CLEAN AIR. HEALTHY COMMUNITIES.

2019–2022 Strategic Plan

revised: December 5, 2022
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Executive Summary

This document updates our previous 2019–2020 Strategic Plan, which was drafted in 2018. That document was led by a Board of Directors “evaluation committee.” That committee was organized to create a performance evaluation framework for the Executive Director and staff, and to enhance organizational effectiveness by developing a comprehensive strategic plan. That subcommittee included Nelson Brooke, Charline Whyte, and Richard Rice. The committee engaged Andrea Lewis (Human Capital Services) to facilitate the development of the plan. That process included input and insight from the staff and the board of directors. This was accomplished through facilitated compression planning sessions and questionnaires and culminated in a full team-building meeting to review and approve the final four goal areas. The result was the 2019–2020 strategic plan.

This iteration was written by Executive Director Michael Hansen with feedback from staff and the Board of Directors. It is a guide for the organization to follow for the years 2021–2022. It incorporates survey feedback from members and a SWOT analysis. It takes into consideration progress towards the earlier plan, the impact of Covid-19, additional staff, and new programs. The meat of this document is the “Workplan,” which contains a set of strategies and tactics, timelines, as well as who staff on staff is responsible for those items. The Workplan divides up the work between three focus areas:

1. **Advocacy**: Reducing Pollution Through the Law
2. **Education & Organizing**: Enhancing Public Awareness
3. **Development**: Building Organizational Capacity
GASP History

GASP was founded in 2009 as Alabama First, a 501(c)(3) non-profit organization to address Alabama’s long-standing air quality issues. In 2011, founding board members learned of a group called G.A.S.P. that, in the early 1970s, advocated for clean air policies, organized protests, and held a week-long “Right to Live Rally” that coincided with the first Earth Day.

Back then, Alabama industries and governments resisted complying with the newly passed Clean Air Act. Dangerous air conditions in Birmingham motivated young activists, public health professionals, UAB, and elected officials to form the Greater Birmingham Alliance to Stop Pollution — a.k.a., G.A.S.P. That group’s activism forced industry and local and state governments to enforce the Clean Air Act.

Birmingham’s air quality has improved since 1970, but it’s no coincidence that Alabama’s largest metro has some of the nation’s dirtiest air and that our state ranks near the bottom of an array of health and economic statistics. That’s why today, GASP strives to reduce air pollution, to educate the public on the
health risks associated with poor air quality and to encourage community leaders to serve as role models for clean air and clean energy development. Everyone has a right to breathe clean air.

**OUR MISSION**
To advance healthy air and environmental justice in the greater-Birmingham area through education, advocacy, and organizing.

**OUR VISION**
GASP’s vision is a healthy, just, and sustainable Alabama.

**OUR PURPOSE**
We strive to reduce air pollution, to educate the public on the health risks associated with poor air quality and to encourage community leaders to serve as role models for clean air and clean energy development.

**CORE VALUES**
- Fairness
- Justice & Equity
- Audacity
- Service
- Transparency
- Accountability
- Friendliness
- Sustainability
- Data-driven
- Scientific evidence
- Health

**OUR BELIEFS**
- Everyone has a right to breathe healthy air.
Health should be a top priority for lawmakers, regulators, and businesses.
Healthy air means a healthier economy.
The government must be transparent and accountable to the people.
Elected officials and regulators have a moral duty to protect public health and act in Alabama’s long-term best interest.
Clean, renewable energy is essential to a healthy and sustainable Alabama.
Alabamians deserve the opportunity to live a healthy life no matter their race, ZIP code, or socioeconomic status.

BY THE NUMBERS

6.5 FTE Staff
7 Board Members
Our Staff

SENIOR LEADERSHIP

Michael Hansen, Executive Director
Michael joined the GASP team in 2013 as a communications specialist. In that role, he was responsible for all public relations, marketing, advertising, and all other strategic communications. Michael was named interim executive director in October 2015 and named executive director six months later. He has a bachelor’s degree in marketing from the University of Memphis and a master’s degree in public relations from the University of Alabama. He has more than a decade of experience in business management, strategic marketing communications, and nonprofit leadership.

Prior to joining our staff, he was director of public relations for The Modern Brand Company where he managed communications for the Jefferson County Health Action Partnership’s Champions for Health campaign, including the highly successful SmokeFree Alabama initiative which led to the City of Birmingham’s adoption of its smoke-
free ordinance. Before his time at The Modern Brand, Michael served as public relations and marketing coordinator at Birmingham Botanical Gardens.

Michael is an active member of the Greater-Birmingham community, working passionately as an advocate for health equity, food access, civil rights, and social justice. He has years of experience and extensive training in the areas of public health and environmental protection. Michael previously served as Chair of the Equality Alabama board of directors and on the board of Rites of Spring. Michael is especially proud to have worked tirelessly alongside other LGBTQ advocates and allies to pass Birmingham’s Non-Discrimination Ordinance, which passed in 2017 and established the Birmingham Human Rights Commission.

He is currently serving as President of the Southeast Climate & Energy Network board of directors. He is also a member of the Clean Water Fund board of directors and the Arm in Arm National Core Support Team.

Contact: mhansen@gasgroup.org | 205-320-9670 (o) | 205-901-5510 (c)

Latrice Dudley, Deputy Director
Latrice was born and raised in Bessemer, Alabama. Latrice is devoted to practicing servant-leadership, working to develop and support community-focused nonprofits and government-sponsored programs. She is passionate about service, capacity building, and strategic planning. She began her journey as an AmeriCorps VISTA at the Georgia Department of Community Affairs, where she was later brought on as a Program Coordinator for the Martin Luther King, Jr. Advisory Council.
Latrice has worked at both the Children’s Healthcare of Atlanta Foundation and Boys and Girls Clubs of Metro Atlanta Foundation, along with serving as Volunteer Manager for the Good Samaritan Health Center. In her civic life, Latrice was elected Financial Secretary for the National Coalition of 100 Black Women, Inc. and has served over 10,000 volunteer hours in the last ten years.

Most recently, Latrice worked as a Federal Planning Specialist, collaborating on strategy for U.S. Department of Housing and Urban Development entitlement funds. Latrice started her own strategic planning consulting business called The Julian Brand.

**Contact:** ldudley@gaspgroup.org | (o) 205.320.9674

**Jilisa Milton, Deputy Director**

Jilisa Milton is an Alabama based attorney and social worker with a breadth of experience in community organizing and social movements.

She has been a leader in major social justice initiatives and organizations demanding transformative change on a local, regional, and national level. She became one of the founders of Black Lives Matter Birmingham Chapter, namely as a survivor of police violence. She has supported the development of many grassroots organizations and coalitions such as Yellowhammer Fund, S.W.E.E.T Alabama, and People’s Budget Birmingham. Jilisa is currently the Vice-President of the board of National Lawyers Guild.

Jilisa’s background in law and policy includes work including immigration law, family law, heirs’ property, disability justice, and state-level policy advocacy around state budget and tax, and racial justice. Her connection to and
passion for environmental justice stems from her commitment to intersectionality and justice, and her identity as a native Birminhamian with a family history of workers in Birmingham’s steel industry.

Contact: jmilton@gaspgroup.org | (o) 205.320.9675

PROGRAM STAFF

Mychala Redeaux Dawson, Engagement Specialist
Mychala joined the GASP team as development coordinator on June 7, 2021; she was named engagement specialist in January 2022. She comes from a background in customer service and banking, as well as team coaching and training. Her primary responsibilities include coordinating organizational outreach activities, managing volunteer engagement, and supporting our membership program.

Mychala attended the University of Alabama at Birmingham where she studied biology as a pre-med major. In addition to supporting outreach activities, Mychala hopes to raise awareness of the air pollution and environmental justice issues affecting thousands of Alabamians and to help those who are impacted directly.

Contact: mdawson@gaspgroup.org | (c) 205.320.9671

Madison Naves, Storyteller
Madison Naves, Storyteller, is a graduate of The University of Alabama where she majored in Communications with a concentration in News Media. While attending UA, Madison served as a writer for the university’s student-run newspaper, The Crimson White. She enjoys meeting new people, traveling, and creative storytelling. Madison’s interest in journalism comes from her desire to showcase unheard stories from people that are meaningful.
Madison joined the GASP team in March 2022. As Storyteller, she is tasked with making sure the public — especially members, volunteers, frontline communities and other stakeholders — are informed about the awesome work we’re doing! She is responsible for managing GASP’s social media presence, crafting print and digital newsletters, maintaining the Clean Air Journal, and making us look good.

**Contact:** mnaves@gaspgroup.org | (o) 205.320.9672

**Perry Dowell, Green New Deal Fellow**
Perry graduated from Agnes Scott College with a degree in Business Management and a minor in Environmental and Sustainability Studies, knowing that environmental work was where she wanted to go with her career. In college she worked with several nonprofit organizations including Southeast Energy Efficiency Alliance, Roots Down, and with her school’s Center for Sustainability.

Perry is passionate about working to help people and our natural environment against environmental injustice and the harmful effects of climate change. She believes that these are some of the most important issues of our time and is very excited to be coordinating the Green New Deal for Birmingham Campaign.

Perry loves taking care of her many indoor house plants, spending time outside reading, and hanging out with friends or family.

**Contact:** pdowell@gaspgroup.org | (o) 205.320.9673
**Sidni Elise Smith, Staff Attorney**

Sidni is a servant at heart and has a love for God and people. With faith being her foundation, she knows that her life is about ministry and seeks to speak up for those who are unable to speak for themselves. Sidni is an Alabama-based attorney with experience in community outreach, community development, education, research, and public speaking. She graduated in 2021 from Samford University’s Cumberland School of Law and the University of Alabama at Birmingham’s School of Public Health with a Juris Doctor and Master of Public Health. She sees law as a great tool to advance public health initiatives and desires to implement effective policies that positively impact people’s health and our environment.

Knowing that God has a calling on her life and being surrounded by a loving support system keeps her inspired and grateful to be a blessing and help to others. Sidni enjoys serving, volunteering, spending time with family and friends, working out, hiking, fishing, cooking, writing poetry, and shopping.

As GASP’s Staff Attorney, Sidni wants to ensure that vulnerable populations obtain justice concerning various public health and environmental issues. Her passion for environmental justice stems from knowing that she, along with so many other people, experiences life in the very communities affected by toxic air and polluted environments. She believes that everyone deserves access to clean air to ensure a more quality, healthier life, and hopes the legal work she accomplishes at GASP furthers that aspiration.

**Contact:** [sesmith@gaspgroup.org](mailto:sesmith@gaspgroup.org) | (o) 205.320.9676
2022 Board of Directors

Dr. Shauntice Allen, President
Richard Rice, Vice-President
Gabrielle Gordon, Secretary
Rev. Mark Johnston, Treasurer
Nelson Brooke
Dr. Chenoia Bryant
Charline Whyte
Problem Statement

BACKGROUND

Air pollution is the single greatest environmental health risk factor for premature death and disease in the world, contributing to more than 5 million deaths globally each year. Dirty air is especially harmful for children, older adults, pregnant women, and people with chronic health conditions. Exposure to air pollution is linked to asthma attacks, cancers, lung disease, heart attacks, stroke, diabetes complications, and even neurodegenerative diseases like Alzheimer’s. **The simple fact is that healthy air is a biological necessity.**

The Greater-Birmingham Birmingham area suffers from the dirtiest air in our state. The American Lung Association’s State of the Air report consistently ranks the Birmingham metro among worst metro areas in the United States for both the number of high-ozone days and year-round particle pollution.

An additional challenge arises from the fact that due to advances in pollution control technology and regulations such as the Clean Air Act (and subsequent amendments to it), air quality in Birmingham is significantly better than it was during the iron and steel industry’s heyday. The result is that even when air quality is poor, the pollution tends to be substantially less noticeable than it once was. Black clouds of soot have been replaced with microscopic fine and ultrafine particulate matter.

And ozone pollution, a pollutant of concern for the area, is an invisible gas. This requires resolute messaging around the notion that “better is not the same as good.” And it means additional emphasis must be placed on
educating public about where progress has been made and where it still lags, and the health effects that today’s air pollution can cause.

Polluting companies wield tremendous power throughout Alabama, influencing state legislation, municipal ordinances, economic development, regulatory rulemaking and enforcement, and much more. These companies donate tremendous sums of money to political campaigns and also to social institutions and occupy many powerful seats at the table in order that they might maintain their stranglehold on the status quo. As a result, opaque, corporate-friendly government bodies at the state and local level are susceptible to the sway of those polluting industries and their allies.

**COVID-19 & AIR POLLUTION**

In March 2020, the coronavirus pandemic (Covid-19) brought the U.S. economy to a screeching halt. We learned several lessons as the virus and disease swept the nation. First, the rapid response to the first wave of coronavirus relief bills from the U.S. Congress proved that big things can happen quickly when elected leaders are motivated and pressured to act. (It is worth noting that fossil-fuel companies and corporate interests got significant kickbacks in that process and have continued to receive favorable economic incentives not enjoyed by small businesses, families, and communities. Indeed, subsequent economic stimulus for the latter has languished in Congress for months.) Second, deep-seated inequities in our health care and economic systems were exacerbated, revealing the depths to which our systems are failing to achieve just and equitable outcomes for all Americans. Third, it became apparent early on that this disease was disproportionately affecting BIPOC and poor people. Fourth, we learned fairly quickly that communities that experience long-term exposure to air pollution were the most at risk for the worst outcomes, including death, from Covid-19.
In total, the pandemic exposed the scale of the injustice in our systems and the extent to which the air pollution and climate crises interact with all other systemic failures. This created an enormous need in our nation and state, but also an opportunity to rise to the occasion and meet those demands through re-imagined programming and direct service.

CONCLUSION

The problem is not just that air pollution exists and harms human, economic, and environmental health, but that there is a decades-old system in place that allows for and even encourages such pollution to continue unabated. We seek to change that.

We must also fix the systems that perpetuate the pollution problem by fighting injustice and inequity.
Theory of Change

GASP’s work centers on the notion that solving the problems of air pollution and environmental injustice requires transformational change. The scale of the problem is so large that it requires a methodical, integrated approach. The most impactful and sustainable change is people-focused, community-driven, and intersectional.

We believe that change occurs when informed people—organized through the grassroots—with the support of social institutions—such as schools, churches, nonprofit organizations, and civic clubs—apply pressure to the grasstops—namely, elected officials, regulators, and corporate executives.

Our theory of change depends on a combination of education, collaboration, and advocacy. We educate the people through public awareness campaigns, storytelling, and civic engagement activities. We collaborate with social institutions through coalition-building, strategic partnerships, workshops, and community leadership. We advocate for change via research, direct and indirect lobbying, legal actions, and rulemaking processes.

Figure 1: Our theory of change is that we must educate various stakeholders through grassroots campaigns, collaborate with important social institutions, and mobilize them to advocate for change at the grasstops level. These interactions influence and interact with one another and are mutually beneficial.
SWOT Analysis

We conduct an annual member survey to gauge how our donors and supporters perceive our strengths and weaknesses. It is a way to collect quantitative and qualitative data about how we’re doing in the eyes of the people we serve. That survey informed this brief SWOT analysis and the discussion that follows.

<table>
<thead>
<tr>
<th>Positive</th>
<th>Internal</th>
<th>Negatives</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strengths</strong></td>
<td>Financial stability</td>
<td>Alabama groups not willing to go out on a limb</td>
</tr>
<tr>
<td>Passionate, hard-working &amp; fearless staff</td>
<td>Clear strategy outside of Birmingham metro</td>
<td></td>
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<tr>
<td>Low staff turnover</td>
<td>Geographically confined</td>
<td></td>
</tr>
<tr>
<td>Responsive organizational culture</td>
<td>Staff capacity (potential burnout)</td>
<td></td>
</tr>
<tr>
<td>Well-connected &amp; supportive Board</td>
<td>Limits of 501(c)(3) status</td>
<td></td>
</tr>
<tr>
<td>Longevity of the Directors’ service</td>
<td>Tendency to be reactive, not proactive (defensive)</td>
<td></td>
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<tr>
<td>Creative and resourceful</td>
<td>Brand ID &amp; issues awareness are still very low</td>
<td></td>
</tr>
<tr>
<td>Strong branding and communications</td>
<td>Digital security has improved but remains tenuous</td>
<td></td>
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<tr>
<td>Respected by local media</td>
<td>Relationships with local elected officials deteriorated</td>
<td></td>
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<tr>
<td>Low staff and board turnover</td>
<td>Members don’t feel engaged</td>
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<tr>
<td>Competent online communications work</td>
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<tr>
<td>Filmmaking projects are evergreen — ample content</td>
<td></td>
<td></td>
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<tr>
<td>More than 200 volunteers and interns</td>
<td></td>
<td></td>
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<tr>
<td>Health care benefits</td>
<td></td>
<td></td>
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<tr>
<td>Generous time off policy</td>
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</tbody>
</table>

| Threats | | |
| Solar, energy efficiency are popular | | |

**Opportunities**

**Weaknesses**

**Internal**
<table>
<thead>
<tr>
<th>Reputation for evidence-based advocacy</th>
<th>Opposition has lots of money and influence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Renewable energy increasingly more affordable</td>
<td>Racial divisions in Birmingham/Alabama</td>
</tr>
<tr>
<td>Opponents tend to engage in sketchy activity</td>
<td>Low-income community support easily “bought”</td>
</tr>
<tr>
<td>Science is on our side</td>
<td>Political climate worsening/Corruption</td>
</tr>
<tr>
<td>Public health is top of mind due to Covid-19</td>
<td>Eroded trust in media</td>
</tr>
<tr>
<td>UAB and medical community are more engaged</td>
<td>Perception as “enviros”</td>
</tr>
<tr>
<td>Partnerships with national orgs</td>
<td>Citizen apathy</td>
</tr>
<tr>
<td>Strengthen relationships with faith-based institutions</td>
<td>Covid-19</td>
</tr>
<tr>
<td>Direct service programs</td>
<td>Prolonged economic downturn increasingly likely</td>
</tr>
<tr>
<td>Community Science is a hot topic</td>
<td></td>
</tr>
</tbody>
</table>

| **EXTERNAL** |

**STRENGTHS**
Our biggest is that we have a compelling reason to exist that more and more people understand. That raison d’être benefits everyone on the planet. As such, it is only natural that we have a passionate, hard-working staff. Our Board of Directors has grown to include a diverse range of backgrounds, including public health experts, environmental advocates, attorneys, and climate activists. These existential and structural strengths are manifested in our work in North Birmingham, where we have a reputation as a credible organization working to help the people and improve our planet. Our staff and board also include several opinion leaders: respected, go-to sources of information on a range of topics, including air pollution, health, energy, social justice, and other issues relevant to our mission. We are responsive, creative, and resourceful. We have excellent branding and a very strong digital presence.

**WEAKNESSES**
Our biggest weakness is capacity, both in terms of financial and human resources. In order to achieve what staff and board members say we want to do we need a comprehensive fundraising plan to increase funding prospects to $400,000+ per year. In 2020, the Board approved the hiring of a Development Director. This staff person will be tasked with developing a comprehensive 5-year development plan with the Executive Director. Another critical weakness is that we are limited by our 501(c)(3) status. The obstacles we face and the theory of change we ascribe to are in many ways political problems that need political solutions. Members also said they want to be more engaged with the organization.

**OPPORTUNITIES**

Our main opportunity is that we are outspoken on a host of issues that enjoy either scientific support or popular support, or both. In other words: we are right, and people agree with us. This means that, given a modest budget, we could ostensibly get out in front of issues such as clean, renewable energy (e.g., solar) and transparency in government regulation. We also have numerous very strong relationships with local, regional, and national organizations and institutions. For instance, our relationship with UAB has never been stronger. And our work with and through USCAN and SCEN represents some of the most dynamic work on climate and energy happening in the United States. We can further leverage these relationships to our advantage.

**THREATS**

Our primary threat is our opposition; namely: Alabama Power, Drummond Company, and their allies (e.g., Yellowhammer News, Balch & Bingham, etc.). These behemoth corporations — and the industry groups and partisan media outlets that support them — are well-funded and well-connected. We simply do not have the financial capacity or political capital to match theirs. The next greatest threat is arguably civic apathy.
Alabamians are notoriously disengaged in political and quality of life issues. The same is true of air quality, climate change, energy, and environmental protection.
Priority #1: Reduce Pollution Through the Law (Advocacy)

GOAL: To reduce air pollution in the Greater-Birmingham region and the associated burden on public health through advocacy and the law.

Rationale: Strengthening existing laws, improving enforcement of regulations, and advancing new policies will result in fewer emissions and lessen the health risks associated with air pollution.

Strategy 1: Produce and distribute an organizational policy agenda

Strategy 2: Recruit and train advocates for healthy air

Strategy 3: Engage in public participation mechanisms to strengthen regulations, permits, and other policies

Strategy 4: Cultivate strong relationships with regulators, lawmakers and other elected officials

Strategy 5: Use the power of the law to enforce existing laws, regulations and other policies

Strategy 6: Lobby to influence legislation (as permitted by IRS 501(c)(3) limitations)

Strategy 7: Engage in climate and energy networks, alliances, campaigns, and coalitions to develop climate and energy policy
Priority #2: Enhancing Public Awareness (Education & Organizing)

Goal: To empower individuals and families with information and resources related to air pollution, environmental injustice, climate change, energy and other issues relevant to our mission and vision

Rationale: Informed people are the best advocates for themselves and make healthier choices for their families.

Strategy 1: Organize, inform and mobilize people about air pollution, environmental justice, and energy issues

Strategy 2: Engage in robust outreach to increase awareness of GASP and our mission

Strategy 3: Use communications campaigns to inform and persuade key stakeholders

Strategy 4: Improve access to public data about air pollution by using community science to monitor air quality

Strategy 5: Provide meaningful opportunities for volunteers, interns and fellows to engage with GASP's work to further our mission

Priority #3: Build Organizational Capacity (Development)

Goal: To strengthen GASP’s long-term sustainability by increasing annual revenue, growing membership, and expanding capacity via increased staff and collaboration.
Rationale: The solutions to the issues described in this document may take years to fully address, and in order to have more impact GASP needs more cash to spend on impactful programmatic work such as lawsuits, community science, public relations, community organizing and educational outreach.

**Strategy 1:** Increase individual membership revenue

**Strategy 2:** Increase foundation revenue

**Strategy 3:** Increase corporate giving and sponsorship

**Strategy 4:** Increase event revenue
## Glossary

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>AAPC</td>
<td>Alabama Air Pollution Control Act</td>
</tr>
<tr>
<td>ADEM</td>
<td>Alabama Department of Environmental Management</td>
</tr>
<tr>
<td>AEMC</td>
<td>Alabama Environmental Management Commission (also: EMC)</td>
</tr>
<tr>
<td>APCO</td>
<td>Alabama Power Company (also: APCo)</td>
</tr>
<tr>
<td>BIPOC</td>
<td>Black, Indigenous, and people of color</td>
</tr>
<tr>
<td>CAA</td>
<td>Clean Air Act</td>
</tr>
<tr>
<td>EJSCREEN</td>
<td>Environmental Justice Screening and Mapping Tool</td>
</tr>
<tr>
<td>EPA</td>
<td>U.S. Environmental Protection Agency (also: USEPA)</td>
</tr>
<tr>
<td>FOIA</td>
<td>U.S. Freedom of Information Act</td>
</tr>
<tr>
<td>JCBH</td>
<td>Jefferson County Board of Health</td>
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<tr>
<td>JCDH</td>
<td>Jefferson County Department of Health</td>
</tr>
<tr>
<td>NATA</td>
<td>National Air Toxics Assessment</td>
</tr>
<tr>
<td>ORA</td>
<td>Alabama Open Records Act (also: AORA)</td>
</tr>
<tr>
<td>PSC</td>
<td>Alabama Public Service Commission (also: ALPSC)</td>
</tr>
<tr>
<td>SCEN</td>
<td>Southeast Climate &amp; Energy Network</td>
</tr>
<tr>
<td>TRI</td>
<td>Toxic Risk Inventory</td>
</tr>
<tr>
<td>USCAN</td>
<td>U.S. Climate Action Network</td>
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