



# Strategic Plan

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2024 – 2028





## A Message from PennFuture's President & CEO

Dear Friends and Supporters of PennFuture,

I am excited to share PennFuture's updated Strategic Plan, which will guide our efforts to tackle Pennsylvania's environmental challenges in the years to come. While our mission and goals are different, our primary focus remains on climate solutions, clean air, pure water, and environmental justice.

Environmental threats from polluters, climate change, and inadequate decision-making continue to jeopardize our communities. Our updated plan addresses these issues head-on. We are committed to protecting our right to a healthy environment, particularly in communities that face the greatest environmental injustices. This involves enhancing climate resilience, reducing pollution, and defending environmental rights.

We aim to reduce greenhouse gas emissions, build resilient communities, and create an equitable clean energy economy. Our goals include increasing the use of renewable energy and decarbonizing key sectors like transportation and industry.

Empowering community members to engage in democracy and advocate for sustainable solutions is a priority. We plan to grow and diversify our membership, enhance community involvement, and promote broad civic participation.

Our organization is dedicated to establishing a diverse, equitable, inclusive, and sustainable work environment. This includes boosting fundraising efforts, retaining talented staff, and advancing initiatives for diversity, equity, inclusion, and justice (DEIJ).

Our strategies are interconnected, requiring a comprehensive approach. We will enhance our legal and regulatory advocacy, provide valuable policy education, and promote civic engagement. We will ensure that economic policies consider environmental impacts and uphold Pennsylvania's constitutional right to a clean environment.

We are committed to protecting our right to a healthy environment, particularly in communities that face the greatest environmental injustices.



This Strategic Plan is a call to action for all Pennsylvanians. Your support is not just important, it's indispensable in our collective quest to forge a cleaner, fairer, and more sustainable future.

Together, we can champion environmental rights, combat climate change, empower communities, and nurture a thriving clean energy economy.

Thank you for your steadfast support and unwavering commitment to PennFuture's mission. Let us work together to ensure a healthy and sustainable Pennsylvania for generations to come.

With deep appreciation,

**Patrick McDonnell**  
President & CEO, PennFuture



## A Message from PennFuture’s Board of Directors Chair

I want to extend my congratulations to CEO Patrick McDonnell, the entire staff of PennFuture, and our Board for their focus, diligence, and thoughtful approach in producing this comprehensive Strategic Plan. This plan will guide the organization’s work for many years, ensuring its prioritization of the most critical environmental issues impacting Pennsylvania’s citizens.

I’ve been involved with PennFuture for 25 years, supporting its efforts to fight for Pennsylvania citizens’ rights to a clean environment. I could not be prouder of the impactful work being done. PennFuture continues to push the envelope and continue to gain statewide and national recognition addressing critical issues such as climate change, the dangers of crypto mining, rampant warehouse development, and air, water, and plastics pollution. It has played a leading role in the passage of successful legislation mandating utility clean energy programs and statewide initiatives for a cleaner environment– benefiting all Pennsylvanians for more than 20 years.

We must ensure that Pennsylvania’s people and all its natural systems remain protected now and for generations to come, and we must continue to lead the charge for a clean energy future for all Pennsylvanians.

This year, PennFuture’s formalization of its partnership with Conservation Voters of Pennsylvania is ushering in a new era. This partnership combines PennFuture’s powerful legal and policy expertise at the state level with CVPA’s national on-the-ground network, allowing each organization to have policy and political influence at every level of government. Over the past few years, PennFuture has become increasingly more engaged at the community level, taking the fight directly to environmental justice communities most affected by polluting projects. It has



won victories over polluting corporations in Clarion, Elizabeth Township, and Renovo PA, to name a few.

In this time that many politicians push for “environmental deregulation” and the US Supreme Court’s rulings on wetlands and the Chevron doctrine, PennFuture’s work could not be more critical. It is essential that PennFuture’s legal and advocacy prowess not only continue but greatly expand. We must ensure that Pennsylvania’s people and all its natural systems remain protected now and for generations to come, and we must continue to lead the charge for a clean energy future for all Pennsylvanians.

Many thanks to the PennFuture staff for the incredible work they do every day, and for producing this forward-looking plan. I would also like to express my gratitude to the PennFuture Board for each person’s commitment to the organization’s success.

Sincerely Yours,

**Ellen DeRosa Lutz**  
Chair, PennFuture Board of Directors

## About PennFuture

*Citizens for Pennsylvania's Future* was created in 1998 as a statewide environmental advocacy organization. Since our founding, we have achieved significant legal and policy victories that reduce pollution and protect the environment. We have provided millions of dollars in pro bono legal services while setting critical precedents and enforcing environmental laws across the Commonwealth.

Our team is working daily to protect public health, restore and protect natural resources, and move Pennsylvania toward a clean energy future. With offices in Harrisburg, Pittsburgh, Philadelphia, Erie and Mt. Pocono, our team litigates cases before regulatory bodies and in local, state, and federal courts; advances legislative action on a state and federal level; provides public education; and assists Pennsylvanians in public advocacy.

PennFuture has a long track record of precedent-setting victories and sound public policy, and we are committed to serving citizens and communities across Pennsylvania. Through education, outreach, and coalition building, we maximize our impact and elevate local voices.



### Values

- Integrity
- Perseverance
- Collaboration

### The Big Problem

Pennsylvanians' environment is frequently under threat by big polluters, the existential threats of climate change, and by policymakers failing to take action to safeguard the health and well-being of our communities.



# Mission

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PennFuture is leading the fight for an equitable, job-creating state economy by advancing clean air, pure water, and climate change solutions through legal advocacy, policy engagement, and empowering all Pennsylvanians.



# Vision

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PennFuture envisions a Pennsylvania in which all people enjoy a stable climate, clean air, and pure water; engaged and responsive communities participating in a just democracy and fighting for a more sustainable future; and a sustainable and thriving clean energy economy.



## Why Civic Engagement and DEIJ Work Matter at PennFuture

- **Efforts that advance** equity and inclusion, diversity and justice, democracy, and clean and healthy environments, are intrinsically intertwined. In short, DEIJ and democracy work are essential to effective environmental work.
- **DEIJ efforts matter** to PennFuture because pollution and the impacts of climate change disproportionately impact communities of color. Yet our state constitution establishes clean air, pure water, and a healthy environment as a right of ALL Pennsylvanians—not just those with the most power, influence, money, or education. Leaders in frontline communities, which are often communities of color, have been doing climate justice work for decades, and people of color are passionate supporters of environmental policy change. PennFuture can and must learn from and elevate these communities, while leveraging our strengths and connections when asked to help ensure that those most impacted are at the decision-making table.
- **Efforts that expand** and strengthen civic engagement matter to PennFuture because communities most affected by environmental injustice are also the most likely to be targeted by voter suppression and are often ignored by elected officials. Our work is most effective, strategic, and inclusive when everyone’s voice is heard.





## Goals and Objectives

### GOAL 1

**Fight to uphold our constitutional right to clean air and pure water, and access to green, healthy places for all Pennsylvanians, especially for communities most affected by environmental injustice.**

#### Objectives

- Strengthen the climate resiliency of statewide water resources by prioritizing natural infrastructure, establishing equitable water infrastructure funding, and protecting water quality from increasing pollution and degradation.
- Reduce air pollution in environmental justice communities in Pennsylvania.
- Strengthen and defend our environmental rights under the state constitution.

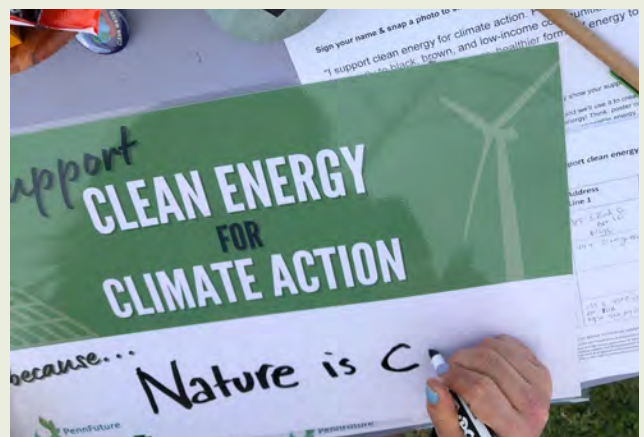


### GOAL 2

**Mitigate the impacts of climate change by reducing greenhouse gas emissions, building resilient communities, and forging a just and equitable clean energy economy in Pennsylvania.**

#### Objectives

- Increase clean, renewable energy technology deployment on a trajectory equivalent to 40% of in-state consumption by 2035.
- Accelerate decarbonization across transportation, industrial, and electric generation sectors by 2030, compared to a 2022 baseline.
- Advance sustainable economic development policy, with a focus on an equitable and just transition from fossil fuels by 2030.





## Goals and Objectives, continued

### GOAL 3

**Educate, equip, and empower community members with the training, tools, and support necessary to engage in democracy and advocate for environmentally sustainable and equitable solutions.**

#### Objectives

- Grow and diversify PennFuture’s membership by 50% by 2028.
- Increase engagement with and education of community members on PennFuture priorities and supporting PennFuture campaigns.
- Champion broadly accessible civic participation by protecting the democratic process from legislative attacks and improving voter access policies.



### GOAL 4

**Foster a diverse, equitable, inclusive, and sustainable work environment and organization.**

#### Objectives

- Increase fundraising revenue by the end of 2028 through diversified fundraising strategies and targeted campaigns.
- Achieve a staff retention rate of at least 75% by the end of 2026 through enhanced work-life balance initiatives and professional development opportunities.
- Support DEIJ Steering Committee’s efforts to create and maintain an equitable workplace environment that promotes a diverse and inclusive culture.





## Cross-Cutting Strategies

**PennFuture recognizes that the goals and objectives outlined above do not necessarily operate independently of one another. Addressing climate change, air pollution, water contamination and community empowerment do not sit neatly in their own silos and often the solutions rely upon strategies that support and reinforce multiple goals. These are some of the cross-cutting strategies PennFuture will engage in to maximize our effectiveness.**

- **Legal & Regulatory Advocacy** – Staff and volunteers have a history of engaging with our elected officials, state agencies and courts to bring about positive environmental impacts. We will double down on this core competency of the organization to deliver wins locally and statewide.
- **Policy Education & Advocacy** – It is critical that legislators, regulators, municipal officials and the public have the best possible access to information and expertise to make the best decisions. PennFuture boasts legal, legislative, government and community organizing experience that has made it a trusted voice on clean energy as well as air and water pollution issues, and we will continue to leverage that knowledge to advance policy.
- **Civic Engagement** – Thanks to a strategic partnership with Conservation Voters of Pennsylvania, PennFuture is engaged in communities across the state to ensure Pennsylvanians understand the issues and how they can impact them with their elected officials and at the ballot box.
- **Sustainable Economic Development** – Economic policy is environmental policy. Often, the financial incentives provided by governments move forward before considering the climate, environmental, community or health impacts of a project. PennFuture will work to ensure that communities are given a voice and that projects should demonstrate their positive impacts on residents.
- **Environmental Rights Amendment** – Pennsylvania is one of the only states where the right to a clean and healthy environment is enshrined within its Constitution. Effective defense of the amendment means not just legal strategy but engaging with the public and policymakers to ensure they understand the importance of the amendment.
- **Social Media & Communications** – It is important not just to educate the public and celebrate wins, but to do so in ways that are accessible to all Pennsylvanians.

### What Comes Next

Strategic plans should not be static documents that sit on the shelf. They are the foundation on which our work is based. By regularly assessing our goals, objectives and action plans, we will reevaluate and adjust our work to maximize our ability to deliver clean energy, maintain a thriving environment, foster a sustainable economy, and engage residents in the coming years.



## PennFuture Locations



**Northeast:**  
1539 Cherry Lane Road  
East Stroudsburg, PA 18301

**Southeast:**  
1429 Walnut Street  
Suite 701  
Philadelphia, PA 19102

**Central:**  
610 North Third Street  
Harrisburg, PA 17101

**Southwest:**  
200 First Avenue  
Suite 102  
Pittsburgh, PA 15222

**Northwest:**  
1001 State Street  
Suite 907  
Erie, PA 16501



**PennFuture**

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