is funded.

Sincerely,

Lawrence Schoen  
Chairman

Angenie McCleary  
Vice Chairman

Tom Bowman  
Commissioner



Applicant Name: CITY OF HAILEY

Award Number:

**Budget Information - Non Construction Programs**

TOTAL PROJECT BUDGET -  
INC. MT. RIPES

OMB Approval No. 0348-0044

Section A - Budget Summary		Estimated Unobligated Funds			New or Revised Budget			Total (g)
Grant Program Function or Activity (a)	Catalog of Federal Domestic Assistance Number (b)	Federal (c)	Non-Federal (d)	Federal (e)	Non-Federal (f)	Total (g)		
1. Energy Efficiency & Cor	81.128			\$1,706,373		\$1,706,373	\$0	
2.							\$0	
3.							\$0	
4.							\$0	
5. Totals		\$0	\$0	\$1,706,373	\$0	\$1,706,373	\$0	
Section B - Budget Categories		Grant Program, Function or Activity				Total (5)		
6. Object Class Categories	(1) YEAR ONE	(2) YEAR TWO	(3) YEAR THREE	(4)				
a. Personnel	\$83,016	\$71,854	\$76,347		\$231,217			
b. Fringe Benefits	\$18,235	\$16,937	\$18,575		\$53,747			
c. Travel	\$1,500	\$1,600	\$4,550		\$7,650			
d. Equipment	\$354,000				\$354,000			
e. Supplies	\$2,000	\$500	\$3,500		\$6,000			
f. Contractual (MT RIPES 3)	\$387,693	\$319,935	\$346,131		\$1,053,759			
g. Construction					\$0			
h. Other					\$0			
i. Total Direct Charges (sum of 6a-6h)	\$846,444	\$410,826	\$449,103	\$0	\$1,706,373			
j. Indirect Charges					\$0			
k. Totals (sum of 6i-6j)	\$846,444	\$410,826	\$449,103	\$0	\$1,706,373			
7. Program Income	\$118,470	\$155,550	\$208,920		\$482,940			

Section C - Non-Federal Resources						
(a) Grant Program	(b) Applicant	(c) State	(d) Other Sources	(e) Totals		
8.						\$0
9.						\$0
10.						\$0
11.		\$0				\$0
12. Total (sum of lines 8 - 11)		\$0				\$0
Section D - Forecasted Cash Needs						
Total for 1st Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter		
13. Federal	\$846,444	\$638,736	\$69,236	\$69,236		\$69,236
14. Non-Federal	\$0					
15. Total (sum of lines 13 and 14)	\$846,444	\$638,736	\$69,236	\$69,236		\$69,236
Section E - Budget Estimates of Federal Funds Needed for Balance of the Project						
(a) Grant Program	Future Funding Periods (Years)					
	(b) First	(c) Second	(d) Third	(e) Fourth		
16. Energy Efficiency & Conservation Block Grant Program	\$410,826	\$449,103				
17.						
18.						
19.						
20. Total (sum of lines 16-19)	\$410,826	\$449,103				\$0
Section F - Other Budget Information						
21. Direct Charges						
22. Indirect Charges						

23. Remarks  
 Program income is an estimate; for details and assumptions see the budget justification file. Program income would come through Mountain Rides, a subawardee. The same income is duplicated on both 424A forms.

MT. RIDES BUDGET

Applicant Name: MOUNTAIN RIDES TRANSPORTATION AUTHORITY (CITY OF HAILEY SUBAWARDEE)

Award Number:

OMB Approval No. 0348-0044

**Budget Information - Non Construction Programs**

Section A - Budget Summary		Estimated Unobligated Funds			New or Revised Budget		Total (g)
Grant Program Function or Activity (a)	Catalog of Federal Domestic Assistance Number (b)	Federal (c)	Non-Federal (d)	Federal (e)	Non-Federal (f)		
1. Energy Efficiency & Con	81.128			\$1,028,759		\$1,028,759	\$0
2.						\$0	\$0
3.						\$0	\$0
4.						\$0	\$0
5. Totals		\$0	\$0	\$1,028,759	\$0	\$1,028,759	\$0
Section B - Budget Categories							
6. Object Class Categories	Grant Program, Function or Activity			Total (5)			
	(1) YEAR ONE	(2) YEAR TWO	(3) YEAR THREE	(4)			
a. Personnel	\$54,843	\$53,475	\$56,653			\$164,971	
b. Fringe Benefits	\$12,410	\$12,700	\$13,888			\$38,998	
c. Travel	\$1,500	\$1,600	\$4,550			\$7,650	
d. Equipment	\$214,000	\$106,000	\$115,000			\$435,000	
e. Supplies	\$45,500	\$49,600	\$62,560			\$157,660	
f. Contractual	\$59,440	\$71,560	\$93,480			\$224,480	
g. Construction						\$0	
h. Other						\$0	
i. Total Direct Charges (sum of 6a-6h)	\$387,693	\$294,935	\$346,131		\$0	\$1,028,759	
j. Indirect Charges						\$0	
k. Totals (sum of 6i-6j)	\$387,693	\$294,935	\$346,131		\$0	\$1,028,759	
7. Program Income	\$118,470	\$155,550	\$208,920			\$482,940	

Section C - Non-Federal Resources					
(a) Grant Program	(b) Applicant	(c) State	(d) Other Sources	(e) Totals	
8.					\$0
9.					\$0
10.					\$0
11.					\$0
12. Total (sum of lines 8 - 11)	\$0	\$0	\$0		\$0

Section D - Forecasted Cash Needs					
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	
13. Federal	\$387,963	\$40,398	\$40,398		\$40,398
14. Non-Federal	\$0				
15. Total (sum of lines 13 and 14)	\$387,963	\$40,398	\$40,398		\$40,398

Section E - Budget Estimates of Federal Funds Needed for Balance of the Project					
(a) Grant Program	Future Funding Periods (Years)				
	(b) First	(c) Second	(d) Third	(e) Fourth	
16. Energy Efficiency & Conservation Block Grant Program	\$294,935	\$346,131			
17.					
18.					
19.					
20. Total (sum of lines 16-19)	\$294,935	\$346,131			\$0

Section F - Other Budget Information					
22. Indirect Charges					

23. Remarks Program income is an estimate; for details and assumptions see the budget justification file. Program income would come through Mountain Rides, a subawardee. The same income is duplicated on both 424A forms.







Project Impact Table For Topic 2

Project Impact Metrics	During Project Period			Post Project Period, Years 4 to 6		
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Average utilities savings achieved (Gallons of Fuel saved) <sup>1</sup>	11,378	17,926	24,306	25,981	27,656	29,331
Average emissions reductions (MT CO <sup>2</sup> ) per unit <sup>2</sup>	143.2	221.7	298.3	318.1	338.0	357.8
Number of buildings retrofitted	N/A	N/A	N/A	N/A	N/A	N/A
Total square footage of buildings retrofitted	N/A	N/A	N/A	N/A	N/A	N/A
Transportation impacts avoided (reduction in vehicle miles travelled) <sup>3</sup>	40,000	107,500	175,000	197,500	215,000	237,500
Renewable Energy Capacity Installed	N/A	N/A	N/A	N/A	N/A	N/A
Jobs created or retained	3 created	3 retained .5 created	3 retained	3 retained	3 retained 1 created	4 retained
Peripheral Marketplace Jobs created or retained <sup>5</sup>	5.70	2.42	2.88	6.98	2.18	7.20
EECBG Funds Expended (Vehicle Purchase)	\$568,000	\$106,000	\$115,000	\$0	\$0	\$0
EECBG Funds Expended (Labor & Other Costs)	\$278,444	\$304,826	\$334,102	\$0	\$0	\$0
Leveraged Funds and In-Kind Resources Expended	\$3,901,971	\$2,339,050	\$1,987,419	\$0	\$0	\$0
Number of Vehicles in Public Car Share Program	4	7	10	11	12	13
Number of Vehicles in Government Car Share Program <sup>4</sup>	4	5	6	7	7	8



## Project Impact Table For Topic 2

- 1) Gals of Fuel Saved based upon Public Use Car Share Savings and City of Hailey vehicle efficiency improvement, Savings on Government Car Share program based upon average of 596 gals of Fuel & 8 MT CO2 Savings on Public Car Share program based upon average of 1,675 gals of Fuel & 19.9 MT CO<sub>2</sub>
- 2) Emission Reduction is total, not per unit  
Reductions in years 4 - 6 based upon vehicle averages for Public & Government fleets  
Used Metric Tons CO2 instead of MMT CO2
- 3) Reduced vehicle miles traveled in years 4 - 6 based upon average 17,500 miles saved per Public Car Share vehicle  
Reduced Government miles traveled in years 4 - 6 based upon average of 5,000 miles per Government Car Share vehicle
- 4) Add'l vehicles in years 4 - 6 purchased through Car Share revenues or local government spending
- 5) Peripheral Marketplace Jobs Retained includes the impact of this project on jobs for vehicle production and spinoff jobs, contracted vehicle repair and cleaning, tracking software and hardware, outreach item production, insurance, etc. The vehicle production and spinoff job metric is not trackable under the grant project. However, research from the Level Field Institute and the Center for Automotive Research substantiates the estimates presented. Additional jobs in construction of alternative fuel facilities in years 4 and 6 are included. These jobs were estimated by the Project Manager, who has extensive experience with infrastructure construction projects. Assumptions for remaining peripheral marketplace jobs are shown on accompanying spreadsheet and believed to be conservative estimates.



Project Impact Metrics	During Project Period			Post Project Period, Years 4 to 6		
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6

Peripheral Marketplace Jobs created or retained <sup>5</sup>	5.70	2.42	2.88	6.98	2.18	7.20
--	------	------	------	------	------	------

Vehicle production/Spinoff jobs	17	4	4	2	1	2
vehicles bought	0.43	0.10	0.12	0.06	0.03	0.06
Vehicle production job	4.01	0.89	1.10	0.55	0.27	0.55
Spinoff Jobs	4.44	0.99	1.22	0.61	0.30	0.61
Total FTE Equivalent						

Vehicle repair/maintenance	17	21	25	27	28	30
Total # of vehicles	24	24	30	30	36	36
annual hrs per vehicle (2 hrs/mo)	408	504	750	810	1008	1080
Total annual Mtce hrs	0.20	0.24	0.36	0.39	0.48	0.52
FTE Equivalent						

Vehicle upkeep	17	21	25	27	28	30
Total # of vehicles	52	52	52	52	52	52
annual hrs per vehicle (1 hr/wk)	884	1092	1300	1404	1456	1560
Total Cleaning hrs	0.43	0.53	0.63	0.68	0.70	0.75
FTE Equivalent						

Outreach Production	4	4	4	4	4	4
Brochures/mailings per year	30	30	30	30	30	30
hours per production	120	120	120	120	120	120
Total Hrs	0.06	0.06	0.06	0.06	0.06	0.06
FTE Equivalent						

Insurance	170	210	250	270	280	300
Agents hours per year (10/car)	0.08	0.10	0.12	0.13	0.13	0.14
FTE Equivalent						

	FTE Equivalent	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Unknown									
Infrastructure Construction									
# of Facilities		0	0	0	0	0	0	0	1
Avg Construction Crew Size		0	0	0	0	0	0	0	8
Weeks of construction		0	0	0	0	0	0	0	30
Hours of construction		0	0	0	0	0	0	0	9600
FTE Equivalent		0	0	0	0	0	0	0.00	4.62

# BRINGING CAR-SHARING TO YOUR COMMUNITY



# CHAPTER 1: INTRODUCTION

The challenge of the American automobile has had citizens, planners, and environmentalists stumped for decades. How will it ever be possible to get Americans to give up their love affair with cars? One of the most effective solutions to date is a project known as car-sharing: a network of cars and trucks for people to use on a pay-per-use basis. Rather than simply pointing out the negative consequences of automobile dependency and associated sprawl, car-sharing offers a practical, tangible way to improve the environment, promote social equity and build local capacity.

This guide is for anyone who wants a practical guide to starting a car-sharing organization in his or her community. While it draws heavily on City CarShare's experience in developing a successful program in the San Francisco Bay Area, it is intended to provide advice to anyone in North America.

## What is car-sharing?

Car-sharing is a neighborhood-based transportation service that allows people to use a car when needed, without the costs and responsibilities of ownership. It converts automobile use from a product to a service, providing people with use of a car instead of ownership.

Cars of various sizes are kept in small parking lots all over a city. Members make reservations on-line or via a toll-free phone number, walk to the closest lot, access the car using an electronic key fob, and drive off. They are billed at the end of each month based on usage.

Car-sharing comes in many forms, even within North America. Different organizations concentrate on different markets, and have varied pricing structures and technologies. The essential features of car-sharing, however, are as follows:

**SHORT-TERM RENTALS.** Car-sharing charges by the hour, and usually by the mile as well, making short trips cost effective.

**NEIGHBORHOOD-BASED, DECENTRALIZED VEHICLES.** Car-sharing operators place "pods" of cars at locations all around a city, ensuring they are within an easy walk of as many people as possible. Most pods have one or two vehicles, but some are larger.

**SELF-ACCESSING.** Car-sharing allows members to reserve a car online or by telephone, open the doors with their own electronic key, and return the car without ever dealing with anyone else. This allows car-sharing to provide service more efficiently than rental car agencies, eliminating the time-consuming hassle of the check-in process.

**DIFFERENT VEHICLES FOR DIFFERENT USES.** Most car-sharing operators have a varied fleet. Members can reserve a big vehicle to go camping, a pick-up truck to move furniture, and small, fuel-efficient cars for other trips.

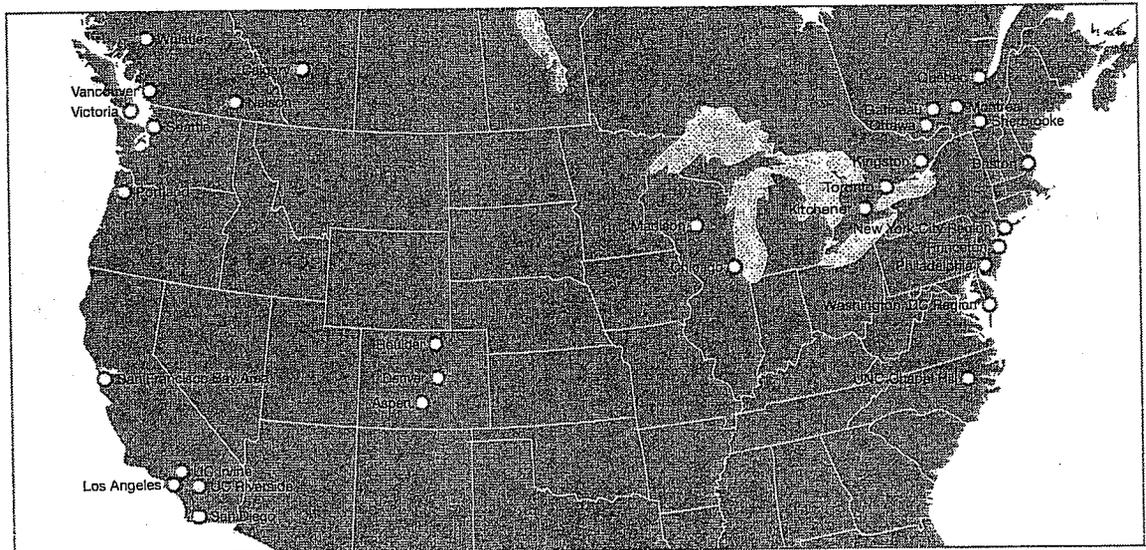
**FULL, TURNKEY SERVICE.** Car-sharing services include fuel, maintenance, insurance, and reserved parking at the pod. This saves members money. But avoiding the hassles of vehicle ownership is also one of the key attractions of car-sharing. Members "out-source" the chores that go along with ownership.

## Which cities have car-sharing?

The car-sharing concept originated in Switzerland in 1987, and one of the largest car-sharing operations in the world is still run by Mobility Switzerland, in close partnership with the Swiss Federal Railway. It runs a fleet of 1,650 cars in more than 930 locations, and has enrolled more than 58,000 members. As well as its size, the Swiss program has enjoyed enormous success in influencing travel behavior. Surveys show that members who gave up their car after joining the car-sharing program increased their transit usage by 35%, from 3,560 miles per year to 4,810 miles per year. Walking and cycling levels also increased, while vehicle miles traveled, in contrast, fell by 75%.

Car-sharing spread to North America in the early 1990s, beginning in Quebec City in 1994, and entering the United States in Portland, OR in 1998. Nearly 20 major cities, plus a few smaller towns and university campuses, now have car-sharing. Some of these smaller communities just have a single shared car. Others have more than a hundred.

FIGURE 1: CAR-SHARING LOCATIONS, 2004



## What are the benefits?

Car-sharing brings a broad range of social and environmental benefits for members, non-members and the wider community. In short, it can help make communities more vibrant, attractive, and less dependent on the private automobile, and contribute to a range of transportation, housing, economic development and social justice goals. Some of the most notable benefits include:

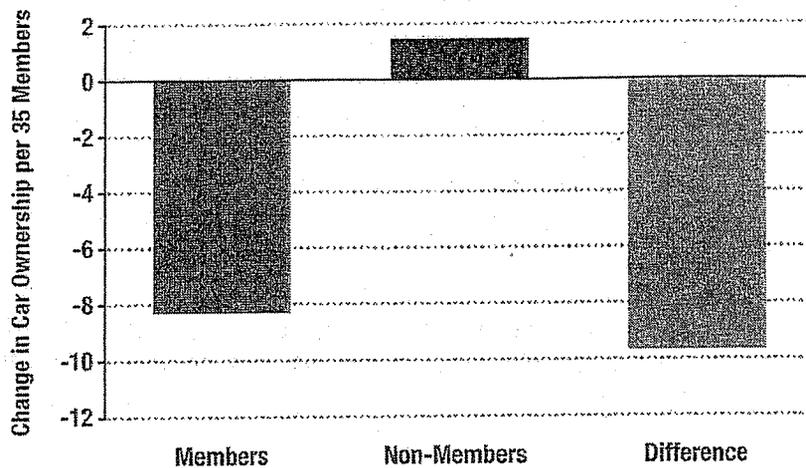
**LESS LAND NEEDED FOR PARKING.** Car-sharing is a proven strategy to reduce the demand for parking. Independent surveys consistently show that each car-sharing vehicle replaces as many as seven private cars or more, as members sell or scrap their cars. This means that car-sharing can be a cost-effective alternative to building more parking garages, which often cost \$30,000-\$50,000 per space in urban areas. Instead of parking lots and parking garages, car-sharing also allows us to use land for higher and better uses like housing and parks, helping to reshape our urban areas into a more environmentally sustainable form.

### How does Car-Sharing affect Vehicle Ownership?

A selection of the studies that have examined these impacts

- 29% of City CarShare members have sold at least one car, compared to 8% in a control group of non-members. This means that each City CarShare vehicle replaces 6.9 private cars (Figure 2).
- A 2004 study by Philly CarShare found that each car-sharing vehicle removes 10.8 private cars from the road, plus 12 more as members forgo the purchase of a car.
- In Quebec and Montreal, 26% of CommunAuto members have given up a car, and 58% have avoided buying a car since they joined.
- In Vancouver, 28% of Cooperative Auto Network members gave up their vehicles in the six months before becoming a member.
- Zipcar reports that 13% of its members in Boston and Washington, DC have sold a car since joining, with more than 40% avoiding buying one.

FIGURE 2: CITY CARSHARE IMPACTS ON VEHICLE OWNERSHIP.



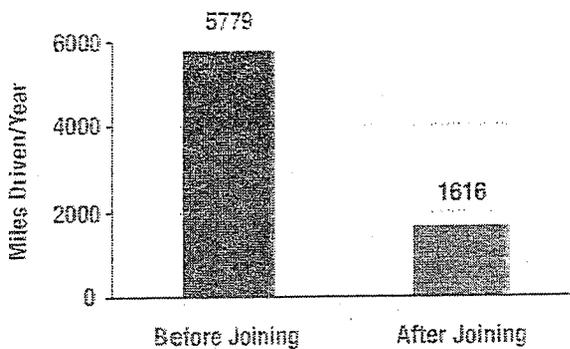
Source: Based on Cervero & Tsai, 2003

**REDUCED VEHICLE TRAVEL AND CONGESTION.** Once members sell their cars, they drive less. They have access to a car whenever they need it, but use it only when it is truly the best alternative, rather than as the default means of travel. Car-sharing members have an incentive to drive much less, since the full costs of driving are visible in each trip (see Chapter 2). Car-sharing at the workplace, meanwhile, allows people to commute by transit to work, since a car will be available for errands and meetings during the day.

In San Francisco, Cervero's research found that City CarShare members drive an average of 47% less after joining. In addition, City CarShare trips tend to be made at off-peak times, to destinations that are poorly served by transit. Rather than driving to work, City CarShare members practice "judicious automobility," using the vehicles for occasional trips such as shopping and recreation. In Europe, where car-sharing has been established longer, members who give up their cars after joining reduce their driving by up to 75%.

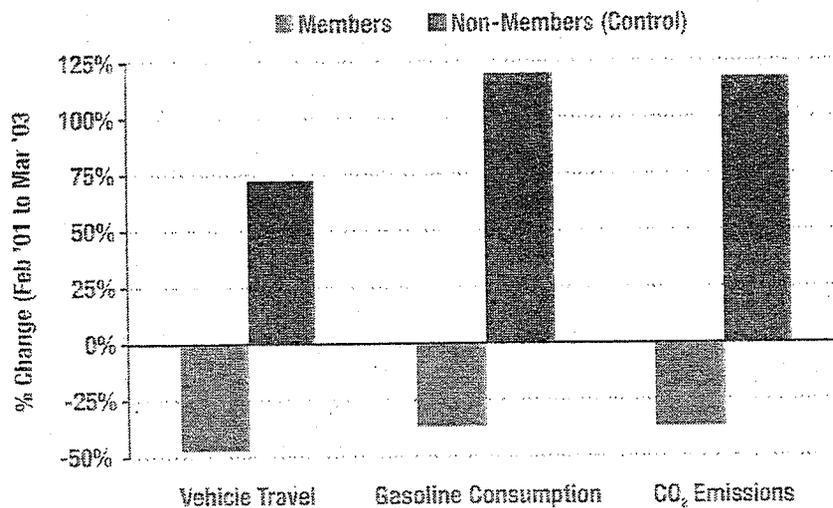
The greatest benefits, however, will come in the long term, as car-sharing makes it possible to build denser, transit oriented development projects in existing urban areas. Residents of dense, urban areas drive up to 80% less than those in suburban fringe locations.

FIGURE 3: IMPACT OF SWISS CAR-SHARING ON VEHICLE TRAVEL



Source: Mobility Switzerland. Figures are for those members who give up their car.

FIGURE 4: IMPACTS OF CITY CARSHARE



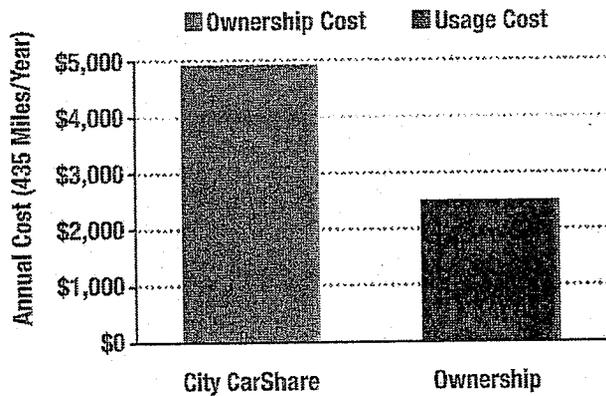
Source: Based on Cervero & Tsai (2003). Note that the figures include gasoline consumption and CO<sub>2</sub> emissions from transit vehicles and carpools. The reduction in fuel usage and emissions from private cars will be even greater.

EMISSIONS REDUCTIONS. Car-sharing reduces emissions of greenhouse gases and other pollutants, simply by encouraging people to drive less. The benefits are amplified, however, through allowing members to pick the right car for the right trip. Rather than owning a large family car or SUV to cope with camping trips once a year, car-sharing gives them access to a range of vehicles – a compact car for trips around town, or pick-up trucks to move heavy loads. What’s more, most operators use modern, fuel-efficient cars – including hybrids – while the cars they replace tend to be older and more polluting.

**PROMOTING TRANSIT.** As members drive less, they take more of their trips by transit. Car-sharing also generates many combined trips, as members take transit to a station or bus stop close to their destination, before picking up a car-sharing vehicle to drive the final leg of their journey. Nearly 20% of members get to their City CarShare vehicles by transit – a figure that rises to more than 55% at some pods located at BART stations. An early study of City CarShare's partnership with BART found that each vehicle parked at a BART station generated around 50 of these roundtrip transit rides per month.

**REDUCED TRANSPORTATION COSTS.** Car-sharing can provide tremendous cost savings to families who need occasional access to a vehicle. According to AAA, a compact automobile costs \$5,000 per year, for depreciation, insurance, taxes and finance charges. The average City CarShare member, in contrast, spends \$540 and drives 435 miles per year (Figure 5). Car-sharing allows low-income people to make necessary car trips such as taking a child to the doctor or interviewing for a job, without the crushing burden of car payments, insurance, parking, and other and associated costs.

FIGURE 5: COSTS OF CITY CARSHARE VS. VEHICLE OWNERSHIP



**AFFORDABLE HOUSING.** In many communities, parking requirements set by local jurisdictions are the single greatest barrier to the construction of affordable housing. Each residential parking space entails a cost of \$25,000 or more, which is either borne by residents or requires greater public subsidy. Including car-sharing as part of new housing developments can reduce the amount of parking that has to be provided, thereby bringing down the cost of housing and allowing more units to be built.

**LOCAL ECONOMIC DEVELOPMENT AND CAPACITY BUILDING.** Car-sharing keeps money circulating in the local community. Since car-sharing members pay for each use, they are more likely to walk to the local store for basic items. Car-sharing thus supports local shops and services, which are the heart of many communities. People begin to have a taste of cooperative, locally-controlled economic relationships. Nonprofit car-sharing organizations also rely on local leadership, providing an opportunity to build capacity in the community and respond to local needs.

**FLEET MANAGEMENT SAVINGS.** The City of Philadelphia recently joined Philly CarShare as an organizational member, allowing City employees to use car-sharing vehicles – and the City to save money by selling 400 municipal fleet cars. Many other businesses, public agencies and nonprofits have realized that car-sharing is a more cost-effective and higher quality alternative to managing their own fleets.

## Which model is right for your community?

While City CarShare is a 501(c)(3) nonprofit, different car-sharing operators have different business and organizational models. Some are for-profit companies, accountable to venture capitalists and other investors. Some, such as the Community Auto Network in Vancouver, are cooperatives. Others are run by local governments, or on an informal basis.

In order to grow large and begin to replace private car-ownership, car-sharing organizations must be professionally run and businesslike. However, there is no single ideal model, and the best approach will vary between communities. For-profit organizations and cooperatives have achieved great success in many parts of North America. City CarShare, though, believes that the nonprofit model is the most appropriate model in achieving our mission in the San Francisco Bay Area (see sidebar). Reasons include:

City CarShare's mission is to promote car-sharing as a means to reduce automobile dependence and to enhance the environmental and social integrity of our urban neighborhoods and planet.

**Financial Sustainability.** In most markets, car-sharing is not likely to be profitable in the short- to medium-term, and the business model for car-sharing in North America needs to be realistic about this. Financial self-sufficiency is a realistic goal; generating significant profit for investors is not.

**Mission Driven, Not Profit Driven.** Non-profit car-sharing groups, driven by mission instead of profit-motive, can prioritize their social change agenda. This means using pricing, member recruitment, and all other aspects of business strategy to reduce over-dependency on the automobile, instead of simply trying to get people to drive a lot using shared vehicles instead of their own. They can cater to a wider range of income groups, rather than simply focusing on wealthy populations.

**Cooperation with Other Car-sharing Organizations.** Nonprofit car-sharing groups participate in collaborative relationships with other operators. They can cooperate more easily to form strategic partnerships for joint purchasing, technology compatibility, and cross-membership agreements.

**Cooperation with Community-based Organizations.** As a nonprofit organization, City CarShare enjoys the goodwill and active support of dozens of other local organizations such as environmental groups, city planning associations, and bicycle and pedestrian advocacy organizations. These groups devote staff time, volunteers, and space in their publications to promote car-sharing. We know that people are more likely to adopt new ideas through conversations with trusted sources rather than through anonymous advertising. As a strategy for changing cultural attitudes toward the automobile, relying on the combined efforts of other social change organizations is a priceless asset for car-sharing organizations.

**Cooperation with the Public Sector.** Nonprofit car-sharing groups work closely with the public sector to use car-sharing as a way to promote transit ridership, changes to city planning codes, neighborhood improvement efforts, and other public programs. These efforts, which cost time and money to car-sharing organizations, are integral to the mission of car-sharing.

## Structure of this Handbook

This handbook has 10 chapters:

**CHAPTER 1: INTRODUCTION** summarizes the concept and benefits of car-sharing, and discusses the different models that have emerged in North America.

**CHAPTER 2: BUSINESS PLANNING** considers the issues that will need to be addressed in the business plan. What is the competition? What are the markets for car-sharing? In what types of neighborhood is it likely to succeed?

**CHAPTER 3: FINANCIAL PLANNING** explains how to draw up a budget. It discusses how much it will cost to get car-sharing up and running, and sources of funding such as usage fees and grants from government, industry and foundations. The chapter also outlines measures of success.

**CHAPTER 4: RECRUITING THE RIGHT PEOPLE** focuses on human resources. What skills are needed on the Board and on staff? How many people does it take to run a car-sharing program, and what jobs need to be done?

**CHAPTER 5: BUILDING PARTNERSHIPS** explains how to work with cities, transit agencies, developers and other partners. It shows what they can do to support car-sharing – and what car-sharing can do for them.

**CHAPTER 6: OUTREACH AND MARKETING** discusses how to get the word out about car-sharing, from doorhangers to newsletters and media events.

**CHAPTER 7: OPERATIONS** talks about the nuts and bolts of car-sharing. What vehicles are best, and should they be leased or bought? How do you obtain parking, insurance and a web-based reservation system?

**CHAPTER 8: THREATS TO SUCCESS** suggests what not to do. Learn from the mistakes of the first operators!

**CHAPTER 9: SPECIAL NICHEs** discusses the potential for car-sharing on college campuses, at transit stations, and as a replacement for government vehicle fleets.

**CHAPTER 10: SO YOU STILL WANT TO DO IT?** provides a checklist for getting started!

**FURTHER READING** provides some useful reference sources, all available online.

# CHAPTER 2: BUSINESS PLANNING

## Why a Business Plan?

Regardless of whether an operator is for-profit, non-profit or cooperative, it needs to be run like a professional business. For car-sharing to realize environmental benefits, members need a well-run organization that they can count on, particularly when making major decisions such as whether to buy or sell a car.

In many cases, a business plan will be a prerequisite for qualifying for public or foundation funding. Regardless, it will help to establish principles for the organization, such as target markets and funding sources. It will also answer many critical questions, such as start-up capital required, pricing structures, and staffing needs. It will predict the size that an operator needs to reach in order to break even financially, and the steps that need to be taken to achieve the required growth. Careful analysis in the business plan will provide the template for an organization's growth and development.

## The Competition

PRIVATE AUTOMOBILES are the chief competitor for any car-sharing organization. The success of car-sharing – both in terms of financial viability and achieving environmental goals – will be largely dependent on the extent to which members can be persuaded to sell their cars.

Cost savings are one of the major motivations for members to join a car-sharing program. Car-sharing turns fixed motoring costs into variable ones (see sidebar), meaning that the greatest savings will be realized by people who drive only occasionally. A cost comparison between car-sharing and private car ownership is a useful exercise for any operator before finalizing a rate structure; AAA publishes data on the costs of automobile ownership and use.

At City CarShare's current rates (\$4/hour peak, \$2/hour off-peak and 44 cents/mile), for example, the break-even point lies around 5,000 miles a year (Figure 7). For people who drive less than 5,000 miles a year, car-sharing is clearly a cheaper option than owning a car. The same is true for households who could drive less than this amount, and those that have a second car that is driven less than 5,000 miles per year. Car-sharing is not a financially attractive option, however, for commuters who frequently drive to work.

