



Illinois Alliance for Clean Transportation Strategy Roadmap

2025 - 2030

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Illinois Alliance for Clean Transportation Strategy Executive Summary



IACCT's Guiding Question(s):

1. What is IACCT's role as a statewide entity?
2. What are the opportunities and funding outside of Chicago? Who should IACCT's key partners be and why?
3. In order to leverage IACCT's competitive advantage and role in the state, what structure would situate the organization for success?

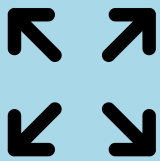
IACCT's Vision

IACCT envisions a sustainable future with reduced transportation-related emissions across all of Illinois

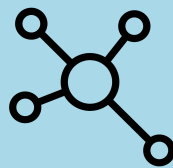
IACCT's Mission

IACCT's mission is to advance the energy, economic, and environmental security of the U.S. by supporting the reduction of emissions and improving energy security in Illinois.

IACCT's Strategic Priorities



**Expand Statewide Presence
Through Collaboration**



**Inform and Connect on Clean
Transportation Technologies**



**Strengthen Organizational
Structure and Foster Financial
Resilience to Ensure
Organizational Sustainability**

Introduction to Process

Process Overview

Over several months in late 2024 and early 2025, IACT engaged in a strategy development process, facilitated by La Piana Consulting. This process took place over two phases, outlined below.

Phase 1 - Building a Foundation (Nov 2024 - Jan 2025)	Phase 2 - Development & Approval of Strategy (Feb 2025 - May 2025)
• Conduct Initial internal interviews • Ecosystem trends and analysis • Review learnings from the field • Review and discuss all background documents • Launch Strategy Team meetings • Organizational identity brainstorm	• In-person strategy session • Ongoing Strategy Team meetings • Board meeting • Stakeholder survey (staff, board, steering committee, all external stakeholders) • Strategy vetting • Strategy approval

The Strategy Team, the core group guiding this process, included participation from Ann Schneider, Lynn Stafford, Bethany Kraseman, Marcy Rood, and John Walton. In the middle of this process, John Walton stepped down from his role as Board Chair and Samantha Bingham was brought onto the Strategy Team as an optional attendee in internal meetings.

To launch this process, the Strategy Team, with support from La Piana, developed the following project outcomes:

- A clear understanding of IACT's **strategic program focus outside of Chicago**, building from current programs and organizational strengths¹
- A description of **organizational implications and needs to truly implement the statewide scope**, including needs around becoming an Executive Director-led organization, other staffing requirements, funding goals, and shifts in governance, if any, laying the foundation for being able to integrate technology, assess impact, expand programming, and operate sustainably
- A roadmap for putting **operational and governance changes in place**, accounting for resources needed and sequencing implementing steps
- Tools to guide ongoing **decision-making** in a way that maintains organizational alignment with key strategic decisions while providing for flexibility in addressing changing circumstances

Setting the Tone

Developing a strategy during the unique time period between late 2024 and early 2025 proved to bring unprecedented challenges and opportunities. In late 2024, the existing IACT Co-Directors stepped down. This, along with the Board Chair's resignation, as well as the multitude of threats to government grants during the early months of the federal administration change, required IACT to be reactive to the shifting environment. The challenges IACT contended with during this time included lack of clarity around

¹ This project focuses programmatically on work outside the Chicago metropolitan area, with the assumption that Chicago programming will remain approximately the same. Overall organizational work — such as staffing capacity or governance issues — will of course consider the needs of the complete organization.

sustainable funding under the current federal administration and being faced with the real possibility of funding cuts, being in the process of leadership turnover and transition, and addressing the impact of both on organizational culture.

To respond to the real-time environment, and set the tone for a smooth process, IACT Strategy Team members agreed on the following:

- USDOE requires IACT to complete a strategic planning process.
- This strategy will likely focus on getting organized and gaining alignment on direction.
- Strategy implementation will be dependent on financial sustainability.
- This process is an opportunity to build unity within the organization.
- This process is an opportunity to plan for more than one scenario.

IACT's Organizational Identity

A vital early step in developing an organizational strategy for IACT, involved gaining alignment on the organization's current and desired identity. Through a series of brainstorms, with opportunity for input from all attendees at the in-person strategy session, the following updated identity statement was created for IACT.

IACT's Updated Identity Statement

Effective choices are rooted in a firm understanding of "who we are" as an organization. And so, as an initial step toward developing prospective strategic priorities, IACT had to confirm its current identity. Developing a shared understanding of the current vision, mission, desired impact, business model, and relationship to others working in the same or adjacent sectors creates the necessary context for analyzing potential opportunities and challenges that might form the basis of prospective strategic priorities.

To this end, IACT confirmed the existing organizational identity by developing an Identity Statement. As an honest description at a moment in time, an Identity Statement incorporates critical defining elements related to mission, business model, and strengths. The identity statement includes an updated mission statement that is more refined than the previous one, but in no way changes IACT's purpose, as well as newly articulated principles.

Elements	Details
Vision	IACT envisions a sustainable future with reduced transportation-related emissions across all of Illinois.
Mission	IACT's mission is to advance the energy, economic, and environmental security of the U.S. by supporting the reduction of emissions and improving energy security in Illinois.
Principles	A ccessible – we offer low cost or free services and provide access to cutting edge information C ollaborative – we work with others across the state and nation to make air cleaner T rustworthy – we have been around for over 30 years and have a track record of success
Impact	IACT's desired impact is clean air.

Business / Operating Model	Where we work	Illinois
	Who we work with	• Fleets • Local and state government • Business and entrepreneurs • Educational and research institutions • Fuel providers • Utilities providers • Environmental organizations • Community members • Community based organizations
	What we do	IACI's core activities are focused on informing and connecting, including: • IACI successfully coordinates and supports efforts to obtain funding and develop projects to support a diverse alternative fuel and vehicle market (connects). • IACI successfully educates stakeholders on legislation and programs that regulate or fund incentives and programs for clean transportation (informs). • IACI successfully matches stakeholders with expertise, resources, and tools to strategically advance clean transportation (connects). • IACI successfully provides training and education on a variety of topics related to clean transportation (informs). • IACI successfully engages different regions of the state in advancing cleaner fuels and vehicle technologies (connects and informs).
	How we fund it	Memberships; Sponsorships, Grants & Contracts; Events

IACI's Competitive Advantage

In addition to gaining alignment on organizational identity, IACI confirmed its unique competitive advantage, the key descriptors that set the organization apart from like minded organizations and coalitions includes the following. In a recent survey of stakeholders conducted for this process, **80% of respondents agreed that IACI upholds its principles of accessibility, collaboration, and trustworthiness.**

- IACI works in coalition and collaborate with others both locally and nationally
- IACI is trusted and has a long history to draw from
- IACI has world class technical resources through national labs and access to reliable current, cutting-edge information
- IACI is fuel and technology neutral
- IACI is a connector, liaison, and provides opportunities for networking, in fact 73% of survey respondents agree that IACI successfully fosters coordination to obtain funding and support efforts to develop projects to support a diverse alternative fuel and vehicle market.
- IACI is accessible, offering low cost or free services

Environmental Trends & Learnings from Statewide Alliances in Other States

In addition to gaining alignment on IACT's organizational identity, a deep examination and understanding of the current ecosystem trends had to be conducted. In this process, the following trends, archetypes, and learnings surfaced:

Trends

- High and increasing polarization and regionality around environmental priorities, and conflicting priorities between different stakeholders (climate v. energy security; appetite for and pathways to adoption of new technology)
- Increasing uncertainty of agency funding cuts/policies under the new administration, though IL has state-level protections
- Increasing interest in electrification of buildings and need to form stronger bonds with electric utilities throughout the state to partner more
- Increasing attention to carbon footprint and cleaning up of inland ports
- Increasing interest in some areas around micromobility (cargo bikes)
- Increasing interest in facility-level energy management whereby EVs are one of several assets being managed along with renewable energy, stationary energy storage, other building energy systems, and smart energy management, time of use (peak demand) optimization and more

Archetypes

- Minimum Integration for Shared Presence/Contact: Connecticut – 3 coalitions in a small state, work together in a statewide collaborative – mostly a shared landing page
- Collaboration: 6 NY Clean Cities are working to form a statewide alliance
- Autonomy and Partnership for Inter-state and Federal Projects: East Tennessee Clean Fuels Coalition partners with Middle-West Tennessee, each carry their own DOE coalition designation, but their partnership “Tennessee Clean Fuels” serves the whole state, comprises the staff and board members of the two state Clean Cities Coalitions – together they partner on multi-state work through partnerships with other Coalitions on federally funded projects
- Formal Collaboration Without Integration: Louisiana Clean Fuels expanded from the Baton Rouge Coalition to cover 56 parishes. They join with SE Louisiana Clean Fuel Partnership via MOU to work collaboratively (seem to focus collaborative work on internal operations, expanding funding, workforce development, outreach to grow stakeholders, support fleets, and support activities that contribute to AFV corridors)

Learnings

- No magic bullet models – there is still a lot of experimentation, and each has approached statewide coverage differently.
- All seem to be grappling with similar challenges of engaging stakeholders with diverse priorities and ambitious goals of trying to run a lot of programs and projects with limited capacity/resources.
- All are beholden to the DOE CCC criteria and are reliant on DOE designation and funding; and all desire to diversify revenue streams.

Revenue Generation

While scanning the environment, we also examined how likeminded organizations and coalitions generated revenue and confirmed that IACT currently generates revenue through the following:

- Grants, Contributions, Government Contracts
- Service Fees and Program Income –specialized services, such as consulting, technical assistance, and program management
- Corporate Sponsorships and Collaborations
- Event Revenue – hosting conferences, workshops, and webinars can generate income through registration fees, sponsorships, and exhibitor charges.
- Membership Dues – members, (including single memberships, businesses, fuel providers, vehicle fleets, and community organizations) may pay dues to support the alliance's activities and benefit from shared resources and advocacy efforts.

IACT's Big Questions

After confirming its current organizational identity, developing a shared understanding of its key strengths relative to others in the field, IACT identified a critical question at the center of this process. Through a series of in-depth discussions informed by staff, board, and external stakeholder voices, IACT confirmed its Big Question, below. Responses to this Big Question will align strategy, decision-making, and implementation priorities.

What is IACT's role as a statewide entity? (e.g. networker, programs, etc.)

Sub-Questions included:

- What are the opportunities and funding outside of Chicago?
- Who should IACT's key partners be and why?
- In order to leverage IACT's competitive advantage and role in the state, what structure would situate the organization for success?

IACT's Big Question was discussed in great detail at the Strategy Development in-person session.

Strategy Screen

As part of this process, IACT identified decision-making criteria, or a "strategy screen," to evaluate potential strategic options, future directions, or opportunities. As such, the strategy screen is a tool IACT can use when considering new opportunities. It is an explicit criteria for decision-making and a tool that can be used to challenge the organization's thinking, and aid in weighing choices. The screen is not meant as a barrier, but as a way to promote discussion and consistent, transparent, and well-supported decision-making.

IACT's Strategy Screen

1. Does this advance our mission?
2. Does this advance our strategy?
3. Does this leverage our competitive advantage?
4. Do we have the resources (people, financial, technology) to take this on? If not, what do we need to know to answer this question?
5. Do we have the capacity to take this on?
6. Are we the best to take this on? What should our role be?



IACT's Stakeholder Survey & Green Drives Menti Poll

IACT is a statewide entity, with a number of collaborators. It was paramount that all stakeholders had an opportunity to weigh in on IACT's vision for the future, and a stakeholder survey was designed, distributed, and analyzed to confirm IACT's organizational strategy and gain insight on the structure that would help best situate IACT for ongoing success. The survey was administered in April 2025. 30 individuals responded to the survey: 10 board members, 8 steering committee members, 8 partners/collaborators, 1 staff member and 3 others. Furthermore, 60-70 stakeholders at the 2025 Green Drives event were polled using a menti poll, and findings from the polls have also been incorporated below and are in strong support of the strategy proposed by IACT.

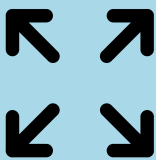
Top takeaways from the survey and menti poll are outlined below, and the full findings can be found in Appendix C.

- 80% of stakeholders agree or strongly agree that **IACT successfully upholds its principles of accessibility, collaboration, and trustworthiness**, underscoring IACT's commitment to its mission and its community.
- 73% of stakeholders agree or strongly agree that **IACT successfully coordinates and supports efforts to obtain funding and develop projects to support a diverse alternative fuel and vehicle market** (connects) and that IACT successfully educates stakeholders on legislation and programs that regulate or fund incentives and programs for clean transportation (informs). These findings support IACT's continued role as an informer and connector in Illinois.
- 80% of survey respondents as well as the top identified role in the Green Drives poll, believe **IACT should prioritize partnerships with state and local governments**.
- For rural and suburban Illinois communities, **alternative fuel workshops, working with fleets, and supporting networking opportunities to connect suppliers with users** should be IACT's highest priorities.
- According to both survey respondents and Menti poll respondent, stakeholders overwhelmingly agree that **IACT could play a larger role in coordination and support of efforts to obtain funding and develop projects** to support a diverse cleaner fuel market, technical training, workshops, and webinars, education of stakeholders on legislation and programs that regulate or fund incentives and programs for clean transportation, and matching stakeholders with expertise, resources, and tools to strategically advance clean transportation. These roles are key opportunities embedded within this plan.

The survey findings were key in confirming the work of the strategy team, and ensuring this plan was grounded in community input. IACT's ability to inform and connect rests on its relationship to its many stakeholders. The survey provided great insight into the priorities of IACT's stakeholder community, and will allow IACT to remain close to those needs as it implements this plan.

Strategic Priorities and Goals

IACT's Big Question was to determine IACT's role as a statewide entity. In examination of IACT's Big Question around clarifying its role as a statewide entity, the organization confirmed its primary role is to 1) connect and 2) inform. These priorities align with the Clean Cities & Communities Framework for Success of Plan, Connect, Inform and Deploy, which can be reviewed in Appendix D. First, as IACT plans for the future, it must prioritize key activities related to mission advancement. Additional strategic priorities to best situate IACT for future success, beyond strengthening internal infrastructure and fostering financial resilience, include prioritizing strategic collaborations and strengthening IACT's statewide presence by engaging additional stakeholders in areas outside of Chicago.

IACT's Strategic Priorities 2025 - 2030		
		
Expand Statewide Presence Through Collaboration	Inform and Connect on Clean Transportation Technologies	Strengthen Organizational Structure and Foster Financial Resilience to Ensure Organizational Sustainability

Strategic Priority 1: Expand Statewide Presence Through Collaboration²

Key Strategic Priority 1 Activities

Connect & Inform Priorities	Connect Priorities	Inform Priorities
1. Successfully engaging different regions³ of the state in advancing cleaner fuels and vehicle technologies, including hybrid technologies and off-road equipment involved in the transport of people and/or goods, is IACT's top priority in the coming years. In doing so, IACT will engage local stakeholders by fostering custom content (e.g. allow fleets and others to connect in real time, support the collaboration of stakeholders such as customers, solution providers, vehicle providers, etc.).	1. For engaging rural and suburban areas of the state, activities such as alternative fuel workshops, fleets, networking opportunities, informing and connecting activities related to the topic of electric vehicles, and biofuels should be prioritized, as found in the stakeholder survey. 2. In support of fostering collaboration, IACT will continue to foster strong relationship and communications with the USDOE⁴, and assess existing partnerships and action plan for how to strengthen relationships. In addition to strengthening existing relationships, IACT aims to expand its network and establish regional partnerships (e.g. regional advisory councils, define likely regional centers/ partnerships, respond actively, sometimes tailored regionally = relevance, etc.). In the 2025 survey, respondents requested that IACT prioritize partnerships	1. Marketing & Communications: IACT will develop a communications and outreach strategy to successfully engage under-engaged existing partners, raise awareness, and identify new collaborators.⁵⁶ This process will include developing updated marketing materials and updating its webpage to reflect IACTs newly refreshed organizational identity and introduce its newly articulated principles.⁷ 2. IACT will create a monthly spotlight series focusing on clean fuels champions, implementers and/or experts in downstate communities. The articles will be shared with local media outlets and when warranted, IACT will facilitate a media availability of the subjects to discuss successes and learnings. 3. IACT will collaborate with stakeholders on a Clean Fuels Lobby day at the Illinois State Capitol to highlight clean fuel

² The coalition maintains and continues to grow a well-rounded group of stakeholders who are committed to championing the CC&C mission. Coalition maintains an up-to-date stakeholder list including contact information to ensure strong relationships can be maintained with a minimum of the stakeholder's name, organization, and email.

³ Engaging different regions of the state got the lowest satisfaction rating of all IACT activities on the 2025 stakeholder survey.

⁴ Network Convenings: To contribute to a strong network of coalitions, coalition directors and/or co-directors are expected to participate in national and regional CC&C convenings.

⁵ Communication: The coalition director communicates regularly (a minimum of quarterly) with stakeholders and broader audiences on the vision, plans, activities, and accomplishments of the coalition (e.g., using emails, newsletters, social media, phone calls). The coalition facilitates direct connections that spark and advance projects and mission-related goals.

⁶ Examine collaboration opportunities with Drive Clean Colorado, Drive Clean Indiana, Utah Clean Cities, Louisiana Clean Fuels, and Georgia Clean Cities.

⁷ Website: The coalition website or webpage is updated at least quarterly and includes coalition director (and staff, where relevant) contact information and information on coalition programs, activities, accomplishments, and leadership/governance.

	with state and local governments and manufacturers. This includes engaging Chicago wards. 3. Governance activities in support of fostering collaboration include activating the Downstate Committee to identify key partnerships and collaborations for IACT to pursue, using the Partner Inventory started by the Strategy Team, recruiting board and steering committee members to represent key missing geographies within Illinois. 4. IACT will collaborate with the Metropolitan Mayors Caucus to promote and engage with the “Becoming EV Ready” program.	technologies, arrange for in-person meetings with elected officials, and a potential ride-and-drive event. This event will be focused on informing elected officials about the various technologies, impacts, workforce opportunities and economic benefits. Specific legislative initiatives to support clean fuels will be included for discussions with elected officials. The Sustainable Fuels Caucus will be engaged to provide remarks and to socialize the event. A legislative reception will be organized to allow for less formal networking and promotion. 4. IACT will work with its stakeholders to fund a Clean Fuels Economic Impact Study for Illinois. Results will be used in targeted marketing and promotional materials. 5. IACT will work with the American Lung Association, Illinois EPA, and other stakeholders to develop a Clean Fuels Air Quality Impact study to examine the quantifiable air quality benefits from current level of clean fuel vehicle deployment and benchmarking benefits for additional deployments for various fuel technologies.
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Strategic Priority 2: Inform and Connect on Clean Transportation Technologies

Key Strategic Priority 2 Activities

Connect Priorities	Inform Priorities
1. The 2025 survey showed that the largest role that stakeholders rely on IACT for is to coordinate and support efforts related to obtaining funding and developing projects to support a diverse alternative fuel and vehicle market. This core activity will continue to be a top-priority for IACT moving forward. This includes matching stakeholders with expertise, resources, and tools to strategically advance clean transportation. 2. Based on feedback obtained through surveys, IACT will create a series of pop-up clean transportation information and networking events focused on fuel technologies of interest in geographic regions of the state. This will include a. Biofuels in Decatur connecting fleets from Central Illinois with biofuels experts from ADM and its partners; b. Hydrogen fuel cell vehicles in Champaign leveraging the Champaign Urbana Transit expertise and the University of Illinois experts to be engaged in the Midwest Hydrogen Hub; c. EVs in Bloomington-Normal in partnership with Rivian, Heartland Community College, Illinois State University and the McLean County Planning Commission; d. A multiple fuel event in the Metro East in partnership with Clean Cities St. Louis; and, e. Other locations based on local stakeholder feedback obtained through surveys and other public engagement tools including a presence (through booths with activities to attract visitors) at key community events	1. The 2025 survey uplifted that stakeholders rely on IACT for education on legislation and programs that regulate or fund incentives and programs for clean transportation and training on a variety of topics related to clean transportation, including but not limited to technician training for alternative fuel trucks and vehicles, infrastructure maintenance and installation, and energy storage. IACT is well-situated to lean into its differentiating strength to continue to amplify their training and education offerings, and utilize technology to increase their audience. 2. IACT has access to vetted and trusted data that its stakeholders rely on to inform decision making. As IACT operationalizes its strategy, it will continue to collect data and share vetted resources aligned to IACTs mission⁸ and, importantly, prioritize its ability to measure impact.

⁸ Submitting Coalition Data: The coalition tracks and submits local data to DOE for national resources and analysis efforts that contribute to the CC&C mission, including an annual report, quarterly alternative fuel pricing, and updates to the Station Locator.

such as county fairs, community festivals, and industry trade shows.

3. IACT will create curriculum focused training modules to disseminate to Illinois school districts that provide clear and documented information on clean fuels, impact on air quality, workforce opportunities, and economic benefits. IACT will identify grant or contract funding opportunities to develop this program. This may be in collaboration with peer organizations.

Strategic Priority 3: Strengthen Organizational Structure and Foster Financial Resilience to Ensure Organizational Sustainability

Key Strategic Priority 3 Activities

Organizational Structure	Financial Resilience
Staff: 1. Prioritize hiring an Executive Director to guide IACT through the next five years - IACT needs a permanent staffed leadership role to be successful in the long term⁹¹⁰ 2. Operationalize IACT's newly adopted Organizational Chart, seen in Appendix E. 3. Increase use of interns to increase mission impact and strengthen statewide presence (e.g. Stakeholders office, experienced interns for certain projects, etc.) 4. Develop a framework to expand IACT's presence downstate Illinois through regional locations with contract staff based available funding. Additional locations to be considered will include: the Metro East, the Quad Cities, Rockford, Springfield, Bloomington, Champaign, Decatur, Peoria, Effingham, and Carbondale. 5. Commit to annual in-person strategy and work planning session, with clearly articulated targets¹¹¹² Governance: 1. Prioritize selecting a new Board Chair and Board Treasurer to strengthen governance 2. Conduct a board assessment and engage in governance best practices, engaging in proactive	1. IACT is in the process of prioritizing and strengthening its financial resilience by engaging a professional accounting and financial services firm to create continuity of financial functions, reinstating its 501c3 status and resolving all tax issues, and has developed a sound annual budget to present to the board at least annually (for future years, this could be done collaboratively with an accounting and financial services firm). 2. IACT will prioritize diversifying funding sources (e.g. engage in fundraiser events, etc.), identifying new funding opportunities to increase mission impact, including a review of NREL's grant scan 2023, advancing a fundraising and development strategy to ensure ongoing financial sustainability, and engaging in scenario planning to plan for unpredictable times. Currently, IACT has hired a Director of Business Development/Events who is focused on generating additional revenues through increased sponsorships and Coalition events. Additional funding sources that will be researched and explored in 2025 - 2026 by the Finance Committee include: foundation funding either alone or in collaboration with other Coalitions or the emerging Clean Transportation Network, a new preferred industry listing program that will include

⁹ Staffing: The coalition dedicates at least an average of 30 hours/week to support CC&C mission-aligned activities to advance the portfolio of clean transportation fuels and technologies (e.g., full-time coalition director, part-time coalition director with additional staff, stakeholder time commitment).

¹⁰ Coalition Director Transition: The coalition develops and maintains coalition director succession and transition planning documentation such that the coalition can maintain smooth operation through a planned coalition director transition as well as an unexpected coalition director leave of absence. As part of this, the coalition director works with coalition leadership who would be responsible for overseeing a coalition director transition to review and update the documentation at least annually. Documentation must be made available to coalition leadership beyond the coalition director, such as a board chair or host agency.

¹¹ Planning: The coalition director develops, maintains, and annually updates a multiyear strategic plan. Based on the strategic plan, the coalition develops an annual work plan that includes internal- and external-facing elements. Plans should complement and target growth to reach CC&C goals, metrics, and evaluation criteria.

¹² The coalition must define and operate under standard operating procedures (SOPs) for effective administration and smooth coalition director transitions. SOPs establish internal policies and procedures for financial management, project management, record-keeping, communications, personnel, and other administrative areas. These documents should be reviewed at least annually and updated when needed.

succession planning and recruitment as needed including expanding the Board to include key downstate stakeholders. Currently the Board has 2 open seats. The goal is to fill those seats with a representative of rural Illinois, as identified in consultation with the Illinois Corn Growers and Soybean Associations, and the Metro East area outside of St. Louis, in consultation with Clean Cities St. Louis and East/West Gateway Council of Governments. The Board will explore 3 additional Board seats to include representatives from Illinois public universities (1), Illinois state government (1), and a member at large (1) in consultation with downstate clean fuels associations.

3. Introduce standing committees to fully activate the expertise of the board and steering committee and increase governance engagement. The 2025 surveyed the board who responded strongly in favor of starting with the following committees: communications, specific fuels or technology, and downstate. The Board will create a committee structure focused on expanding capacity and geographic coverage. Future committees or task forces will include Executive (currently the only standing committee), Finance, Downstate Development, Fundraising/Events, Clean Transportation Innovations and Technologies, and Governance/Nominating. The Board will explore options to form geographic committees based on cohesive regions of the state and committees focused on specific alternative fuels and clean transportation technologies.

4. Activate the board by offering more opportunities for engagement outside of committees (e.g. speaking at a CAIC event, fundraising breakfasts, etc.)

preferred dealers, preferred suppliers, preferred maintenance providers, and other categories to be determined by the Board in consultation with industry representatives, and expanded activities based revenues.

Acknowledging Assumptions

The strategy laid out in the pages above reflect the goals that will best allow IACT to advance its mission in the near term future. This plan, which reflects significant input from staff, board, stakeholders, coalition members and the public, was created in a particularly challenging ecosystem over the course of Spring and Summer of 2025. The current period of time, described in detail in the 'Environmental Trends & Learnings

from Statewide Alliances in Other States' section of this roadmap outline the challenges that IACT and many other like-minded organizations are currently grappling with. In addition to an unpredictable funding landscape, IACT is also in the middle of a leadership transition at both the staff and board level. While the plan outlines a clear onboarding plan for the incoming Executive Director, it also posits the assumptions that in order for IACT to be successful in implementing its strategy, it will need to be properly resourced with an organizational leader and funding.

Tracking Our Impact

As IACT lays the groundwork for strategy implementation, and it should be noted that some of these activities are already being advanced, it would serve the staff and board to have a conversation around strategy implementation success and work planning. For all Connect activities outlined above, statewide entities and individuals that IACT collaborates with will be identified, contacted, categorized, prioritized and tracked.

IACT will also track all grants and contracts that it participates in by cataloging the program, identifying IACT's role and partners engaged, summarizing the results, and outlining lessons learned that can be disseminated to other coalitions and stakeholders.

Strategy Implementation

IACT is currently in a moment of transition at both the leadership and governance levels. As soon as IACT is able to bring on a new ED, it has a sound strategy outlined above that will leverage its differentiating strengths, respond to ecosystem trends and stakeholder requests, foster financial sustainability, and increase mission impact. A key step to operationalizing this strategy lies in the infrastructure to support implementation, such as the newly formed annual work planning sessions, clarification of staff and governance roles, a strategy screen to inform decision-making, a newly articulated identity statement, and a strategy to serve as a northstar for the organization in the coming years.

Appendix A: Identity Statement



Elements		Details
Vision		IACT envisions a sustainable future with reduced transportation-related emissions across all of Illinois.
Mission		IACT's mission is to advance the energy, economic, and environmental security of the U.S. by supporting the reduction of emissions and improving energy security in Illinois.
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Impact		IACT's desired impact is clean air.
Business / Operating Model	Where we work	Illinois
	Who we work with	• Fleets • Local and state government • Business and entrepreneurs • Educational and research institutions • Fuel providers • Utilities providers • Environmental organizations • Community members • Community based organizations
	What we do	IACT's core activities are focused on informing and connecting, including: • IACT successfully coordinates and supports efforts to obtain funding and develop projects to support a diverse alternative fuel and vehicle market (connects). • IACT successfully educates stakeholders on legislation and programs that regulate or fund incentives and programs for clean transportation (informs). • IACT successfully matches stakeholders with expertise, resources, and tools to strategically advance clean transportation (connects). • IACT successfully provides training and education on a variety of topics related to clean transportation (informs). • IACT successfully engages different regions of the state in advancing cleaner fuels and vehicle technologies (connects and informs).
	How we fund it	Memberships; Sponsorships, Grants & Contracts; Events

Appendix B: Process and Engagement

IACT engaged La Piana Consulting for a strategic planning process in November 2024. The process concluded in April 2025. Ali Carella, Senior Consultant, worked with the Strategy Team through a series of virtual meetings, and an in-person strategy session to develop this roadmap. Stakeholder input was gathered through interviews in Winter 2025 and a survey administered in Spring 2025. Those findings can be found in Appendix C.

Strategy Team Members

- Bethany Kraseman
- Lynn Stafford
- Marcy Rood
- Ann Schneider
- John Walton

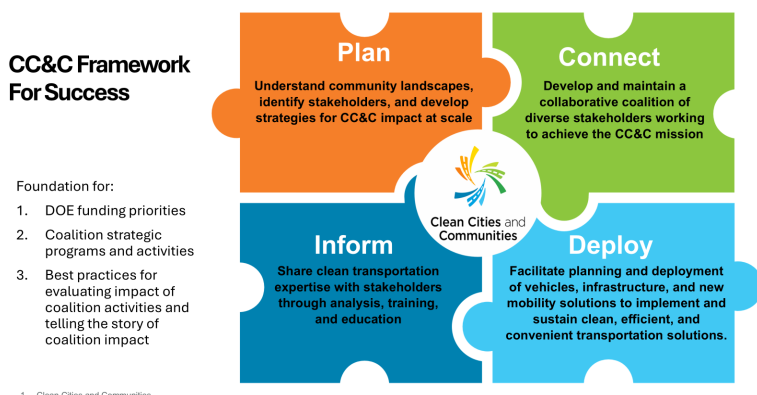
Group Norms

- Respect & recognizing differences
- Awareness of power
- Assume best intent
- Be present
- Share with care
- Take space/make space (please let all attendees contribute equally to the conversation)
- Permission to think/speak in draft
- Awareness of different processing needs
- Have fun

Decision Making Agreement

Commonly used decision-making models in nonprofits:

1. *Consensus based: discussion continues until most agree; dissenters still support the decision. Best for strategic planning and major initiatives.



Appendix C: Stakeholder Input

Stakeholder Interviews Takeaways and Questions

Organizational Strengths

- **Strong Reputation:** Designated DOE coalition in good standing with headquarters; known for leadership in the network and ability to connect and build relationships. Non-political, fuel agnostic gives a big tent.
- **Collaboration:** Successful partnerships with neighboring states like Wisconsin and Indiana on projects like corridor development.
- **Board and Committee:** Long-serving executive committee with deep expertise with new board members adding fresh perspectives.
- **Unique offering:** IACT has the ability to pull together information and provide a lot of tools, information, training, and funding opportunities for fleet managers to build a strong business case to show the benefits of clean technology both environmentally and economically. *Fleets are an underserved part of the environmental ecosystem. While some segments regularly exchange information, large segments do not have the benefit of shared learning (e.g. utilities, there is free information exchange, for businesses, IACT is a trusted source of information for businesses, specifically).*
- **Convening:** It is incredibly helpful for people to talk peer-to-peer with a “been there, done that” crowd. Tying people together and learning from each other’s mistakes is critical.

Key Challenges and Opportunities

- **Leadership Transition & Infighting:** Staff changes, including loss of experienced personnel, create uncertainty. Unilateral decisions have created tension and have brought down morale. Critical need for a qualified Executive Director. This was the top concern for everyone we spoke with.
- **Need for Statewide Expansion Strategy:** Decision to move from Chicago to statewide coverage hasn’t panned out as expected. Primary focus has been education, but we need a strategy, resources/capacity and need to build relationships and board representation to be able to be successful beyond Chicago. While there is little direct competition, information is more available through other media now. Should we focus on moving into underserved areas? Take what we do now and expand or develop different strategies for different regions? Focus on advocacy? Rely more on partnerships for downstate coverage? Focus on convening?
- **Administrative Gaps:** Overall lack of capacity. Issues like incomplete 501(c)(3) filings and the absence of a treasurer. Current turnover will only widen these gaps.
- **Organizational Structure:** Clearly define roles, responsibilities, and governance processes. Identify and hire a highly qualified Executive Director with technical, communication, and people skills.
- **Staffing and Coverage:** Difficulty maintaining staff and achieving statewide impact without satellite offices or on-the-ground personnel. IACT can adopt models like satellite offices and pursue consistent state-level funding.
- **Expanded Outreach:** Potential to broaden engagement with downstate fleets, public-private partnerships, and larger fleets (e.g., UPS). Outreach efforts have been getting a little stale.
- **Funding Diversification:** Opportunity to pursue foundation money and state or federal grants, leveraging existing board members’ connections.

- **Education and Partnerships:** Consider shifting focus from consumer education to statewide grant-funded programs and collaborations with institutions like the University of Illinois or community colleges.
- **Governance:** The organization is largely volunteer-led, and the board is a working board, but everyone is very busy and so work falls to few who have time.

Appendix D: DOE & NREL Requirements

Source	Requirement	Where to Find It/Notes
NREL SOW	Meeting the Clean Cities and Communities Active & Effective Requirements	See rows 8-20 of this table.
NREL SOW	Building coalition capacity	See pages 11-12
NREL SOW	Diversifying funding	See page 14
NREL SOW	Establishing a sustainable staffing and operational structure	see pages 14-15
NREL SOW	Expanding programs for statewide coverage	see pages 11-13
NREL SOW	Technology integration	see page 13
NREL SOW	Statewide community and stakeholder engagement	see pages 11-14
DOE Active and Effective Requirements	1. Staffing: The coalition dedicates at least an average of 30 hours/week to support Clean Cities mission-aligned activities to advance the portfolio of sustainable technologies and fuels (e.g., full-time coalition director, part-time coalition director with additional staff, stakeholder time commitment).	See page 14, and Appendix E.
DOE Active and Effective Requirements	2. Administration: The coalition must define and operate under standard operating procedures (SOPs) for effective administration and smooth coalition director transitions. SOPs establish internal policies and procedures for financial management, project management, record-keeping, communications, personnel, and other administrative areas. These document(s) should be reviewed at least annually and updated when needed.	See footnotes.
DOE Active and Effective Requirements	3. Stakeholders: The coalition maintains and continues to grow a well-rounded group of stakeholders who are committed to championing the Clean Cities mission. Coalition maintains an up-to-date stakeholder list including contact information to ensure strong relationships can be maintained with a minimum of the	See footnotes.

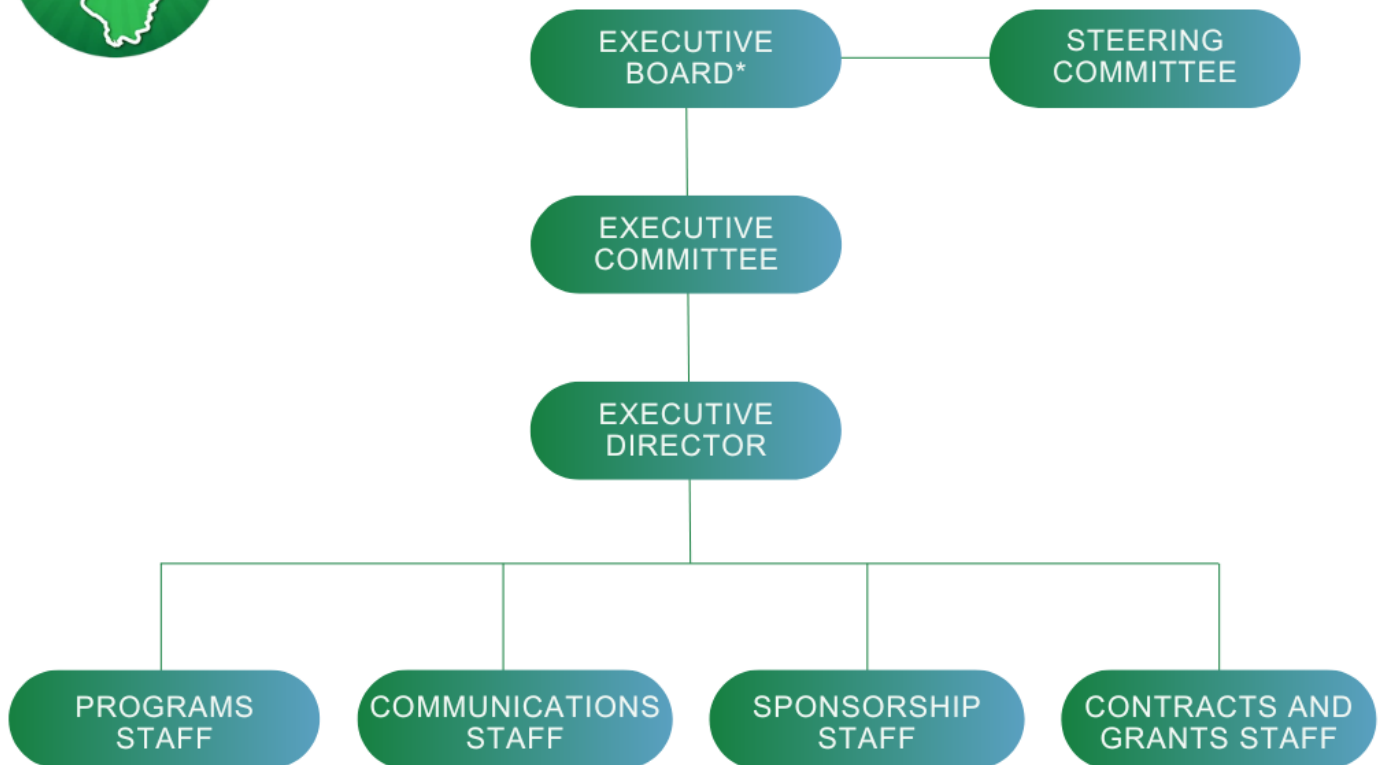
	stakeholder name, organization, and email.	
DOE Active and Effective Requirements	4. Stakeholder Engagement on Coalition Strategy Strategic Guidance: Coalition has a group of stakeholders (e.g., governing board, advisory committee or board, or something less formal) with whom the director (and staff, where relevant) engages regularly for strategic guidance on past, present, and future coalition work and plans. Coalition has a review process, including at least one stakeholder meeting per year (in-person or virtual), when stakeholders can provide guidance and support on past, present, and future activities.	See footnotes.
DOE Active and Effective Requirements	5. Host-Coalition Relationship: This is applicable when a coalition operates with oversight and management of a host organization. The host organization, at a meaningful management level, meets at least once each year with the coalition's board, advisory committee, or assembled stakeholders. Such regular contact helps host management understand and appreciate the coalition's concerns and priorities from stakeholders' perspectives.	See footnotes.
DOE Active and Effective Requirements	6. Events: Coalition organizes and/or participates in two or more education and outreach events, such as workshops, conferences, vehicle displays, ride and drives, etc. per year that align with the Clean Cities mission.	See footnotes.
DOE Active and Effective Requirements	7. Communication: Coalition director communicates regularly (a minimum of quarterly) with stakeholders and broader audiences on the vision, plans, activities, and accomplishments of the coalition (e.g., using emails, newsletters, social media, phone calls, and/or other means). Coalition facilitates direct connections that spark and advance projects and mission-related goals.	See footnotes.
DOE Active and Effective Requirements	8. Website: Coalition website or webpage is updated at least quarterly and includes coalition director (and staff, where relevant) contact information and information on coalition programs, activities, accomplishments, and leadership/governance.	See footnotes.
DOE Active and Effective Requirements	9. Planning: Coalition director develops, maintains, and annually updates a multi-year strategic plan. Based on the strategic plan, the coalition develops an annual work plan that includes internal- and external-facing elements. Plans should complement and target growth to reach Clean Cities goals, metrics, and evaluation criteria.	See footnotes.
DOE Active and Effective	10. Coalition Director Transition: Coalition develops	See footnotes.

Requirements	and maintains director succession and transition planning documentation such that the coalition can maintain smooth operation through a planned director transition as well as an unexpected director leave of absence. As part of this, the coalition director works with coalition leadership who would be responsible for overseeing a coalition director transition to review and update the documentation at least annually. Documentation must be made available to coalition leadership beyond the director, such as a board chair or host agency.	
DOE Active and Effective Requirements	11. Submitting Coalition Data: Coalition tracks and submits local data to DOE for national resources and analysis efforts that contribute to the Clean Cities mission, including an Annual Report, Quarterly Alternative Fuel Pricing, and updates to the Station Locator.	See footnotes.
DOE Active and Effective Requirements	12. Network Convenings: To contribute to a strong Clean Cities network, coalition directors and/or co-directors are expected to participate in national and regional Clean Cities convenings.	See footnotes.
DOE Active and Effective Requirements	13. Professional Conduct: Coalition staff should conduct business professionally. This includes timely response to communications from DOE stakeholders (current and prospective), as appropriate.	See footnotes.

Appendix E: Draft Organizational Chart



IAC DRAFT ORGANIZATIONAL CHART



*Representatives of public and private organizations - direct activities of the coalition.