

Strategic Planning Guidance for Clean Cities Coalitions



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CLEAN CITIES COALITION NETWORK



**Strategic planning
provides a roadmap
for an organization's decisions,
activities, and investments
over the next
2 to 5 years.**

A Strategic Plan...

- Clarifies **mission, vision, and SMART goals**
- Identifies **programs & strategies** to impact mission and achieve goals
- Frames needed organizational **capacities**
- Establishes clear **priorities**



Today, we'll talk about...

Set the Direction

Clarify mission, vision, and SMART goals

1

Power Forward

Identify programs & strategies to impact mission

2

Build Capacity

Build the capacity to deliver

3

Drive Action

Establish clear priorities

4



1

**Set the
Direction**

Who participates?

- Coalition Director
- Staff
- Board (Advisory or Governing)
- Stakeholders

Who are “stakeholders?”

- Implementers
- Solution Providers
- Influencers
- Community Members



Who are we?

What's our basic purpose?

Why do we exist?

What are we trying to accomplish?



Mission

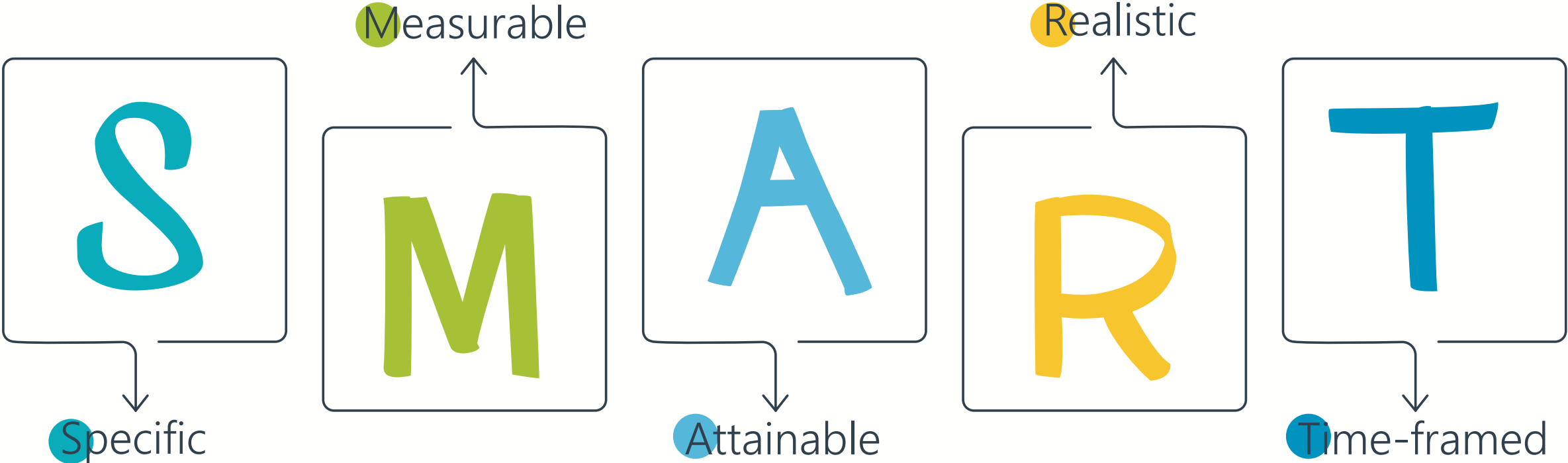
A scenic mountain landscape with a road leading towards a large mountain range under a cloudy sky. The road is paved and has white lane markings. The mountains are rugged and rocky, with some snow patches. The sky is blue with white clouds. The foreground is filled with green evergreen trees.

Vision

When we are successful, what will things be like?

How will things be different or better?

SMART Goals



Power Forward: Programs

2



Programs

- Mechanisms to Deliver Impact on Mission and Achieve Goals
- Grounded in a “Theory of Change”
- Typically multi-faceted
- Explainable and Understandable
- Branded

Related Strategic Concept #1:
Theory of Change

- How does the organization (through people and programs) deliver mission impact?
- What is our unique and necessary value?
- Why are we effective?
- Concept applies to whole organizations and individual programs.



Related Strategic Concept #2: **Leverage**

- **Strategic** Programs **Leverage**
Greater Mission Impact
- More impact from similar amount
of **time and effort**
- Change **at scale** vs. one-by-one
- Transportation **sector-wide** vs.
individuals and single fleets
- Clear, convincing **branding**
increases leverage



Example of Strategic Program: **Green Fleets**



Example of Strategic Program: **Green Fleets**

Branded Recognition and/or Certification:

- Incentivizes and rewards meaningful action and
- Provides platform for exposure that encourages others

Peer Fleet Network

- Target most influential fleets in market/region
- These peer fleet influencers become “force multipliers”

Platform is attractive to wide range of influential stakeholders

- Corporate, government, solution providers

Example of Strategic Program: **Drive Electric (State Name)**



Example of Strategic Program: **Drive Electric (State Name)**

- Comprehensive approach to electrification
- Includes policymaker education to reduce market barriers
- Facilitates stakeholder convenings, connections, relationships
- Branded: builds visibility, reputation, understanding

Build Capacity

3



Organizational Capabilities

Staffing:

- Define roles first, then hire right people, plan how to scale

Communications:

- Comms serves all programs plus the organization

Administration:

- Inadequate capacity is crippling time suck

Fundraising:

- It's not begging when the giver benefits

Governance:

- Boards must be skillfully staffed to do their jobs



Building Programs & Capabilities

What staff roles & structure do we need?

- Programs and organizational support

Where do we plan to acquire needed financial resources?

- Try, fail or succeed, learn, repeat...

How will we scale?

- Plan... then adjust your plan... then adjust again...

Board and stakeholder roles?

- Boards must serve as well as govern. Leaders must set the example.

Drive Action

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The background of the slide features a dynamic, abstract design. It consists of numerous horizontal streaks of light in shades of orange, yellow, and red, creating a sense of motion and energy. Interspersed among these streaks are several circular lens flare effects in various sizes and colors, including blue, purple, and white, which add a futuristic and high-tech aesthetic to the overall composition.

Strategic Plan to Annual Plan

Define this year's goals, including programs and capacity growth.

Build your budget by funding three things:

- External programs
- Administration
- Capacity building

Include your board (or stakeholders) and ask them to play tangible and visible roles.

Annual to Quarterly Plans

- Every project and task has an owner.
- The owner leads and asks for help.
- Hold yourself and your teammates (including boards/stakeholder supporters) accountable.
- Culture is critical.

Quarterly to Monthly/Weekly Plans

- Meet weekly to review projects.
- Clearly articulate to dos and who's responsible.
- Keep projects on track or get them back on track.
- Establish a “scorecard” to track metrics.
- Don't forget projects/to-dos for organizational capacity building projects, not just those for your programs.

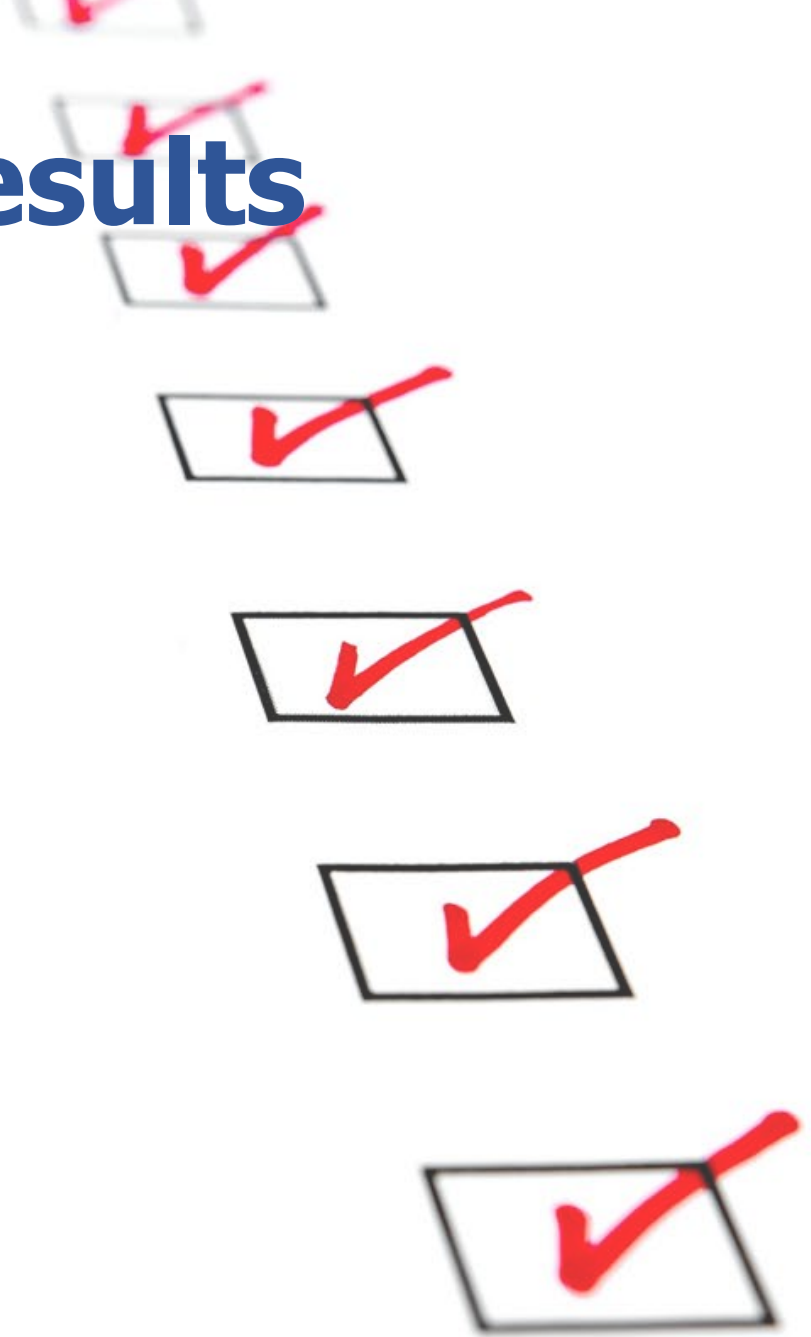
Measuring & Evaluating Results

Measuring:

- Did we reach key metrics (SMART goals)?

Evaluating:

- Did our programs and activities strategically leverage impact?
- How can we make strategic adjustments?



The journey is worth it.





Thank You!

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