San Diego Regional Clean Cities Coalition Strategic Plan

2026-2028

April xx, 2026

© 2026 Center for Sustainable Energy

Disclaimer: The Center for Sustainable Energy® (CSE) makes every effort to present accurate and reliable information. However, the content is presented "as is" without warranty of any kind. Reference to any specific commercial product, process or service does not constitute or imply endorsement, recommendation or favoring by CSE. Center for Sustainable Energy, CSE and CSE logo are registered trademarks of the Center for Sustainable Energy.

CSE Headquarters
Center for Sustainable Energy
3980 Sherman Street, Suite 170
San Diego, CA 92110
858-244-1177
EnergyCenter.org

Contents

EXECUTIVE SUMMARY

The strategic plan development has allowed the San Diego Regional Clean Cities Coalition (SDRCCC) to focus its resources and determine how we will continue advancing clean transportation within our region. We've been able to evaluate our stakeholders and determine who is most in need of our support and what assets we can leverage to assist our community.

SDRCCC commits to improving the San Diego transportation sector through local partnerships and educational outreach with its region's stakeholders. SDRCCC also has goals to support all cities in the county, especially underserved communities, by achieving yearly increases of GGE displacement by 16% and GHG reduction by 20%.

INTRODUCTION

San Diego County is the fifth most populous county in the United States. It is also a heavily trafficked land port for goods and services being transported to and from Mexico making it a prime candidate for advancing clean transportation to reduce greenhouse gas (GHG) emissions.

San Diego Regional Clean Cities Coalition (SDRCCC) is hosted by the Center for Sustainable Energy (CSE). CSE is a 501(c) non-profit with the mission "decarbonize," and does significant work in the transportation sector through the promotion of advanced clean technologies. SDRCCC has been active since December 1996, and strives to support our region's stakeholders with educational opportunities and outreach. SDRCCC best serves the region through stakeholder collaboration and connection with evolving clean transportation opportunities.

This strategic plan will keep us, SDRCCC staff and stakeholders, aligned by clearly stating what we are looking to achieve in the next three years (2026–2028) and how we plan to achieve it. The plan also provides a framework that we can follow diligently and easily share with fellow members to inform them of our goals.

ENVIRONMENTAL ANALYSIS

We assessed our organization through a SWOT (strengths, weaknesses, opportunities, threats) analysis to determine our current position in the transportation community and identify how we can best leverage our resources to reach our goals. Through the analysis, we identified strengths that we will continue to capitalize on, as well as weaknesses that will be addressed to improve our outreach and potential to benefit diverse stakeholders.

Strengths –

- Ties with the CSE and its connections and resources.
- Existing alignment with the host organization's mission to decarbonize.

- A well-connected and active advisory committee that has strong participation and covers a significant portion of the San Diego region.
- Pre-existing experience with light-duty vehicle (LDV) and electric vehicle supply equipment (EVSE) policy, programs, and research methods.
- Progressive regional policy climate with ambitious de-carbonization policy goals.

Weaknesses –

- Limited coalition connections to industry organizations.
- Lack of industry experience outside of program administration work among coalition staff.
- Inconsistent effectiveness over the COVID-period and 2024–2025 Federal funding freeze due to staff turnover and resource challenges.

Opportunities –

- Leverage host organization's activities to maximize impact.
    - E.g., research conference opportunities.
- Potential to collaborate on federally and regionally funded projects with host organization connections and partners.

Threats –

- Variable funding based on external factors such as government shutdowns and political misalignment of the Clean Cities mission.
- Aggressive state-specific regulatory policy can shift the vision of what is achievable.
- One year of reduced support due to federal funding pause leading to a reduction in participation.
- Lack of capacity to support the full range of support needed by stakeholders.

Our analysis and feedback from stakeholders suggests several strategies and tactics we can employ to be more effective in the coming years. We plan to continue leveraging our existing network of stakeholders to help conduct outreach. We will be consistent with quarterly gatherings – preferably in person, but also virtually – to set a regular cadence of interactions between our stakeholders while also demonstrating the value of the support that we can bring to each guest.

While we do have a diverse network of stakeholders [municipalities, regional utility provider, and private organizations], there are gaps that can be filled to improve regional coordination and collaboration. We aim to improve on stakeholder building among universities, federal fleets, and private fleets. These groups provide a different perspective on what is needed in the San Diego region, and have major challenges ahead to comply with state fuel-switching regulation.

VISION AND MISSION

SDRCCC has flexibility in the efforts it can use to achieve its goals, but every Clean Cities coalition shares the same vision.

VISION

SDRCCC aims to reduce GHGs and GGEs by 20% and 16% each year, respectively. We will achieve these goals through equitable and supportive outreach and engagement with regional stakeholders.

MISSION

We strive to be a trusted local partner that can help support advancement of clean transportation in San Diego.

As the coalition continues to develop, we plan to be a local resource known by the region for our exceptional quality of work and dedication to achieving our vision.

GOAL SETTING, STRATEGIES AND OBJECTIVES

SDRCCC's strategic plan allows us to identify the necessary steps to achieve our visions and goals through high-level milestones with smaller detailed tasks to provide a roadmap and keep our organization accountable for what we are looking to achieve.

1. **Strategy: Increase the number of relationships we have with local organizations.**
    a. Measurable metrics (establish baseline metrics):
        i. Contacts by
            1. Industry
            2. Activity level
                a. How many of these contacts have attended our webinars and events or been responsive to emails and calls?
                b. Did we attend a networking event once a quarter?
            3. Priority communities: Do we have at least one stakeholder whose organization resides in an underserved community?
        ii. For every event we attend how many contacts have we made?
            1. Number of business cards distributed → post-meeting interactions (LinkedIn invitations, email follow-ups)
    b. Tactics:

i. Develop a plan to interact with local organizations where we lack connections. Track outreach successes based on calls or visits to new organizations.

c. Outcomes:

i. Recognize more organizations for clean transportation efforts.

1. For example, various school districts have begun to adopt electric school buses, but SDRCCC has not been able to firsthand share the benefits of these achievements.
2. Each diesel-replaced electric school bus could reduce 4,300 tons of carbon dioxide per year[1]. Using this metric, converting 14 school buses would amount to an additional 20% of GHGs reduced strictly by electric vehicles.

ii. Increased reach of supportive services and materials to a wider variety and larger community of stakeholders.

2. **Strategy: Improve the events and resources we provide to attract more stakeholders.**

a. Measurable metrics:

i. Log webinar and event attendance by organization
ii. Survey event attendees on what could be improved
iii. Track whether attendees followed through with any of the provided resources

b. Tactics:

i. Plan the events per the yearly project management plan and in collaboration with the advisory committee and local stakeholders.

c. Outcomes:

i. Improved post-meeting correspondence, which will reinforce any actions that we hope to occur after providing webinars or in-person meetings.
ii. Reduced barriers to the next steps for our stakeholders will yield the largest return. For example, having a webinar on EVSE installation with opportunities to schedule 1-1 meetings with EVSE suppliers can help with adoption.
iii. Increased likelihood of compliance with California clean fleets and zero-emission vehicle regulations.

3. **Strategy: Increase the number of San Diego Clean Cities employees in alignment with improving the benefits that we provide.**

a. Measurable metrics:

i. Number of staff
ii. Number of projects that have been established and successfully implemented.
iii. Number of missed deadlines.
iv. Number of outreach opportunities that have increased from the previous year.

b. Tactics:

[1] https://earthjustice.org/press/2023/los-angeles-makes-a-major-leap-in-electrifying-school-buses#:~:text=LAUSD's%20investment%20in%20180%20electric,of%20%242%20million%20per%20year.

i. As additional funding opportunities are awarded there will be necessity for scaling up and leveraging additional staff. Establishing monthly workload estimates and project kickoff meetings will provide consistent opportunities to stay balanced in managing workloads.

c. Outcomes:

i. More staff time to support day-to-day tasks, which will benefit the organization in the following ways:

1. Fewer tasks will be dispersed across everyone allowing for greater focus on specialized tasks.
2. Designated tasks will improve efficiencies and allow for best practices to be developed within the organization. The time saved from administrative work and regular reporting deliverables can be translated to more outreach and improving the stakeholder network.

4. Strategy: Bolster SDRCCC finances through non-Clean Cities funding opportunities such as federal funding opportunity announcements (FOAs).

a. Measurable metrics:

i. Identify funding opportunities that align with SDRCCC's mission and vision.

ii. Biannual evaluation of the number of funding opportunities applied for.

iii. Secure at least external one funding opportunity by mid-2025.

iv. Assess that we are responding to at least one external funding opportunity every year.

b. Tactics:

i. Coordinate with the advisory committee and SDRCCCs policy team to get early knowledge of when opportunities become available.

ii. Leverage existing clean technology contacts who may be able to support these opportunities as they may have the additional resources and motivations to support the securing of these funds. For example, EVSE companies may have readily available grant writers to respond to charging infrastructure funding opportunities.

c. Outcomes:

i. By the end of 2026, SDRCCC will improve external funding by 20% based on the current award period at the beginning of 2024 ($25,550 over three years from project GUMBO).

5. Strategy: Assist at least four fleets with partial or complete electrification annually by 2028.

a. Measurable metrics:

i. Biannual evaluation of the number of fleets who attended our events or inquired about fleet electrification.

b. Tactics:

i. Being proactive with outreach to local organizations.

ii. Pinpoint which organizations are most in need of additional resources.

c. Outcomes:

i. Decreased regional GHGs and GGEs from fuel switching solely from electric vehicles. In our 2022 annual report, 2.2% (237,759 total gallons) and 0.8% (1,726 total tons) of all GGEs and GHGs reduced were due to electric vehicles, respectively.

ii. A 20% GGE improvement over three years amounts to an additional 173,088 gallons reduced. A 16% GHG reduction amounts to an additional 1,257 tons reduced.
iii. Increased likelihood of compliance with California zero-emission vehicle and clean fleet regulations.

KEY PERFORMANCE INDICATORS (KPI)

Along with our goal-setting, we established KPIs to help track our progress in achieving our goals. The KPIs that are listed coincide with the KPIs that are required on the quarterly progress report tasks and the tasks specific to our coalition's Project Management Plan.

1. GGE displacement compared to the previous year. (Mission goal is 16%)
2. GHG reduction compared to the previous year. (Mission goal is 20%)
3. Number of events hosted for stakeholders.
    a. Number of participants attended.
4. Number of inquiries fielded.
5. Number of new newsletter subscribers.
6. Number of funding opportunities applied for.
7. Number of funding opportunities applied won.
8. Number of fleets with partial or complete electrification.
9. Number of public events attended.
    a. Number of events as a participator.
10. Number of virtual events attended.
    a. Number of events as a participator.

RESOURCE ALLOCATION

Required resources to implement the plan: In addition to the development of our yearly project plan, we also assessed our division of ownership to establish program expectations. We will have a clear path forward of what we plan to achieve in the future. The current organization is structured as follows:

Staff	Project Role	Responsibilities
Francis Alvarez	Co-director	• Developing the Project Management Plan tasks for the reporting year. • Determine project timelines and work with the project team to ensure deadlines are being met. • Main point of contact for Clean Cities inquiries from stakeholders. • Will submit the reporting deliverables at the quarterly and yearly timeframes.

John Anderson	Co-director	• Developing the Project Management Plan tasks for the reporting year. • Will provide additional support for project administration responsibilities. o E.g. Website management, resource sharing, clean transportation insights. • Will be a secondary point of contact for Clean Cities inquiries from stakeholders.
Amy Davis	Project Manager	• Responsible for support and coordination in completing the Project Management Plan tasks. • Will handle stakeholder correspondence and log reporting interactions. o Develop content and additional materials to improve efficiency within the organization.

Supporting roles from various host-organization staff members include:

Staff	Project Role	Responsibilities
Kinshuk Chatterjee	Policy Analyst	• Policy support (speaking and materials) via Clean Cities events, webinars, and outreach.
Rick Teebay	Fleet Analyst	• Fleet knowledge support via Clean Cities events, webinars, and outreach.
Christian Sheja	Transportation Analyst	• Monthly content material and quarterly reporting.
Mina Afayee	Program Analyst	• General support across the entire program,
Meridith Bartley	Interim Co-Director	• Overseeing support of the program.

We plan to continue architecting clear roles within the existing SDRCCC and bring in additional resources mid-year to support ongoing and expanding work.

IMPLEMENTATION PLAN

In accordance with funding requirements, Clean Cities organizations are required to provide project management plans at the beginning of each year. The required task lists will be tailored to coincide with the goals, mission, and vision.

Timeline & milestone development: Milestones have been established in the 2026–2027 project management plan (PMP) to submit a finalized strategic plan by March 2027. If the strategic plan tasks are not eligible to be included in the PMP then additional project management tools will be used to track progress (i.e., Teamwork).

Communication plan:

1. For general communication and mass marketing efforts, we will continue to utilize Mailchimp to send newsletter-style updates.
    a. Utilized staff: Christian & Francis for composing content. Remaining staff for submitting content.
    b. These updates will be sent at a monthly cadence in the first week of the month, with some flexibility to focus on sending between Tuesday through Thursday, as those days showed higher rates of newsletter engagement.
    c. Mailchimp may also be utilized for ad-hoc messaging opportunities for widespread alerts that were not captured in the monthly newsletters.
2. Advisory-specific material will be sent via email at periodic intervals when appropriate.
    a. Utilized staff: Mina & Francis for composing content. Remaining staff for submitting content.
    b. SDRCCC will continue to rely on the “Stay in the loop” email format where various noteworthy topics are shared with the advisory committee.
3. For urgent or direct coalition topics, communication will be introduced in emails with further discussion to be provided in the quarterly advisory committee calls.
    a. Utilized staff: Mina & Francis for composing content. Remaining staff for submitting content.
    b. Invitations to these calls will be sent out a few weeks in advance with opportunities for stakeholders to provide agenda items.

Structuring the project at the beginning of each year will help provide a framework for the coalition and allow for easier tracking of each task. Having the implementation plan will also allow the coalition to assess progress and evaluate how the coalition is working to achieve its goals.

MONITORING AND EVALUATION

Monitoring and evaluation assessments will be set in place to periodically assess the performance of the coalition for its benefit.

Monitoring and evaluation plan: The coalition will follow the same cadence for a retrospective when the quarterly progress reports (QPRs) are due. Additional goals will be established at the beginning of the SOPO agreement, and changes can be made similarly to making updates on the PMP.

RISK ASSESSMENT AND MITIGATION

There will be unforeseen challenges and disruptions for the organization so this section was developed to best prepare for these future hurdles.

Risks and challenges: Additional roles outside of SDRCCC may result in busy periods where plans may need to be adjusted to accommodate external tasks. Being organized and communicative will allow for the necessary support to be called in to plan for these changes. Bi-weekly meetings with admin staff are currently in place and allow for frequent communication and planning.

Risk mitigation strategies: Much of the plans are directed to San Diego stakeholders which requires their input. Soft-touch outreach can be challenging, especially with new stakeholders who are unfamiliar with the organization. To mitigate "cold calling" SDRCCC will leverage in-person events and facilitated intros from our advisory committee to make lasting connections with the groups we aim to support.

Risk Management Plan: A risk assessment plan will be produced and incorporated into the PMP.

BUDGET AND FINANCIAL PROJECTIONS

The primary budget for SDRCCC is established towards the beginning of the calendar year and is effective beginning of April through the end of March. Budgeting practices have already been set in place within SDRCCC through the PMO. Forecasting and quarterly assessments will ensure that budgets are appropriately monitored. For example, monthly hours and estimated funds have been predicted for the calendar year, and with each billing cycle, current spending will be reviewed to see if the projects are accurate or if hours need to be adjusted.

Also, as other grants or projects are won, an additional round of budget planning will be implemented following the same format as provided above.

CONCLUSION

SDRCCC will build off existing relationships and develop new ones along the way to best support San Diego County's advancement of clean transportation. We will become a well-known local resource for public and private businesses that are looking to learn and collaborate on transportation GHG reduction opportunities. Our mission will have a positive impact on the public health and environment in all 18 of our neighboring cities.

Center for Sustainable Energy®

One mission — DECARBONIZE.®

Center for Sustainable Energy® (CSE) is a national nonprofit that accelerates adoption of clean transportation and distributed energy through effective and equitable program design and administration. Governments, utilities and the private sector trust CSE for its data-driven and software-enabled approach, deep domain expertise and customer-focused team. CSE's fee-for-service business model frees it from the influence of shareholders, members and donors, and ensures its independence.

EnergyCenter.org