

Sierra Club of Pennsylvania, Southeastern PA Group Executive Committee Meeting

July 11, 2017 Meeting

ExCom Members Attending: Gerald Brown, Ken Hemphill, Dave Moscatello, Margaret Nersten, Prasad Ramnath, JimWylie

Attending by Phone: Pat Beaudet, John Butler, Alexa Manning, Dennis Winters

ExCom Members Absent: Mathew Himmelein

Other Members Attending: Karen Melton, Emily Davis, Carly Statz, Jim Kaff, Bryan Crenshaw, Jeanne Myers

The Meeting was called to order. [Agenda](#)

Secretary: Minutes were approved as emailed

Treasurer:

Beginning Balance:	\$5,759
Income :	\$891
Bus Ticket Contributions	\$385
PayPal Transfer	\$306
PayPal Transfer	\$200
Expenses:	\$766
Flyer Reimbursement - Printing	\$201
Rally Bus Ticket Advance	\$365
CityCoHo/Philly Nexus Rent – July	\$200
Ending Balance:	\$5,884

The Graham Huggins fund has \$1050. These funds are allocated for a series of film program in West Chester – to be held at West Chester University

Budget Reallocation: Jim pointed out that we are half way through the year and fund allocated for several of the items will not be spent. \$500 was allocated as donations to organizations that have not requested the donation. Since we will not need to print a fall newsletter with a ballot, that line can be reallocated. There was a question about Bernie's pipeline grant and if those funds are included in this budget. No decisions were made.

Funding request: The Philadelphia Ready for 100 team requested funds for a Launch party. The purpose of the event, to be held Thursday, September 28 from 6:00 to 8:00, is to promote the campaign within the community and with city officials as well as attracting new team members. Pat moved we provide the Philadelphia Ready For 100 team with \$250 for the event. Dave seconded. The motion passed

Standing Committee Reports

Conservation Committee: (Jim Wylie)

Clean Energy for all campaign: Jim

Jim asked all members to read the [statement](#) from the national team

SEPTA Nicetown Plant: Karen

Was was a hearing at a rec center in North Philly. The room was packed – 40 people. All comments were opposed to the plant. Karen read Pratima's letter. The project needs a permit from the Health Department's Air Management services (AMS) before it can begin construction. AMS sized it as major pollution source. It will take several weeks to process all of the comments. Karen and Dave will draft a letter to the mayor from the Executive Committee regarding this issue.

PA Nuclear Bailout:

Tom Torres will be discussing this on a call Thursday July 13.

Political Committee: (Karen Melton)

Jim Kaff from the Buck County politic team reported that they have interviewed Kris Ballerini who won her primary for supervisor in Upper Makefield Township. Alexa will have candidates to present for Bucks County. The Chapter committee has asked for endorsement recommendation. SPG plans to have recommendations ready at the end of August. There was a brief discussion of the endorsement of candidates who are not likely to succeed.

Newsletter/Communications: (Ken Hemphill)

Newsletter: Ken is working on the final formatting and particularly the links. He has 10 strong articles.
Website: Ken is waiting for content from county groups
Instagram: We have a new account: delawarevalleysierra (DelValSierra)

Education Committee: (Karen Melton)

The June program was proposed due to storm warnings. There will be no program in July or August. Karen wants to set all Fall programs now so they can be promoted as a group. She is planning to have Joanne Kilgore present a Harrisburgh update as one program. West Chester will have the Graham Huggins Film program series.

Nomination Committee: (Alexa Manning)

There are 11 seats on the SPG executive committee. Each seat has a 2 year term, 6 are elected in even years, 5 in odd years. This year the terms of Jim, Prasad, John, Dennis, Sgt Brown are ending. Bill resigned after being re-elected last year but resigned. Margaret was appointed to his seat. Those interested in running for re-election should let Alexa know. The nominating committee (Alexa, one ExCom members, one non-excom member) is looking for nominations. Alexa will reach out to County leaders.

Old Business

Outreach / Tabling:

There have been 2 tabling events since the last meeting, Ken tabled at an Open Space event, Sue and Emily tabled at a neighborhood event in North Philly.

We have rented a double space at Green Fest (Sunday September 10) Solar states will be there with us.

Outings: Bryan Crenshaw

The Group has 6 trained outings leaders. Recently there have been Kayak trips and walking tours of gardens. A campout for the Vets is planned at Elk Tannery. George Edwards is assisting with the event which is the last weekend in July.

The chapter outing which was listed as full may have openings – it is July 27, 28 and 29. Participants will be sleeping in cabins but providing their own food.

Member Engagement:

336 new Member letters have been sent since June 1 (a large number were duplicates).

Leadership:

Jim would like to have executive committee members bring action items: proposals, letters of support (or complaint) to the meetings for discussion.

New Business

No new business

Announcements:

Meeting Call-in Number:

1-866-501-6174, PIN is 1004100#.

TO: All-Staff and Stakeholders in Sierra Club's Cross Campaign Clean Energy Work

FROM: Clean Energy For All Change Management Team [Robin Mann, Sarah Hodgdon, Becki Clayborn, Jesse Simons]

RE: Update on Clean Energy For All Change Management

OVERVIEW:

The purpose of this memo is to provide an update to all internal stakeholders on the work of the Clean Energy For All Change Management Process. We want to make sure all stakeholders have a shared understanding of what this is, why we are doing it, and what we've done so far. In the next few months we will engage those of you who are interested in a more detailed collaborative visioning process about how we get from where we are now, to where we want to be in two years.

To begin with, it must be stated that in this era of "alternative facts" the science of climate disruption is indisputable and unforgiving: without significant changes, the way we source and use energy will wreak irreparable damage to our planet. The vast majority of climate pollution and an even higher percentage of air and water pollution comes from generating electricity and powering our homes, businesses, and vehicles. This pollution kills thousands of Americans each year and plays a major role in public health crises, with low-income communities and communities of color bearing the worst impacts. Solving climate change means reinventing how we power this country; solving it the right way requires ensuring the new energy economy works for everyone.

To solve climate change and move to 100% Clean Energy, Sierra Club will need to build more power internally, while also partnering more intentionally and meaningfully with those who share our values. It means reimagining how the Sierra Club does our work on a day to day basis. We must align ourselves with the progressive movement of this moment, engage in collective resistance, and build long term power for a just and sustainable world. We need a new way of operating organizationally that creates more shared power, where vision is set in conversation between national leadership and local teams, where decision-making is pushed down and out in a transparent way, and where the whole is more important than the parts.

Our goal is to take the best of what's working around the country and make that the new normal for how we do our work. Places like Southern California, where all the campaigns work together seamlessly and the team has piloted cutting edge organizing methods and fostered deep, sustained partnerships in the community; where an organizer or a press secretary or a chapter volunteer can work on a 100% city commitment one day, zero emission buses the next, and replacing a gas plant with efficiency and storage the day after that. Places like Illinois, where the Chapter is leading a state table across capacities and campaigns to map out the goals and strategies for the year in partnership with our allies in the labor and environmental justice communities. Places like the Northeast, where national campaigns and chapters are sharing organizers in their work to electrify everything and ensure all of those electrons come from the wind, the sun and the earth. The reality is that this evolution is already happening organically, and this process is intended to accelerate and support that transformation.

We began this process in early 2016 with our Ready For February meeting where we brought dozens of representatives from across the organization to begin brainstorming how to make this shift smoothly. This internal process of re-examination was prompted by a sudden overlap in organizational priorities; Multiple campaigns were suddenly working in a single state and Chapters and Organizers needed more guidance on how best to collaborate, set strategy and make decisions. Following that meeting, we solicited feedback from almost 200 staff and volunteers through interviews and surveys with the goal of coming back with a proposal on the best new structures for how we coordinate our work.

A shift of this nature takes time, so we decided to watch what was evolving in states and cities where multiple campaigns were working together, nudge those places towards greater collaboration, and use the funding from the CEFA proposal to encourage greater integration. Fundamentally we realized that this change process was not only about structures, but also about shifting behaviors and the hearts and

minds of the organization. To best change hearts and minds and behaviors, we need to start with articulating a vision of how we think this should all look in two years and the underlying values and principles that will get us there: transparency; shared power; collaborative decision-making; collective planning and coordinated implementation; valuing movement building and justice outcomes as much as campaign outcomes.

THE THREE REASONS WE ARE DOING THIS:

The Clean Energy For All change management process is about being our best and scaling our work appropriately for the challenges ahead of us. The three top line goals of this process are to:

1. Collaborate even more effectively across campaigns, capacities, and chapters
2. Center our climate and energy work in movement building and justice
3. Raise more money overall and more flexible money to support collaboration, movement, and justice

Collaboration: The organization is on the cusp of a major shift in how we plan and execute our work. The last big shift was in the mid 2000's when we moved from a largely unrestricted funding environment to an environment characterized by very specific donor intent and restricted funding. In response, over the last decade the Sierra Club's field structure shifted to a campaign based structure, with most of the funding going to the very successful Beyond Coal Campaign.

This shift had many benefits including enabling an impressive focus and a large growth in our fundraising connected to real world successes. However, we now recognize the need to raise more money for campaigns tackling other major sources of pollution like the gas industry and the transportation sector, as well as ensuring that we are contributing to a larger movement and building long term power through our groups, chapters, and activists. Furthermore, the work itself in cities and states has become increasingly interconnected - more electrified transportation means more demand for electricity - so it has become critical to define solutions straddling the transportation and power sectors.

All of this led us to believe we needed a new way of collaborating between campaigns. We needed to reorient from a coal-centric approach to a multi-polar world where campaigns, capacities, and chapters work together more seamlessly across the energy spectrum and as part of a broader movement centered in an equitable transition.

In January of 2017 we brought in the consulting firm Redshift, who specialize in complex change management initiatives, to review our observations of how and where things were working well, what we had learned from our interviews, and to have them do some interviews themselves. The CEFA Change Management Team (Robin Mann, Sarah Hodgdon, Jesse Simons and Becki Clayborn) then did three off-site meetings with Redshift that led us to the following conclusions:

1. The evolution is already underway and our job is to articulate it, accelerate it and support it
2. Success will require spending the rest of this year tapping into the collective wisdom of the organization - especially those closest to the change - on how best to get from where we are now to where we want to be in two years
3. It will be critical to formalize some of the pilots already underway for how we are collaborating in states but otherwise not change anything structurally until mid-2018

Movement Building and Justice: This work is intended to create the successful conditions for teams working in communities across the country to engage in movement building. In the coming months and years, we'll be working to ensure that we have adequate resources through the broadly restricted funding of CEFA as well as the tools, opportunities, and guidelines to continue our evolution toward a movement building orientation. Among the projects underway, we are preparing Justice and Movement building principles and metrics/indicators.

Movement Building is about long term efforts in pursuit of a transformational vision, rooted in our values. Movements engage large numbers of people and make room for participation at many levels and types of

action united around a vision and values. They challenge power holders and inherently build power outside the current power structures to shift those political, cultural and societal institutions. In alignment with the Jemez Principles, movements are informed and led by communities most impacted and support marginalized peoples, communities and organizations. We want all aspects of our organization to reflect a commitment to equity and justice, and for everyone at Sierra Club to experience their work as part of movement building.

Fundraising: We have witnessed that there are a growing number of donors who appreciate a broader narrative about how our campaigns collectively will reduce more pollution more equitably than each would deliver individually. To meet that donor demand and to give ourselves more flexibility on what to prioritize, we established the Clean Energy For All (CEFA) fund at the Sierra Club Foundation in early 2016. By end of 2017, we expect to have raised and allocated over \$20 million to our work to move the United States beyond coal, oil, and gas in a just and equitable way. This funding is available to the campaigns of Beyond Coal, Dirty Fuels, MyGen, Ready For 100, Clean Transportation, Seize the Grid, International Climate and to invest more into movement building and justice outcomes. So far, the fund has supported:

- The launch of coordinated cross-campaign effort in the Southeast to displace dirty energy by accelerating clean energy and fighting dirty energy infrastructure
- The People's Climate March
- Cutting edge cross campaign work between electrification, clean and affordable electricity and movement/power building in both Southern California and the Northeast.
- The launch of Ready for 100 campaigns in dozens of cities
- Funding for long term organizing and training efforts in key cities and states across the country

The criteria that guides allocation of those funds were developed through conversations with staff and volunteers and include:

1. We will seek to meet operating budgets assuming it is still strategic to do so. If a campaign is having trouble meeting its own fundraising targets for important projects, we will use CEFA funding to close the gap
2. To extent we have discretion above operating budgets we would follow approved Board budget guidelines and evaluate each investment in new or existing campaigns on what would have maximum impact on:
 - a. Movement and Justice
 - b. Limiting climate pollution/scale clean energy
 - c. Catalyzing emerging initiatives that don't yet have donor traction
 - d. Projects that encourage collaboration across campaigns and capacities.
3. Donor intent is critical. For instance, if a donor to CEFA wants to fund the Electric Vehicles program, we will honor that. If they have a regional interest, we will honor that

What to Expect Next:

Collaboration: The next major steps in this part of the overall change management process are:

1. Vetting a Two-year Vision Memo that has the fundamental elements of the transition with the Executive team in June
2. Over the summer, we will share that memo with all stakeholders and initiate a multi-month internal engagement phase where we seek the collective wisdom of the organization to decide how we get from here to there together, keeping what's best in the current system, and evolving where necessary to take advantage of this unique moment
3. To lead this change between now and the end of 2018 will be bringing on a new Associate National Program Director, reporting to Jesse Simons. We expect this person will have an ongoing role supporting collaboration between campaigns and capacities

Movement Building and Justice: We intend to bring forward the results of several movement building and justice projects for approval at the September Board of Directors meeting including:

- Movement Building Principles and Metrics/Indicators
- Justice Principles and Metrics/Indicators
- Partnership Protocols
- New Movement Training Curriculum
- Distributed Organizing Guidelines

Fundraising: [The next round of CEFA](#) allocations will allow for new increased spending on priority projects in June and will manifest as more collaboration between campaigns, more funding going to fight gas, work on electrification, more 100% cities campaigns and more funding for long term organizing power and training.

CONCLUSION:

We hope this memo gives you a clearer idea of why we have embarked on this change process, where we are now and generally where we are heading next. If after reading this memo you are still feeling hungry for more details on how this will all work, what it will all look like and how we will all get there, if you are still feeling a bit unsatisfied that this doesn't answer all your questions about what this means for you and your teams and the work you care so passionately about, then we have succeeded in our goal for this memo. We encourage you to embrace the uncertainty that comes with change because that will give us the collective inspiration we need to successfully unleash the full power of the Sierra Club when it's needed most.

Thank you for reading and reflecting on this memo and please watch for our next communication about this process in the coming months.

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Agenda

- **Introductions**
- **Approval of [June minutes](#)**
- **Announcements**, agenda updates
- **Treasurers Report** – [spreadsheet here](#) (only ExCom members can see)
 - Review 2017 budget – do we want to make any changes in allocations?
 - RF100/PHL funding request - \$250 for launch event
- **Leadership**
 - we need more proposals, letters of support or complaint, requests brought to the ExCom from ExCom members
 - Let's talk about this
- **Politics**
 - We were supposed to have nominees for July 20 Chapter ExCom, but we didn't get it done
- **Member Engagement**
 - Welcome New Members Letter – 336 since June 1 reported (but a ton of dupes)
 - May 2017 Stats (in May 2016 SPG was 8,483 members)
 -
- **Communications**
 - Summer Newsletter
 - Draft available?
 - News from chapter – no more paper !!
 - send date ... July ??
 - Web
 - Feedback?
 - Social Media
 - Communications planning meeting – shooting for July – facilitated by Tom Torres
- **Educational Programs**
 - June – [A River Again](#) – weather delay?
 - New lecture series with West Chester University – in planning
- **Outreach**
 - Tabling Coordinator – Emily
 - Greenfest – coordinating cmte?
- **Outings**
 - Outings Calendar
 - Chapter outing – July 28 – Hickory Run SP – already overbooked
- **Clean Energy For All** – memo from SC board – (we brushed over this last month)
 - Over the next several months we plan to give people what they've been asking for - more guidance on how to collaborate in states, how to better integrate movement and equity into all campaigns, and how we raise the flexible funding needed to power this evolution. [This memo](#) is the beginning of what we see as a multi-step engagement process for collectively unleashing the full potential of the Sierra Club by doubling down on collaboration and coordination across campaigns and capacities.
- **ExCom NomCom**

- Call for nominees. Notice in summer newsletter
- Send suggestions to Alexa.
- Need final list and decision of current ExCom members on whether they will be running again by Oct 1 (?)

- **Conservation Committees**
 - Ready For 100 - PHL
 - Kenney signed M4CE. We are keeping the pressure on with pings to OOS and AddUp petitions to Kenney
 - Council meetings ongoing, drafting resolution w/ input from community groups
 - Launch party in planning for late Sep
 - Targeting big splash at Greenfest
 - Ready For 100 – Burbs
 - [M4CE sign-ons](#) from West Chester, Kennett Sq, Atglen, Downingtown, Swarthmore, Phoenixville
 - PA Nuclear Bailout – Tom S call on Thur pm (7/13).

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