



# Appendix A

## EERE Multi-Year Program Plan Template



## Foreword

Multi-Year Program Plans (MYPP) are intended primarily to serve as operational guides for programs to manage their activities and as a source of information to help Energy Efficiency and Renewable Energy (EERE) management identify clear linkages between key program activities and progress toward goals. It is understood, however, that they are also read by a broad group of program stakeholders and may serve other purposes as well.

Strategic planning in government is closely integrated with budgeting. In effective organizations, planning and strategy guide budget requests, not the other way around. Strategic planning enables programs to create logical budgets and manage their activities toward programmatic and agency goals. MYPPs, which are more tactical in nature, should be closely integrated with program and EERE strategic plans. A program's strategic plan should inform its MYPP, which in turn informs its annual operating plan (AOP).

The MYPP should present the pathways and activities that a program will pursue over a five-year planning horizon toward achieving its goals and objectives, based on reasonable expectations of the program budget. While programs should write their MYPP with funding assumptions in mind, they are not required to indicate those assumed funding levels in the MYPP. Programs should conduct separate scenario analyses to determine the sensitivity of their program outputs to differing budget levels. Multi-year planning enables programs to link performance outputs and outcomes to the budget process, an increasingly important requirement. With adequate planning, a program clearly defines the relationship between resource allocation decisions and the expected outputs of funded activities. A sound multi-year planning process enables programs to implement a strategy that can be adjusted over time. The MYPP provides a guide for implementing that strategy, communicates value to program stakeholders, and provides a metric for public sector accountability.

Congressional, administrative, and departmental guidance and requirements underscore the need for effective planning. The Government Performance and Results Act (GPRA) calls for the linkage of budget requests to strategic plans. Congress has also called for five-year budget submissions that include detailed

resource requirements. The President’s Management Agenda (PMA) and the Office of Management and Budget’s (OMB) Program Assessment Rating Tool (PART)

require program justification based on performance goals, funding links to activities, established milestones, progress measurements, and end points. In addition, the Department’s Chief Financial Officer (CFO) increasingly has used program plans in the budgetary process.

Furthermore, programs should keep in mind the timing of planning, budgeting, and performance assessment activities, and their relationship to one another.

### Multi-Year Program Plan Template: At a Glance

The MYPP template provides guidance to EERE programs on developing effective program plans. It provides a general framework for multi-year planning, and includes the rationale for the various sections to be included in the MYPP. This Phase II Guidance is an update to the Phase I guidance released in January 2005.

The revisions to this MYPP guidance are based on extensive interviews with each of EERE’s Technology Development (TD) programs and selected staff from the Office of Planning, Budget, and Analysis (OPBA). The results of the Strategic Technical Review (STR) meetings, held by the Deputy Assistant Secretary-TD for each of the TD programs in the Fall of 2005, also informed the decision to make these revisions. OPBA took the lead in making the template modifications and working with a review group (Douglas Goodman, OPBA; David Rodgers, Building Technologies Program; and JoAnn Milliken, Hydrogen, Fuel Cells, and Infrastructure Technologies Program) to finalize the MYPP Template.

It is understood that EERE programs need flexibility in developing their MYPP. On the other hand, flexibility must be balanced with the need for consistency across EERE that enables the reader to understand how the programs are unique parts of an integrated organization. Efforts have been made in this Phase II guidance to address any redundancies or shortcomings found in the Phase I guidance and to give programs more flexibility in certain sections of the MYPP while striving to maintain a consistent MYPP scope across all programs. While programs should strive to adhere to the guidance presented in this template, they should also feel free to add additional components to their MYPP not specifically called for in this template where they feel appropriate. Some of the changes made in this Phase II guidance include the following:

- An Executive Summary has been added in which programs can give a succinct overview of their MYPP in one or two pages.

- The Program Overview section has been streamlined to reduce redundancies with the Technology Research, Development, and/or Deployment Plan section. The Program Overview also includes a new subsection on program logic that demonstrates how the program's designed structure will apply resources to produce outputs and achieve intended outcomes consistent with the goals, vision, and mission.
- The Technology Research, Development, and/or Deployment Plan section gives programs more flexibility in the manner in which they present their technical plans. Specifically, programs are given the option of describing each program element or subprogram separately (as was required in the Phase I guidance) or using a more crosscutting approach in cases where program elements are closely linked (e.g., they share similar goals, market barriers, etc.). Programs are also encouraged to include a rolled-up summary of program milestones, decision points, and critical paths at the beginning of this section before going into each of the program elements. Also, a subsection on crosscutting issues that includes communications and outreach has been added to this section. Finally, this section now directly follows the Program Overview, making it the focal point of the document.
- The Program Portfolio Management section (now the final section in the template) replaces what was called Program Critical Functions in the Phase I guidance. It gives a more cohesive picture of the planning, analysis, and evaluation activities conducted by the programs, and puts these activities within a multi-year planning framework.
- The Program Administration section from the Phase I guidance has been eliminated, with one element (communications and outreach) moved to the Technology Research, Development, and/or Deployment Plan. This section was moved because communications and outreach are parts of a program's approach rather than administrative functions.
- Examples from past MYPPs that are representative of the sections called for in this guidance have been moved to an Appendix. The examples can be accessed through hyperlinks that are embedded in the relevant sections of the guidance.

The MYPP guidance is laid out in the following order: Executive Summary; Program Overview; Technology Research, Development and/or Deployment Plan; and Program Portfolio Management; followed by appendices that include sample sections from past MYPP, a glossary, MYPP Drivers, and a guide to assist

programs in developing logic diagrams. A brief overview of what should be included in each section of a program's MYPP in the following sections.

## **Executive Summary**

The Executive Summary should succinctly summarize the key components of the MYPP in one to two pages. It should briefly introduce the program, its goals and its structure, and should give an overview of the program's portfolio, highlighting the program's approach, major targets, and critical paths. The Executive Summary should provide a general overview of what type of R&D and/or deployment/market penetration activities the program is pursuing over the next five years and why those activities are important. Programs are encouraged to include a Gantt chart in the Executive Summary that summarizes major programmatic milestones and decision points.

## **Section 1: Program Overview**

The Program Overview provides an introduction to the program, including an examination of the external context and market in which the program operates, the program's history, the reason for funding a federal program in this area, as well as the program's mission, vision, and goals. This section also describes the logic of the program, that is, how the program's designed structure will apply resources to produce outputs and achieve intended outcomes consistent with the vision, mission, and goals.

## **Section 2: Technology Research, Development, and/or Deployment Plan**

This section presents the technical plan for both R&D and deployment programs as the level of detail of the MYPP shifts from the program level to the element or subprogram level. Some programs may choose to write a separate technical plan for each program element or subprogram, in which the details of each program element will be examined as if each were a separate program with goals, approaches, markets, challenges and barriers, and the related tasks, milestones and decision points addressed for each element. This deeper examination is especially helpful to those programs whose activities range across a wide variety of areas and who find it difficult to "roll up" activities into broad, program-level descriptions.

Other programs whose various program elements are closely linked or share similar issues may find it more cumbersome or repetitive to write a separate section for each element that addresses goals, barriers, and strategies. Such programs may opt to address these issues in a more crosscutting fashion as they see fit. Programs are strongly encouraged to use Gantt charts to illustrate milestones and decision points.

### Section 3: Program Portfolio Management

This section describes how the program develops and manages its portfolio of research, development, and/or deployment activities. It identifies planned activities for portfolio management functions including portfolio decision making, analysis, performance assessment, and data collection to support performance assessment and describes how those functions inform one another. The detailed results of current portfolio management activities can be provided in the Technology Research, Development, and/or Deployment Plan in Section 2, whereas plans for such activities should be discussed in this section (Section 3).

### Appendix A: Examples from Past Multi-Year Program Plans

Where available, links to representative examples from past MYPPs are included throughout the template as a reference for programs in developing their MYPP. The links embedded throughout this MYPP guidance connect directly to examples listed in Appendix A and vice versa.

### Appendix B: Glossary

A glossary of key terms used in this guidance is included in Appendix B.

### Appendix C: MYPP Drivers

Appendix C provides a brief overview of some of the drivers for the MYPP.

### Appendix D: Logic Diagram Development Guide

Appendix D explains the scope and purpose of a logic diagram and includes a step-by-step development process.

### Reference

Department of Energy's Office of Energy Efficiency & Renewable Energy (2006). *Multi-Year Program Plan Template Phase II Guidance*. United States Federal Government, USA. The MYPP Template Phase II Guidance in its entirety may be accessed at:

[http://www1.eere.energy.gov/ba/pba/pdfs/eere\\_guide\\_mypp\\_0606.pdf](http://www1.eere.energy.gov/ba/pba/pdfs/eere_guide_mypp_0606.pdf)