

Group Against Smog and Pollution

Strategic Plan 2021 - 2023



**Bayer Center for
Nonprofit Management
at Robert Morris University**
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Executive Summary

The Group Against Smog and Pollution (GASP) engaged its board, staff, members, partners and other key stakeholders in a comprehensive strategic planning process during the first half of 2020. The process included a wide range of data collection and analysis, as well as discussion and synthesis of the information, led by a Strategic Planning Committee. This committee was comprised of GASP staff and board members.

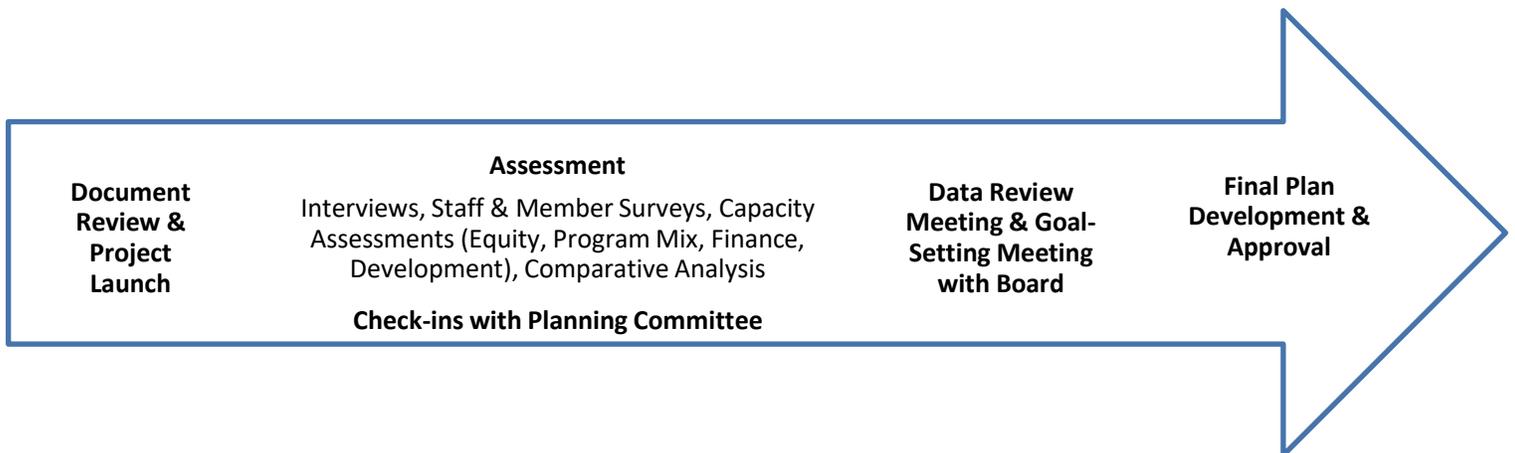
In the summer of 2020, the strategic planning committee and GASP board participated in a series of meetings to review and translate the assessment data into strategic direction for GASP. The planning process resulted in four primary strategic goals, listed below, along with strategies for monitoring the organization's progress on achieving the goals over the next three years.

STRATEGIC GOALS 2021 – 2023

1. Fundraising & Membership
2. Community Engagement
3. Program & Service Innovation
4. Revitalized Leadership & Operations

Background and Planning Process

Since its inception more than 50 years ago, GASP has worked steadily towards improvement of regional air quality and accumulated an impressive set of legal, policy and educational accomplishments. To define its future course, GASP contracted with the Bayer Center for Nonprofit Management at Robert Morris University to conduct a comprehensive strategic planning process. GASP sought input from the staff, board, members, partner organizations and other community stakeholders whose perspectives influence the future of the organization and its work. Therefore, this strategic planning process, outlined in the graphic below, included extensive assessment – both internal and external.



Members of the strategic planning committee assisted with development of assessment tools and research targets. This group also reviewed and discussed data provided by the assessment process regularly throughout the course of the planning effort. The planning committee was comprised of three members of GASP's board, GASP's Executive Director, and two additional staff members.

GASP board and staff sat on four committees to address each of the four strategic goal areas, developing specific tasks for each, recorded in the corresponding dashboards. After review and completion of the strategic plan, GASP board and staff will regularly monitor progress toward achieving the goals and tasks, ensuring accountability. Adjustments may be made as deemed necessary.