

# Strategic Plan ACHIEVING OUR VISION ONE PROJECT AT A TIME



## Cleveland Clean Air Century Campaign Draft

May 2005  
Planning Committee

### INTRODUCTION & EXECUTIVE SUMMARY

#### *INTRODUCTION*

In 2001, the U.S. EPA's Office of Air and Radiation began the Cleveland Air Toxics Pilot Project to test whether an inclusive, local-scale decision-making process can result in voluntary reductions in air toxics exposure with wide-based acceptance and support in the community. The approach was intended to supplement, not replace, regulatory programs. The pilot was designed to address air toxics in an integrated manner, with projects directed at outdoor (stationary and mobile) and indoor sources. The Cleveland Clean Air Century Campaign evolved from EPA's Cleveland Air Toxics Pilot Project as a Cleveland-based entity focused on improving health in Northeast Ohio by reducing air toxics through voluntary, sustainable community efforts. In its three years of services to the community, the campaign has contributed to the quality of life for Cleveland residents by implementing an array of projects that improve air quality.

At the core of this campaign is a Working Group comprised of representatives from a range of interested neighborhoods, organizations, businesses, and government agencies, which guide and undertake the activities of the campaign.

The Working Group approved the formation of a planning committee to make recommendations to the Working Group regarding policy and procedure changes, recruiting new members for the campaign, developing communication and strategic plan proposals, and planning agendas for Working Group meetings. The issues challenging the campaign when the planning committee was formed in March 2003 included a decline in membership, stagnant Working Group meetings, and a need for acquainting the community and potential funders with the Campaign and its benefits and needs. With the help and guidance of the Working Group, the planning committee has accomplished much to set the CCACC on track to continue pursuing its mission.

An important part of the stabilization process for the CCACC is the development of a strategic plan that not only clarifies the campaign's direction, but also establishes a framework for accountability and performance improvement. The Planning Committee engaged in comprehensive strategic planning during the summer of 2004. The planning process included an environmental scan, interviews with stakeholders, working group meetings with the stakeholders to establish the strategic direction, and planning committee meetings to develop the action plan. The result of this work is presented in the following strategic plan, which is designed to be a management tool.

The plan is presented in several sections. Section I Strategic Direction contains updated mission and vision statements; core Campaign values, target audience summary and an outline of the measurable goals and objectives that will guide the CCACC over the next three years. Section II

Strategic Action Plan further refines the objectives into major action steps and includes proposed deadlines and the assignment of responsibilities. A summary of the environmental scan is included in Section III to set the context for the campaign's direction. Finally, the Appendix includes a worksheet designed to help the planning committee document progress in implementing and updating the strategic plan. It is recommended that this worksheet be reviewed at planning committee meetings at least quarterly to help insure the strategic plan guides the campaign's work effectively.

### ***EXECUTIVE SUMMARY***

The Cleveland Clean Air Century Campaign is a unique initiative dedicated to improving the air quality in Northeast Ohio. The CCACC was created in 2001 through the efforts of a group of residents who saw their neighborhoods in a state of decline and wanted to improve their quality of life. The campaign is poised to strengthen and grow its core projects with its Working Group members, a new planning committee, and a strategic plan. The hard work the Working Group has done since 2001 provides the framework for the CCACC to become a precedent-setting, well-managed campaign with an outstanding record for reducing air toxics. With this strategic plan, the CCACC will grow to meet the needs of Northeast Ohio residents and fulfill their mission of "improving health in northeast Ohio by reducing air toxics through sustainable community efforts."

Among Northeast Ohio residents, there is an ongoing need for risk reduction projects in order to improve air quality. While there are a variety of other environmental organizations focusing on improving air quality in Northeast Ohio, the CCACC has a particularly important role in the environmental arena. The campaign implements projects that improve indoor and outdoor air quality.

The planning committee and Working Group of the CCACC developed the following strategic plan in the spring of 2005. It focuses on strengthening the capacity of the campaign and gradually expanding the projects and products initiated or supported by the CCACC. The plan is intended to be a management tool for the CCACC. To this end it calls for quarterly review and assessment of implementation for performance improvement, and an annual updating of goals, objectives and action steps.

Successful implementation of the plan will result in:

- A Working Group that are fully able to support, guide and run a vibrant thriving campaign.
- Sufficient staff, products and projects being offered to significantly improve air quality for Northeast Ohio residents and significantly reduce air toxics in their communities.
- CCACC being recognized as playing a vital role in the quality of life improvement for the residents of Northeast Ohio.

## ***SECTION I-STRATEGIC DIRECTION***

### Mission

Improving health in Northeast Ohio by reducing air toxics through sustainable community efforts.

### Vision

In ten years, the CCACC is a vibrant thriving campaign recognized as a vital part of community efforts to improve health in Northeast Ohio. The CCAC contributes to making Northeast Ohio an environmentally safe place to live and work for present and community members. As a result of the campaign, there will be a meaningful decrease in air toxics in Northeast Ohio and an increase in the number of residents who participate in activities that improve air quality. The community served by the campaign will report a high level of satisfaction and a positive participation experience.

### Core Values

The Cleveland Clean Air Century Campaign will be an initiative which respects all individuals, personally and professionally, and which demonstrates honor and honesty in all of our efforts. We strive to communicate effectively in our work and to listen to the people we serve, with preference for action to achieve results.

We provide leadership and build partnerships amongst neighborhoods, businesses, local governments, and organizations in protecting the environment

### Beneficiaries

Our primary beneficiaries are the residents of Northeast Ohio. Whose lives are most changed by our projects.

## GOALS and OBJECTIVES OVERVIEW (2005-2008)

This strategic plan covers the next three years of CCACC activities. It aims for expansion and capacity building expected to enable implementation of current projects and sustainability of the CCACC beyond this period. The campaign's activities will be guided by three goals, each with several objectives. Together, these goals and objectives form the basis for the campaign's strategic action plan, which will expand the objectives into action steps, deadlines, and responsibilities.

### **GOAL I**

#### **Reduce air toxics through voluntary efforts.**

##### Objectives:

- Implement existing projects that will result in the reduction of air toxics and/or communicate the benefits of air toxic reduction for the community members of Northeast Ohio.
- Identify new opportunities for partnering with community entities to design new air toxics reduction projects

##### Key success indicators:

- Estimated amount of air toxics removed through implemented projects.
- New air toxics reduction projects underway
- New initiatives designing air toxics reduction projects
- Newly identified opportunities for partnerships in Northeast Ohio that can results in reduction projects

##### Actions:

- Identify new projects and prepare scope of work and timelines
- Obtain Working Group approval for any new partnership opportunities identified

### **GOAL II**

#### **Educate the public about the importance of air toxic reductions.**

##### Objectives:

- Build strong public awareness of the CCACC
- Communicate the benefits of air toxic reduction for the community members of Northeast Ohio

##### Key success indicators:

- Media presence
- Public participation in campaign events
- Working Group member outreach events to their constituencies

##### Actions:

- Sponsor community events
- Increase the marketing and outreach capacity of the CCACC with a focus on beneficiaries
- Develop plan for regular training and educational classes for Working Group members and their constituents

### **GOAL III**

#### **Build and expand the campaign's capacity to be self-sustaining.**

##### Objectives:

- Increase and diversify the campaign's project support.
- Ensure financial support for the Campaign's coordination
- Sustain membership
- Strengthen policies, procedures and systems to sustain a healthy functioning Campaign.
- Identify new opportunities for partnering
- Increase the marketing skills of Working Group.
- Increase the marketing and outreach capacity of the CCACC with a focus on beneficiaries
- Increase Working Group knowledge about air toxics

##### Key success indicators:

- The percentage of the FY 05 budget from private sources
- The percentage of the budget from public financial support
- Campaign presence in the media and in the public's awareness

##### Actions:

- Develop Working Group
  - ability to write proposals
  - knowledge about fundraising through foundations
  - contact development for new partnerships
- Develop plan for regular training and educational classes for Working Group members.
- Prepare and submit grant proposals to private and industry foundations

### ***SECTION II- STRATEGIC ACTION PLAN***

The strategic action plan in this section outlines milestones the CCACC plans to accomplish over the next three years. This action plan serves to guide the campaign's Working Group and Planning Committee in implementing the strategic plan. It provides a framework for measuring the campaign's performance and impact. The strategic action plan is organized by the 3-year goals and objectives and includes action steps, deadlines and the parties who will need to be engaged in each objective. The Action Plan outlines major activities each year and consequently provides an overview of the focus of the campaign in each year of the plan.

**GOAL I Reduce air toxics through voluntary efforts.**

Objectives	Action Steps	Begin Date	End Date	Responsibility
<ul style="list-style-type: none"> <li>Implement projects that will result in the reduction of air toxics and/or communicate the benefits of air toxic reduction for the community members of Northeast Ohio.</li> </ul>	<ul style="list-style-type: none"> <li>Implement projects funded by EPA.</li> <li>Identify new projects to implement</li> <li>Develop timeline and action steps to implement projects</li> </ul>		On-going	Implementation Committees
<ul style="list-style-type: none"> <li>Identify new opportunities for partnering with community entities to design new air toxics reduction projects</li> </ul>	<ul style="list-style-type: none"> <li>Secure project funding</li> </ul>	Dec. 2005	On-going	Planning committee Funding committee

**GOAL II Educate the public about the importance of air toxic reductions.**

Objectives	Action Steps	Begin Date	End Date	Responsibility
<ul style="list-style-type: none"> <li>Build strong public awareness of the CCACC</li> </ul>	<ul style="list-style-type: none"> <li>Create a Communication Plan</li> <li>Implement a Communication Plan</li> <li>Update Campaign Website</li> <li>Create Campaign Updates</li> <li>Identify media partners</li> </ul>	April 2005 June 2005 April 2005	On-going	Communication Committee Working Group
<ul style="list-style-type: none"> <li>Communicate the benefits of air toxic reduction for the community members of Northeast Ohio</li> </ul>	<ul style="list-style-type: none"> <li>Conduct educational and outreach events for communities</li> <li>Sponsor annual community events</li> </ul>	April 2005	On-going	Working Group

**GOAL III Build and expand the campaign's capacity to be self-sustaining.**

Objectives	Action Steps	Begin Date	End Date	Responsibility
<ul style="list-style-type: none"> <li>Build and diversify the campaign's financial support.</li> <li>Build Working Group capacity to strengthen the financial base</li> </ul>	<ul style="list-style-type: none"> <li>Create Integrated Fundraising Plan</li> </ul>	June 2005	Dec. 2005	Funding Committee Working Group
<ul style="list-style-type: none"> <li>Communicate the benefits of air toxic reduction for the community members of Northeast Ohio</li> </ul>	<ul style="list-style-type: none"> <li>Conduct education and outreach events for communities</li> </ul>	April 2005	On-going	Working Group
<ul style="list-style-type: none"> <li>Sustain membership</li> </ul>	<ul style="list-style-type: none"> <li>Recruit new campaign members</li> <li>Conduct new Working Group member orientation</li> </ul>	April 2005	On-going	Planning committee Membership committee
<ul style="list-style-type: none"> <li>Strengthen policies, procedures and systems to sustain a healthy functioning Campaign</li> </ul>	<ul style="list-style-type: none"> <li>Develop strategic plan</li> <li>Update strategic plan</li> <li>Update Campaign procedures and policies</li> </ul>	June 2005	Sept. 2006	Planning committee Membership committee
<ul style="list-style-type: none"> <li>Build the marketing skills of Working Group</li> </ul>	<ul style="list-style-type: none"> <li>Schedule marketing training for Working Group members</li> <li>Identify training resource</li> </ul>	March 2006 August 2005	NA	Communication committee
<ul style="list-style-type: none"> <li>Increase the marketing and outreach capacity of the CCACC with a focus on beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>Identify training resource</li> <li>Purchase promotional materials</li> <li>Distribute promotional materials</li> </ul>	March 2006 April 2005 April 2005	NA On-going	Communication committee Working Group
<ul style="list-style-type: none"> <li>Build Working Group knowledge about air toxics</li> </ul>	<ul style="list-style-type: none"> <li>Develop plan for regular training classes for Working Group members</li> </ul>	May 2005	On-going	Project coordinator

## ***SECTION III- ENVIRONMENTAL SCAN SUMMARY***

The following environmental scan was completed in December 2003. These findings assisted in the development of the strategic plan for the Cleveland Clean Air Century Campaign (CCACC), which was completed May 2005. Sources for the environmental scan include:

- Juliana Birkhoff Evaluation Report, August 2003;
- Sanda Kaufmann Re-convening Report, December 2003;
- Interviews with Working Group Members, and EPA staff.

### **Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis**

**External Environment:** During the planning process, CCACC identified the following primary external opportunities and threats.

#### **Opportunities**

- The need for risk reduction projects in Northeast Ohio.
- Funding opportunities.
- Opportunity to serve two additional neighborhoods.
- Collaboration with other projects.

#### **Threats**

- Economy
- Competition with other organizations for funds.

These opportunities and threats suggest that the CCACC has a niche at reducing air toxics and that CCAA should do the following:

- Focus on increasing and diversifying financial support.

**Internal Environment:** CCACC has identified strengths and limitations in their campaign:

#### **Strengths**

- Committed and motivated Working Group members and energetic Planning Committee.
- History of reducing air toxics.
- Committed project partners.
- EPA as a resource and support.
- Diverse Working Group.
- Facilitation

#### **Limitations**

- Decrease in number of Working Group members from 35 in 2001 to 25 in 2004.
- Lack of community recognition.
- Lack of environmental groups.
- Lack of wide community recognition.
- Diminishing participation and energy in Working Group meetings.

- Absence of communication plan.

These internal strengths and limitations suggest the CCACC has history, relationships, and energy necessary to strengthen the organization. It also suggests that CCACC should work to:

- Develop communication plan.
- Increase visibility of campaign to promote projects.
- Increase Working Group membership.

Note: The Cleveland Clean Air Century Campaign Working Group members will participate in a Working Group evaluation annually to get input on how to improve process and project, to enhance and sustain participation.

**APPENDIX**

**SELF- ASSESSMENT QUARTERLY WORKSHEET: UPDATE ON STRATEGIC OBJECTIVES**

This worksheet will be utilized for quarterly reviews of the strategic plan. It is intended for use in conjunction with the action plan. A worksheet will be completed for every objective that is included in the action plan for the specific time period in review. In other words, only complete worksheets for objectives that are scheduled for implementation during the quarter you are reviewing.

Objective (List Objective to be Reviewed Below)
Briefly describe any progress made in implementing the objective (this should be a brief report on the action steps listed under the objective in the action plan)
How is the objective contributing to the goals of the strategic plan?
Are there barriers to implementing the objective or to the success of the objective? If yes, what are they and how are they being addressed?
Does the objective need to be revised or do new action steps need to be added to overcome barriers? If yes, then list new objective and action steps?
What factors most contributed to the successful implementation of the plan this quarter? (Consider presenting awards for staff contributions)
Revised 05/06/05

