



# ***2012 Strategic Plan***

FINAL DRAFT



# Introduction

November 2011

During the summer of 2011, the staff and board of Virginia Clean Cities (VCC) took a step back to take stock of a rapidly changing landscape and reposition the organization for a renewed period of change and growth in the world of alternative fuels. VCC has grown rapidly over the recent two years, adding new staff and taking on significant initiatives related to alternative fuels and their adoption across the Commonwealth of Virginia.

Our strategic planning process coincided with a significant organizational transition as our executive director, Chelsea Jenkins, left the coalition to pursue new career opportunities. It is worth mentioning that Chelsea remains committed to VCC, and will serve in a new capacity as a member of our Board of Directors.

Working with Richmond-based consulting firm, Floricane, a small project team of key staff and board members gathered in Virginia Beach in August to wrestle with some of the bigger questions facing our organization. Subsequent meetings helped narrow the focus of our strategic work. Our new strategic plan calls on VCC's board and staff to align their attention along three guiding initiatives to help ensure our long-term success and sustainability. A summary of these initiatives is provided below, with more information available later in this document.

**PROGRAMS AND TECHNICAL SOLUTIONS: We will provide the best project management, information and analysis, and forums to develop integrated and leveraged solutions to current transportation energy challenges.** In order to establish ourselves as the leading “general contractor” of alternative fuel and vehicle deployment, VCC will be the leading technical expert, project manager and consultant for stakeholders interested in supporting, deploying or promoting petroleum reduction strategies in Virginia. In addition, we will provide stakeholders with information, analysis and forums to leverage resources, develop joint projects, collaborate on public policy issues and promote petroleum displacement and advanced transportation technologies.

**FINANCIAL SUSTAINABILITY: We will achieve an adaptable and sustainable funding model that will instill confidence in VCC leadership, staff and stakeholders, and support the long-term growth of our work.** The current political and economic environment has sent a clear

message that attempting to sustain the organization with a business-as-usual strategy is very risky. These external changes, coupled with our recent growth and an increased demand for services, requires VCC to explore new approaches to funding in order to grow and develop its staff and services to support the needs of our stakeholders. **INFLUENCING: We will be an unbiased leading facilitator and influencer of the clean domestic alternative fuels and petroleum displacement conversation and efforts in the Commonwealth.** By facilitating and influencing behavior change and action, and providing an unbiased and expert source of information, we will lead and shape conversations, decision making and policy discussions throughout the state.

Our expectation is that these three strategic directions – supported by the key strategies outlined in this document – will provide our board and staff with the direction needed to guide VCC’s growth over the next several years.

We are excited about the opportunities that this new strategic plan outlines for Virginia Clean Cities, and the focus it provides for the entire VCC team.

Sincerely,



John Warren  
Chairman, Board of Directors  
Virginia Clean Cities

Alleyn Harned  
Executive Director  
Virginia Clean Cities

# Our Mission

## Our Mission

*Clean Cities advances the energy, economic, and environmental security of the United States by supporting local actions to reduce petroleum use in transportation.*

The United States relies heavily on foreign oil to fuel its transportation sector. Our country imported approximately 51% of the petroleum consumed in 2010, and about two-thirds of these imports came from outside North America, according to the U.S. Energy Information Administration.

Because transportation accounts for 72% of U.S. petroleum consumption, reducing our dependence on petroleum-based fuels in this sector supports our economy and our energy security.

Increased economic and energy security aren't the only benefits of reducing petroleum use in transportation. Gasoline- and diesel-powered vehicles are major sources of greenhouse gases, smog-forming compounds, particulate matter, and other air pollutants. Widespread use of alternative fuels and advanced vehicles could greatly reduce the emissions that impact our air quality and public health.

Virginia Clean Cities is 1 of nearly 100 local Clean Cities coalitions helping vehicle fleets and consumers reduce their petroleum use. Virginia Clean Cities builds [partnerships](#) with local and statewide organizations in the public and private sectors to adopt:

- Alternative and renewable fuels
- Idle-reduction measures
- Fuel economy improvements
- New transportation technologies, as they emerge.

# Outcomes and Strategies

## PROGRAMS AND TECHNICAL SOLUTIONS

*We will provide the best project management, information and analysis, and public outreach to develop integrated and leveraged solutions to current transportation energy challenges.*

### STRATEGY

#### **Strengthen VCC's future business model.**

1. Document and implement a VCC-specific project management framework that is adaptable and can be replicated across projects.
2. Manage all existing and future projects in alignment with the new framework
3. Develop consulting framework and present by July 2012  
Implement by 2013

### STRATEGY

#### **VCC will deliver an annual report and forward-looking business plan to Board of Directors in July of each year.**

1. VCC staff will conduct an annual assessment on the state of alternative fuels markets and deliver recommendations to the board on VCC's strategic focus for the coming fiscal year. Decision making model will be based on an annual review and assessment of:
  - a. VCC's mission
  - b. Federal, state and private funding for alternative fuels as a way to assess the "push" drivers for alternative fuels in the marketplace.
  - c. Potential customers, customer segments and projects to measure the level of interest and degree of engagement around alternative fuels, and to gauge plans for adoption of new fuels/technologies.
  - d. VCC's internal competencies and expertise to align external opportunities and threats with internal strengths and weaknesses, and the
  - e. Political environment in the Commonwealth and nationally.

### STRATEGY

#### **Reinforce VCC's role as the subject-matter expert in alternative fuels**

1. Strengthen quarterly meetings with an emphasis on information sharing and relationship building. Develop a consistent approach to meetings to include clear

goals and outcomes, identification of appropriate stakeholders, sponsorship and follow-up.

2. Develop a recurring schedule for educational and technical sessions that clearly meet the needs of our stakeholders. Develop a consistent approach to these sessions to include a needs assessment, topic identification, and the selection of qualified speakers and educators.

## **FINANCIAL SUSTAINABILITY**

*We will achieve an adaptable and sustainable funding model that will instill confidence in VCC leadership, staff and stakeholders, and support the long-term growth of our work.*

### *STRATEGY*

**Staff will refine the membership model and present a new framework and benefits to the Board of Directors by first quarter 2012.**

1. VCC will expand its capacity to deliver a broad range of solutions to its stakeholders to drive its mission and strengthen its financial sustainability.
  - a. By first quarter 2012, the Executive Director will research and establish a tiered relationship model to be presented to the Board of Directors. The model should allow organizations to take advantage of VCC's expertise at a variety of levels, such as:
    - Membership (relationship, basic information services)
    - Underwriter (sponsorship)
    - Stakeholder (increased information services, promotional, low-level access to staff expertise)
    - Consulting client (high-level access to staff expertise)
    - Partnership (project- or grant-specific relationship)

### *STRATEGY*

#### **Seek Diverse and Mission-Appropriate Funding**

VCC will create a sustainable funding support model that is flexible, maximizes unrestricted funding and is aligned with our strategic direction.

1. Gradually increase the amount of time spent raising unrestricted dollars from more traditional fundraising sources.
2. Staff will continue applying for federal and state grants that align with the VCC mission priorities.
3. Staff will devise a plan to increase private foundation support with proposals that generate new, unrestricted funding for the organization.

- a. Submit at least two proposals to two different foundations for operational support in 2012.

*STRATEGY*

**Review current financial practices and if necessary implement process changes.**

Staff will review financial and accounting practices and recommend a robust solution for financial management of grants and income and expenses by first quarter 2012.



# INFLUENCING

*VCC will strive to be an unbiased leading facilitator and influencer of the clean domestic alternative fuels and petroleum displacement conversation and efforts in the Commonwealth.*

## *Strategy*

**Build the reputation of being the subject-matter expert for alt fuel options and solutions.**

1. Outreach Coordinator will ensure that website is a portal of information and main contact for the agency.
2. Outreach Coordinator will partner with the staff to ensure professional reports are distributed to key stakeholders.
3. Outreach Coordinator will ensure that all social media tools are being utilized to create a robust and vibrant online brand presence.
4. Outreach Coordinator will leverage resources such as the Flux Report as a media relations tool

## *Strategy*

**Increase VCC active engagement as a facilitator, partner, and participant in state-wide alternative fuel events.**

Staff will work to increase presence as a convener of statewide events.

## *Strategy*

**Strengthen role as key information hub for the media**

VCC will increase media interest and the number of news stories on alternative fuels.

VCC will do this by:

1. By January 1, 2012, Outreach Coordinator will provide strategic plan and presentation of to Executive Director identifying key markets, news media contact information and specific goals related to media impressions in each market for 2012. Plan will also detail plans for:
  - a. Developing key relationships with appropriate news media contact in all areas of the state.
  - b. Developing more robust tools and resources for the media, including building website out to include a more robust section for the media/general public
  - c. More “101” learning opportunities on a regular basis for media
  - d. More effective press releases and press opportunities
  - e. Documentation of success stories on all projects and sub-projects.