

Group Against Smog and Pollution

Strategic Plan 2021 - 2023



**Bayer Center for
Nonprofit Management
at Robert Morris University**
Benjamin Rush Center
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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.

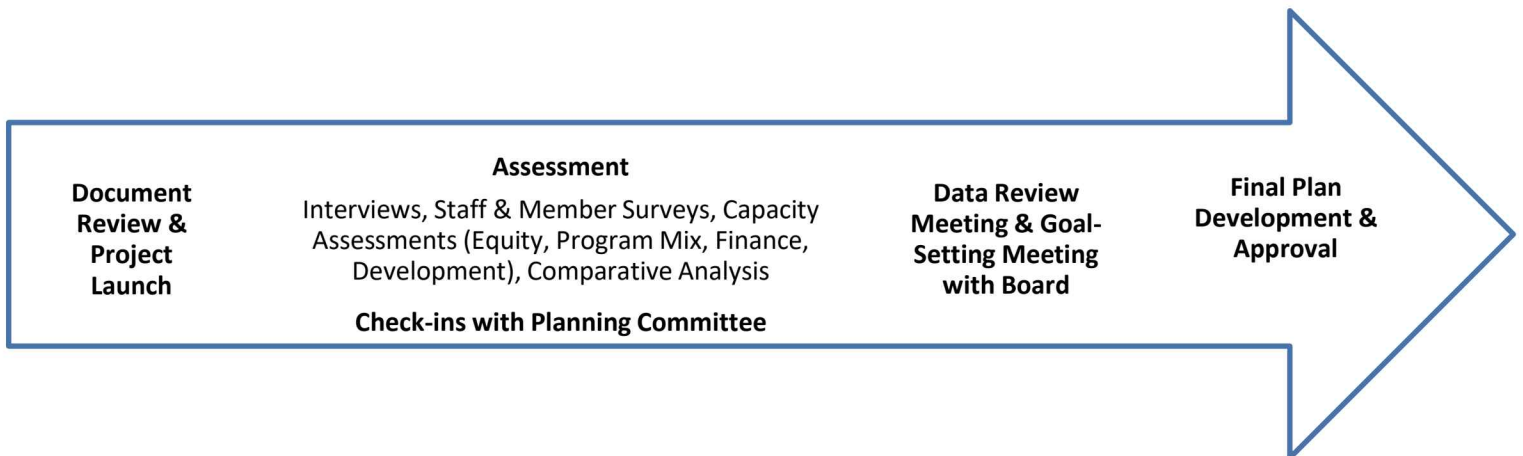
In the summer of 2020, the strategic planning committee and GASP board participated in a series of meetings to review and translate the assessment data into strategic direction for GASP. The planning process resulted in four primary strategic goals, listed below, along with strategies for monitoring 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.

Group Against Smog and Pollution

Strategic Plan 2021 - 2023

MISSION GASP works to improve air quality to protect human, environmental, and economic health in Southwestern Pennsylvania.

VISION GASP envisions a Southwestern Pennsylvania where the air we breathe supports human, environmental, and economic health.

Fundraising & Membership	Community Engagement	Program & Service Innovation	Revitalized Leadership & Operations
<p>GOAL: GASP has expanded and diversified its membership, resulting in increased financial support. In combination with other strategic fundraising efforts, GASP will grow and diversify its total revenue.</p>	<p>GOAL: GASP leaders are active in new networks and have enhanced communication with members, partners, and broader community. Members are engaging with GASP activities at higher rates, multiplying GASP's impact.</p>	<p>GOAL: Locally and regionally, GASP leverages its legal and watchdog expertise with partners across issues intersecting air quality, including racial and economic disparities, water and land. GASP promotes solutions and positive impacts.</p>	<p>GOAL: GASP capitalizes on opportunities to modernize and revitalize internal operations and board and staff leadership to harness diverse new talent, adopt innovative processes, and ensure a sustainable future.</p>
<ul style="list-style-type: none"> ● Redesigned GASP membership model ● Increased members and donors including more paid, diverse members (across factors including race, age, and geography) and more major donors ● GASP database maximized for donor and member tracking, segmentation, and targeting ● New grant writing efforts link strategically with program expansion and operational needs ● Broader staff and board participation in fundraising and development activities 	<ul style="list-style-type: none"> ● Increased membership engagement through a variety of accessible education, volunteer, advocacy, and citizen science activities ● GASP board and staff work with partners to become regularly active in new networks and communities, especially environmental justice areas ● Member, partner and community feedback regularly gathered and incorporated to ensure effectiveness ● Refined and targeted strategies for public and member communications using GASP database and a tailored mix of channels and modes ● Role of community organizing explored for GASP's work 	<ul style="list-style-type: none"> ● GASP acknowledges and addresses: <ul style="list-style-type: none"> - the significant overlap between racial and economic disparities and environmental inequities - the intersection of air quality issues with the larger ecosystem (water, land, health) ● GASP acts as a watchdog but also promotes community solutions for air quality issues, including education. GASP shares its wins and impact with its key stakeholders and the community ● GASP leverages its legal expertise broadly within the organization as well as strategically with partners surrounding Pittsburgh and in the tristate region (PA, OH, WV) 	<ul style="list-style-type: none"> ● Board and staff prioritize ongoing DEI training, discussion, and reflection ● Board explores and implements relevant changes to meetings, policy, and process, resulting in a larger and more diverse board (across factors including age, race, skillset and geography) ● GASP reflects upon and refreshes staff roles to expand and integrate institutional knowledge (e.g., legal work, fundraising, database, etc.) ● GASP has developed an ED succession plan (planned & emergency) ● GASP capitalizes on remote working and meeting capabilities to expand participation options and accessibility ● GASP leadership revisits mission, vision, values, and identity including logo