



Sierra Club's

2019 MULTI-YEAR EQUITY PLAN



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INTRODUCTION

In 2015, Sierra Club made a commitment to become a more equitable, just, and inclusive organization. At that point we were already deeply engaged in conversations about equity led by fearless staff and volunteers who chose to lead on equity and justice, often with little support or even active opposition.

Then we wrote our first organizational Multi-Year Equity Plan, and the whole game changed. The Department of Equity, Inclusion and Justice was created, and more staff were hired to support equity work. To further follow through on our equity commitment, in November 2016 the Board of Directors adopted a [vision](#) for equity for all of Sierra Club's communities and identified [core equity values](#) for each of us to embody on our journey of becoming a more just organization. We conducted an analysis of our retention of people of color on staff, including extensive interviews with former employees, that led us to commit ourselves to improving the experiences of people of color who work at Sierra Club.

Shortly thereafter, every staff member and over 150 volunteer leaders experienced the Growing for Change workshop together. For years we had been engaged in ongoing community conversation about what equity at Sierra Club should look like. After Growing for Change that conversation grew to engage everyone in our community, not just the few folks who chose to dedicate their time to our organizational transformation.

As new folks entered into our shared conversation about equity, we learned that sometimes things get harder before they get better. We learned how painful it can be for people who already understand oppression and injustice through their lived experiences, to watch their friends and colleagues engage with those topics for the first time. We're still learning what it means to do equity work that is led both from the grassroots and the highest levels of elected leadership in our community.

Now we're taking stock and preparing for the road ahead. Our community is different today than it was when we adopted our first Multi-Year Equity Plan. Who will we be in 2022, when we've completed the recommendations in this plan?

We'll be an organization that shows up for our partners better and more often. We'll be a community that knows how to address harmful behavior when it shows up, and does so consistently. We'll provide a better workplace and more welcoming environment for people of color and other folks with marginalized identities. Perhaps most importantly, we'll be looking at all our campaigns and investments through a formal lens of equity and justice.

That's a Sierra Club we can't wait to be part of. But it depends on all of us to work together to make the ideas in this plan a reality. It will take every department, every volunteer, every chapter and every staff member to transform this organization.

We invite you to read the goals in this plan, and imagine with us what we can become, together.

Nellis-Kennedy Howard, Director of Equity

Mike O'Brien, Lead Equity Volunteer and Board Director



The Equity Department team in action.



GOALS, OUTCOMES AND ANNUAL RECOMMENDATIONS

Sierra Club’s commitment to becoming a more equitable, inclusive, and just organization is no small endeavor — and we know that in order to make a real impact on people’s lives, this commitment must be supported by goals, actions, and resources. Here are

our three top-line goals for the equity work, set by the Board of Directors in 2015. We aim to build on these goals during the development of a new organizational strategic plan:



ORGANIZATIONAL CULTURE AND INCLUSION

Sierra Club seeks to create and foster an inclusive organizational and workplace culture — a culture that grows, nurtures and retains diverse, engaged teams of staff and volunteers. Sierra Club also seeks to become an organization that is reported as being a welcoming and inclusive place to practice allyship, work, volunteer and enjoy the planet.

ONGOING EDUCATION, LEARNING, TRAINING, & SKILLS DEVELOPMENT

The process of developing competency in applying our values and principles of equity, justice and inclusion is an ongoing, welcoming learning cycle across all organizational work. Staff and volunteers consistently develop and apply these competencies to how we engage and operate.

FOUNDATION OF JUSTICE & EQUITY

Our programmatic outcomes reflect our commitment to justice and equity. Leadership development and strategic partnerships are core strategies for long-term, sustained success in building Sierra Club and the movement.

2022 OUTCOMES

This Multi-Year Equity Plan is designed to drive progress toward our three equity goals. We have identified six key outcomes to help us along the path to becoming more equitable. These are based on the input and feedback from dozens of in-person engagements, surveys touching thousands of people, and interviews with organizational leaders. These outcomes are what we strive to see become reality during the term of this plan, and are supported by specific annual recommendations that will be implemented by departments and volunteer groups across the Sierra Club community. Progress towards these outcomes will be measured by clearly defined indicators of progress tied to the Community Compass (for more information about the Community Compass, see the [Appendix](#) at the end of this document.)

Here are the outcomes this plan seeks to achieve by 2022, listed under our three organizational equity goals:

GOAL 1: WELCOMING AND INCLUSIVE ORGANIZATIONAL CULTURE

1. Increase the practice of Jemez Principles and [Equity Values](#) across the Sierra Club and with partners.

Staff, volunteers and partners better understand and practice individual and team responsibilities for advancing Sierra Club's equity goals based on a set of organizational guidance, called equity competencies, which are rooted in the established equity values and the Jemez Principles. The systems and expectations created are clearly communicated and embedded within work plans, reviews and assessment and supported by education, resources and coaching.

2. Cultivate organizational practices to support people from marginalized identity groups to grow, thrive, and remain at Sierra Club.

Sierra Club is more often experienced as an organization that is welcoming to those who hold marginalized identities. Organizational policies and practices are developed to offer support, including resources and forums such as affinity group spaces. In addition, tools and ongoing education will be established to discourage behavior that does not align with our values, to practice equity competencies, and to promote accountability for creating a welcoming and inclusive environment.

GOAL 2: ONGOING EDUCATION, LEARNING, AND SKILLS DEVELOPMENT

3. Increased numbers of staff and volunteers develop knowledge, awareness, confidence and skills needed to practice shared equity values through engagement in a supported learning community.

A multi-experiential learning platform is created to support ongoing education regarding accountability, social justice, equity in the environmental movement. Staff and volunteers are better supported on their learning journey due to the number of experiences, resources, and opportunities made available to promote healthy growth.

4. Increase the knowledge, awareness, confidence and skills of organizational leadership to support and hold staff and volunteers accountable to shared equity values, and guide progress towards equity goals and outcomes.

Sierra Club leadership maintains a consistent investment in strategic learning and leadership development in order to guide organizational priorities on equity. Leadership bodies such as the Executive Team and Board of Directors deepen their individual and collective understanding of justice work and actively promote efforts that help drive progress on Sierra Club's equity goals.

GOAL 3: GOALS AND PARTNERSHIPS BUILT ON FOUNDATION OF JUSTICE

5. Strengthen relationships with community-led and social justice partners by investing resources (funding, time, and capacity) to advance economic, racial, and environmental justice work and build the power to win movement victories.

Sierra Club is more often experienced as a just partner who shares power and resources, including (but not limited to): funding, staff time, consulting, etc. Sierra Club consistently invests in efforts to build the capacity and power of partner organizations and movement collaborators.

6. Strengthen mutual accountability, solidarity, humility, and support in internal organizational efforts and external partnerships.

Sierra Club seeks to work together, both internally and externally, in ways that promote a culture of mutual accountability, foster solidarity through the sharing of goals and cultivating alignment; and build capacity by offering support resulting in a stronger more unified relationship between Sierra Club, social justice and movement organizations.

GOAL 1:

Welcoming and Inclusive Organizational Culture

Outcome 1: Increase the practice of Jemez Principles and Equity Values across the Sierra Club and with partners.

Staff, volunteers and partners better understand and practice individual and team responsibilities for advancing Sierra Club's equity goals based on a set of organizational guidance, called equity competencies, which are rooted in the established equity values and the Jemez Principles. The systems and expectations created are clearly communicated and embedded within work plans, reviews and assessment and supported by education, resources and coaching.

Outcome 2: Cultivate organizational practices to support people from marginalized identity groups to grow, thrive, and remain at Sierra Club.

Sierra Club is more often experienced as an organization that is welcoming to those who hold marginalized identities. Organizational policies and practices are developed to offer support, including resources and forums such as affinity group spaces. In addition, tools and ongoing education will be established to discourage behavior that does not align with our values, to practice equity competencies, and to promote accountability for creating a welcoming and inclusive environment.

1. MYEP Workplan Guidance

2. Members & Champions Engagement

3. Defining Equity Values

4. Staff Demographics Transparency Commitment

5. Organizational Values

6. Chapter Education for Leading with Equity

7. Pay Equity and Equitable Hiring Practices

8. Ongoing Retention and Promotion Analysis

9. Affinity Groups

10. Accountability Pathways and Mediation

GOAL 1: Welcoming and Inclusive Organizational Culture

ANNUAL RECOMMENDATION	YEAR	OWNER	OUTCOME
1. MYEP Workplan Guidance: Create guidance in 2019 for departments and chapters to integrate Multi-Year Equity Plan goals and outcomes into individual and chapter workplans. Include guidance for making connections between social justice and the environment.	2019	Equity	Outcome 1: Equity Values
2. Members & Champions Engagement: In 2019, effectively and consistently communicate our equity values to our members and champions. Develop and maintain an ongoing program rooted in equity values for attracting, engaging and retaining champions and members in a manner that welcomes a range of cultures and experiences.	2019	Advancement & Digital Strategies	Outcome 1: Equity Values
3. Defining Equity Values: Clearly define equity values in 2019 that offer specificity and clear understanding of what these values look like in action. These values are part of core competencies in staff evaluations and the Volunteer Performance Hub. Provide training and support on the defined equity values in 2020 to help promote accountability and consistent practice.	2019-2020	Equity	Outcome 1: Equity Values
4. Staff Demographics Transparency Commitment: A workforce demographics snapshot report based on Workday reported employee self-identifications - will be shared with staff annually starting in 2020 and archived on Campfire. Human Resources will create the report in coordination with the Executive Office. The report will include information on race, gender, sexual orientation, and age to promote transparency on staff demographics that can help to inform equity and inclusion efforts.	2020	Human Resources & Executive Office	Outcome 1: Equity Values
5. Organizational Values: Development, adoption, and broad roll-out of organizational values that include clear description to serve as a foundation for our strategic, fundraising, and resource allocation decisions as well as our communications and to inform capacity building, conflict resolution and accountability efforts.	2019-2020	Board of Directors & Executive Team	Outcome 1: Equity Values
6. Chapter Education for Leading with Equity: Create a training specifically designed for chapters to further education on how to avoid creating harmful dynamics for people of marginalized identity, particularly during recruitment, hiring, and on-boarding processes. This training will be made available via Sierra Club's online learning platform, Campfire Learning, in 2021.	2021	Equity	Outcome 2: Support Marginalized Groups
7. Pay Equity and Equitable Hiring Practices: Conduct periodic pay equity audits, beginning in 2019, and make recommendations for adjustments (both at the individual or structural level) to ensure fair and consistent compensation practices within the organization. In 2020, create equitable hiring guidelines and offer training support for hiring managers. The guidelines will reflect best practices for ensuring hiring and recruitment processes are rooted in equity values. These practices will include encouragement of greater salary transparency in job postings and ensuring our commitment to equity is reflected in job descriptions.	2019-2020	Human Resources	Outcome 2: Support Marginalized Groups
8. Ongoing Retention and Promotion Analysis: Beginning in 2019, analyze organizational staffing trends on an ongoing basis with a demographic lens (e.g., retention and promotion trends) to inform the development of targeted solutions to support a welcoming, inclusive workplace culture. Additionally, in 2021-2022, the Human Resources and Equity Departments will partner on developing the next Retention of Staff of Color Analysis. The key findings and recommendations stemming from that analysis will be shared with staff. (Note that the original Retention of Staff of Color Analysis was produced in 2017 with a five-year look-back period. The successor report is intended to have a similar look-back period, that will start where the previous report ended.)	2019-2022	Human Resources & Equity	Outcome 2: Support Marginalized Groups
9. Affinity Groups: In 2019, create a formal policy to support affinity groups for people with marginalized identities that includes a clear process for allocating resources to support their sustainability. Provide clear tools and forums for people with privileged identities to learn to act in solidarity to people with marginalized identities. Implementation of this policy to begin in 2020 with a broad roll-out introducing the plan and offering education on how the policy will work in practice.	2019-2020	Equity	Outcome 2: Support Marginalized Groups
10. Accountability Pathways and Mediation: In 2019, Executive Office, in collaboration with the Executive Leadership Team, will continue to work with the Board of Directors to provide resources for mediation of disputes among staff and volunteers. In collaboration with the Internal Communication Manager, the Executive Office will develop communication across the organization about existing tools developed by a variety of departments and the Board of Directors that help promote accountability.	2019	Executive Office	Outcome 2: Support Marginalized Groups

GOAL 2:

Ongoing Education, Learning, and Skills Development

Outcome 3: Increased numbers of staff and volunteers develop knowledge, awareness, confidence and skills needed to practice shared equity values through engagement in a supported learning community.

A multi-experiential learning platform is created to support ongoing education regarding accountability, social justice, equity in the environmental movement. Staff and volunteers are better supported on their learning journey due to the number of experiences, resources, and opportunities made available to promote healthy growth.

Outcome 4: Increase the knowledge, awareness, confidence and skills of organizational leadership to support and hold staff and volunteers accountable to shared equity values, and guide progress towards equity goals and outcomes.

Sierra Club leadership maintains a consistent investment in strategic learning and leadership development in order to guide organizational priorities on equity. Leadership bodies such as the Executive Team and Board of Directors deepen their individual and collective understanding of justice work and actively promote efforts that help drive progress on Sierra Club's equity goals.

11. Campfire Learning

12. Volunteer Movement-Building Curriculum

13. Chapter Support Team Investments

14. Board of Directors & Executive Team Learning Plan

15. Management Training for Racial Equity

16. Employee Handbook and Support

GOAL 2: Education, Resources, and Support

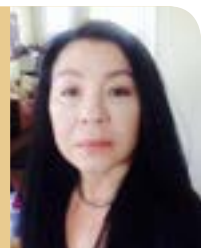
ANNUAL RECOMMENDATION	YEAR	OWNER	OUTCOME
11. Campfire Learning: Launch Campfire Learning in 2019 to promote staff and volunteer understanding and practice of equity competencies. Campfire Learning is an online learning platform that will include adapted modules from Growing for Change, communicate learnings, share curriculum, and promote resources across Sierra Club, including modules about equity values and interdependence of social justice and the environment.	2019	Digital Strategies	Outcome 3: Staff & Volunteer Education
12. Volunteer Movement-Building Curriculum: Create equity-centered movement building curriculum and onboarding materials to support the Sierra Club community and volunteers in building foundational understanding of Sierra Club’s equity work, including the development of a cadre of Sierra Club trainers to reach 2,000 volunteers by the end of 2020. Support this cadre in developing and strengthening their equity knowledge, analysis, and facilitation skills.	2019-2020	Program	Outcome 3: Staff & Volunteer Education
13. Chapter Support Team Investment: Invest in the chapter support team’s capacity to develop and implement a program for training and coaching of chapter leaders as cultivators of vibrant, dynamic, place-based hubs working in solidarity and mutuality with their communities to connect people to nature, build local grassroots power and win environmental victories.	2019-2020	Board of Directors & Chapter Support Team	Outcome 3: Staff & Volunteer Education
14. Board of Directors & Executive Team Learning Plan: Develop and implement a learning plan in 2019 to support board members in fulfilling equity responsibilities, including strengthening organizational accountability to equity goals and competencies. In 2019, the Executive Office will conduct individual 360 assessments and create and implement a learning plan for the Executive Team to build skills and leadership in equity work.	2019	Board of Directors & Executive Office	Outcome 4: Organizational Leadership Education
15. Management Training for Racial Equity: Human Resources will partner with The Management Center in 2019 and 2020 to offer training on Managing for Racial Equity, Inclusion, and Results for every Sierra Club manager. All managers will be expected to attend this training by the end of 2020. These workshops are designed to cultivate more equitable management practices (hiring, feedback, accounting for power and privilege, etc.), and give managers additional tools to become fluent practitioners of equity in day to day work.	2019-2020	Human Resources	Outcome 4: Organizational Leadership Education
16. Employee Handbook and Support: Update non-represented employee handbook in 2019 to better reflect shared equity values and bring more consistent structure of accountability for behaviors inconsistent with our values. In 2019 and 2020, develop resources and lead trainings for staff and managers on how to raise complaints under Sierra Club’s Harassment and Discrimination Policies, with greater clarity on how to navigate the complaint process	2019-2020	Human Resources	Outcome 4: Organizational Leadership Education

“Every member of the Human Resources Department was involved in the process of drafting this Multi-Year Equity Plan. That’s because collaboration between Human Resources and the Equity department is crucial to the success of the plan, which touches every staff member and volunteer at Sierra Club. Once the plan is finalized, we’ll revisit our departmental values, priorities and project plans to ensure they reflect the goals and outcomes in the MYEP. Everything we do over the next four years will be deeply influenced by the plan you are reading, so we were grateful for the opportunity to engage.”



— Kerry O’Donnell, Human Resources Director

“I was included by the Equity Department in the creation of the multi-year equity plan as a primary stakeholder. The Training Team also participated in a presentation and discussion offered by the Equity Department which allowed us to take a deep dive into the joint work of our two teams and how to best represent that in the Multi-Year Equity Plan. The MYEP will support training through its recommendations and projects which represent some of the joint work of our two teams.”



— Alicia Ybarra, Training Director

GOAL 3

Goals and Partnerships Built on Foundation of Justice

Outcome 5: Strengthen relationships with community-led and social justice partners by investing resources (funding, time, and capacity) to advance economic, racial, and environmental justice work and build the power to win movement victories.

Sierra Club is more often experienced as a just partner who shares power and resources, including (but not limited to): funding, staff time, consulting, etc. Sierra Club consistently invests in efforts to build the capacity and power of partner organizations and movement collaborators.

Outcome 6: Strengthen mutual accountability, solidarity, humility, and support in internal organizational efforts and external partnerships.

Sierra Club seeks to work together, both internally and externally, in ways that promote a culture of mutual accountability, foster solidarity through the sharing of goals and cultivating alignment; and build capacity by offering support resulting in a stronger more unified relationship between Sierra Club, social justice and movement organizations.

17. Budget Allocation Policy

18. Solidarity and Relief Fundraising

19. Editorial Policy

20. Communications Toolkit

21. Equity Competency and 360 Feedback

22. Accountability for Unwanted and Harmful Behaviors

23. Jemez Cohort

24. Movement-Building Indicators

GOAL 3: Goals and Partnerships Built on Foundation of Justice

ANNUAL RECOMMENDATION	YEAR	OWNER	OUTCOME
17. Budget Allocation Policy: Develop a Board of Directors budget policy to promote investment in equity, social justice and solidarity work, including the development of structures to track those investments internally within our budget and finance systems. This policy will be approved by mid-2020 to be in effect for the 2021 organization budget.	2020-2021	Operations	Outcome 5: Strengthened Relationships w/ Partners
18. Solidarity and Relief Fundraising: Promote healthy communications about Sierra Club's equity values through brand development and act on these values in 2019 by further developing our systematic and effective approach to small dollar fundraising to directly benefit partners and impacted communities, including ongoing disaster relief for marginalized communities. Implementation of this fundraising approach to take place in 2020.	2019-2022	Advancement	Outcome 5: Strengthened Relationships w/ Partners
19. Editorial Policy: Formalize editorial policy integrating the Jemez Principles into systems and processes for editorial acquisition and decision-making, such as: seeking reporters, journalists, artists, and storytellers hailing from the communities on which SIERRA is reporting to promote communities speaking for themselves.	2020	Communications	Outcome 5: Strengthened Relationships w/ Partners
20. Communications Toolkit: Create and distribute a communications toolkit to include language about the interconnectedness of social justice issues and the environment, and share best communications practices to support local partners, including: strategic communications advice, spokesperson training, and guidance.	2019	Communications	Outcome 5: Strengthened Relationships w/ Partners
21. Equity Competency and 360 Feedback: Integrate equity competency into performance reviews of all managers and staff in 2019. Support efforts to create tools and resources that demonstrate behavioral norms and expectations under that competency. Standardize 360-degree reviews in 2020 using equity values and Jemez Principles as a foundation for both developing the process and as a guiding principle for what to include. HR will advocate to include input from external partners in 360 processes where relevant. (Note: These 360-degree reviews are not expected to replace the current performance evaluation structures for staff, but will be available as a supplemental method of gathering feedback.)	2019-2020	Human Resources	Outcome 6: Internal & External Solidarity
22. Accountability for Unwanted and Harmful Behaviors: Compile assessment and report of best practices within chapters for addressing toxic behavior; develop clear descriptions and pathways for accountability and invest in conflict resolution and accountability mechanisms.	2020	Board of Directors	Outcome 6: Internal & External Solidarity
23. Jemez Cohort: In 2019, lay the groundwork to create a cohort of people who are skilled in implementation of Jemez principles, including partners who are compensated for their services, to consult in 2020 on how to engage impacted communities in major policy, communications, and strategy decisions. Membership should include representatives from environmental and social justice networks and members from place-based environmental justice groups. This will be supported by movement building indicators based on learning from CEFA pilot states and organization-wide engagement on the Interim Guidance for Jemez Principles.	2019-2021	Program	Outcome 6: Internal & External Solidarity
24. Movement-Building Indicators: Indicators of success to track our movement building progress to goals across our programmatic work. These Indicators will be developed in 2019 based on the learnings from the CEFA pilot states and organization wide engagement, and will be ready for full implementation in 2020. Support progress towards these indicators with data tools, equity-centered training to promote movement building; and guidance for incorporating these indicators into funding proposals, work plans and campaign plans.	2019-2020	Program	Outcome 6: Internal & External Solidarity



ROLE OF THE EQUITY DEPARTMENT AND HOW TO GET INVOLVED

The Equity Department is charged with driving progress toward Sierra Club’s equity goals. The staff and volunteers of the Equity Department offer *opportunities, guidance, and support* for everyone at Sierra Club to help us become a more equitable, just, and inclusive organization. This includes providing helpful *tools, resources, and frameworks* for promoting transformational change. The department also seeks to *encourage and develop policies, processes, and systems* of communication and feedback to help cultivate organizational change and to foster justice by centering people who are most often forced to the margins.

All of this work is in service of the individual journey that each of us is on, and of the collective transformation we seek to make as a community. The Equity Department exists to support and facilitate this work, but we rely on every member of the Sierra Club

community to lead their own personal equity journey, and on designated teams of volunteers and staff to carry out the individual projects contained within this Multi-Year Equity Plan.

We invite you to get involved in the work described in this plan. This is simply a road map for the next three years — the work itself is yet to come.

If you are a **volunteer leader** with a chapter or national campaign, we recommend scheduling time during a team meeting to review the 2022 Outcomes included in this plan to talk about ways your team might be able to contribute to the success of achieving these outcomes. Also consider how your own future work might be impacted by the projects outlined in this plan; it’s a good idea to read through the recommendations with an eye for projects that might support your own work by providing new resources.

For example, Outcome #3 is meant to increase the knowledge, skills and confidence of staff and volunteers to participate in efforts that promote equity and justice. Perhaps your chapter has funds available to work with an equity coach to develop a learning plan tailored for your executive committee or perhaps funds to send chapter leaders to a racial justice training. If you don’t have these types of funds available, consider starting a book club on issues of racial or social justice. These are great ways to promote the success of Outcome #3.

“Being deeply engaged in both the CEFA planning process and the process of creating this Multi-Year Equity Plan has given me so much perspective on where our organization has been and where we are going. I look forward to working with the CEFA pilot teams to ensure that the outcomes in the 2019 multi-year equity plan are prioritized in all the work Sierra Club does, in order to ensure that those first and worst impacted by climate change and environmental injustice are prioritized, and to bring our work into alignment with the Jemez Principles.”



— Hop Hopkins, Director of Strategic Partnerships

If you are a **staff member**, we ask you to review the 2022 Outcomes and annual recommendations to consider how you might plug into the work your department has committed to own. Talk to your manager about including an equity-focused project in your work plan to help drive progress on our 2022 Outcomes (something every staff member at Sierra Club is encouraged to pursue!). Once we have finalized the 2019 Multi-Year Equity Plan based on community feedback and it has been adopted by the Board of Directors, the Equity Department will provide detailed fact sheets about each annual recommendation including contact information for project leads. We encourage you to get in touch with those project leads if you are interested in working on implementation of a particular recommendation.

“Given that the evolved Sierra Club brand strategy draws upon our roots of the collective efforts of our staff, volunteers, donors, members, and supporters, the Advancement team was invited to collaborate on this iteration of the Multi-Year Equity Plan. The focus on people-powered action is central to every impression and touchpoint that the external world has with the Sierra Club brand, and it’s critical that those are reflective of the organization, our partners, and the communities in which we work across the country. We’re looking forward to integrating the organization’s equity goals in our brand projects, our fundraising endeavors, and the research we’re conducting to gain insights into our audiences’ understanding of the deep connections between environmental initiatives and justice.”



— **Kristen Hayes**, Senior Director of Brand Marketing & Partnerships



All Equity Team Summit in 2017, where the Equity Support Team, Staff Equity Team, Equity Steering Committee and Equity Department got together for the first time ever. Thank you to everyone pictured for your hard work to foster equity, inclusion and justice at Sierra Club.



REPORTING BACK: 2015 MULTI-YEAR PLAN

As we plan for the future, we've stopped to reflect on and learn from the progress we've made in implementing the 2015 Multi-Year Equity Plan. In addition to our three organizational equity goals, the 2015 Equity Plan identified five outcomes for us to achieve by 2018. Here is how Sierra Club performed in achieving these outcomes.¹

OUTCOME #1:

Staff and volunteer leaders report increased confidence, in self and colleagues, to integrate and apply DEI and anti-oppression values to work.

Since 2015 staff and volunteers have experienced an increased feeling of confidence in addressing harmful behavior. This can be seen in the findings from Growing for Change where the percentage of participant confidence rose from 21% pre-workshop to 33% post-workshop.

OUTCOME #2:

Staff and volunteers report Sierra Club as a welcoming and respectful place to work and volunteer, and that values their contribution and talent.

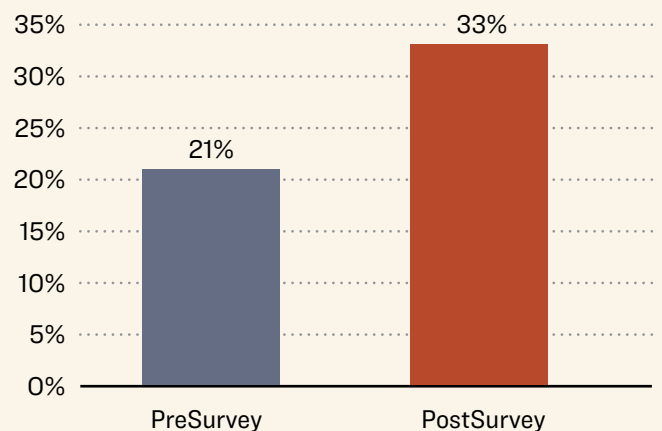
Staff have experienced an increased feeling of inclusivity since the adoption of the 2015 Multi-Year Plan. This can be seen in the 2014 Assessment where 73% of staff reported feeling "valued" as compared to 79% in 2016.²

¹ The following information is based off the limited information available at the time of adoption of the 2015 Multi-Year Plan or information collected thereafter.

² 2016 Employee Engagement Survey

PERCENTAGE AGREEMENT

"I have confidence and skills in talking about and addressing harmful behavior at Sierra Club."



OUTCOME #3:

Community partners report Sierra Club as a respectful and reciprocal partner for justice and a vibrant element of the movement for a more equitable and sustainable world.

In 2017, a series of sixteen interviews with community partner organizations revealed that effective Sierra Club partnerships exist when time is taken to build trust, agree on shared principles and develop MOUs. These interviews also highlight changes to improve

working relationships; including: more accountability for existing leadership and investment in equity work, making room for more diverse leaders who are invested in change, and a need to learn from and repair damage from Sierra Club's past mistakes and problematic history.

OUTCOME #4:

External outcomes demonstrate broader commitment to justice and equity.

Broader commitment to justice can be seen across Sierra Club, including: resourcing partner organizations, fundraising for crisis relief efforts, the integration of Jemez Principles in campaign-planning, and more. A concrete example of this increase occurred in 2017 when program leaders established a series of "justice indicators" for quality careers, just transitions, equitable access, and affordable clean energy. In the coming years, data from these justice indicators will allow us to further assess this outcome and outcomes like it.

OUTCOME #5:

Demographics of staff, volunteer leaders, members and champions more closely reflect the communities we serve, particularly at the decision-making, leadership level.

"Digital Strategies is excited to support the Multi-Year Equity Plan in many ways including the support of Equity department system and data needs. Digital Strategies will continue efforts to obtain ethnic, gender and age data from a variety of sources to support the Equity department's efforts to establish baselines and measure progress. And, Digital Strategies is working with Equity department and other stakeholders to implement a learning management system to deliver Equity department and other Sierra Club trainings online."

— **Dave Simon**, Senior Director of Information Technology



Since 2015, the organization has more fully embraced equity and inclusion as the primary goals in its equity effort (rather than diversity) in order to more fully center the actual experiences of historically marginalized groups. However, the 2016 Staff Retention Analysis demonstrates we must work to improve the experiences and retention of staff of color.

Finally, the 2015 Equity Plan recommended taking fourteen tangible actions to help us achieve our long-term goal of becoming a more equitable, inclusive, and just organization. To learn more about how Sierra Club performed in implementing these recommendations, please see the Longform Report-Back on 2015 Multi-Year Equity Plan, located at the end of this document in the Appendix.





A MESSAGE FROM THE BOARD OF DIRECTORS AND EXECUTIVE TEAM

When we attended Growing for Change, one of the biggest questions we heard was: How do I apply these learnings to my everyday work? This multi-year equity plan is a tool to help all of us do just that. The next time you are at a campaign strategy session, or developing your yearly work plan, we invite you to revisit the multi-year equity plan and ground your efforts in these goals that we all share. The Sierra Club community is on a collective journey; we can't get where we're headed without the full and active participation of every single person in our community.

We look to leaders within our organization, both volunteer and staff, to be the catalysts for the change we seek. Organizational transformation requires our hearts and minds to be engaged as we make policy changes designed to shift behavior. We invite leaders within the organization at every level to rise to this challenge by being examples of how to apply our equity values and the Jemez Principles to everything that we do.

One of the most important things everyone can do to support the goals in this plan is simply to make space for meaningful conversation in every corner of the Sierra Club community.

But at the end of the day, everyone is on their own journey - including us. The individual members of the Board of Directors and Executive Team each have our own work to do in order to dismantle racism and to help center people who are most often forced to the margins. We are working among our own communities to build just relationships among ourselves and share our access to power. We are working every day within the Board and Executive team to improve the experiences of people of color and other folks with marginalized identities in our community.

Every person reading this plan has their own work to do on their own journey, and we invite you to take responsibility for that. No one can do this work for you. No one can be "trained" into seeing through an equity lens. Only by having hard conversations, one at a time, and by struggling together toward the goals we have collectively set, can we achieve community transformation.

This plan shows us the path. Now it's up to all of us to walk it.

Mike Brune, Sierra Club Executive Director

Loren Blackford, Sierra Club President



APPENDIX OF ADDITIONAL RESOURCES

Thank you for the time you have given to our organizational equity work by engaging with this draft plan. The staff of the Equity Department are grateful for your attention and for the work you do every day to make our community more inclusive, equitable and justice-oriented. We hope that you will take advantage of the opportunities we've highlighted to continue your engagement with this plan. Every one of us has a role to play on our collective journey of self-transformation.

We've limited the length of this plan in order to make it more accessible. For more and deeper information about how progress on this plan will be tracked, our approach to equity education, and a more detailed report-back on our implementation of the previous Multi-Year Equity Plan, we invite you to explore the documents provided below.

[Longform Report-Back on 2015 Multi-Year Equity Plan](#)

[The Design of the 2019 Multi-Year Equity Plan](#)

[Our Approach to Equity Education](#)

[The Community Compass Baseline Report](#)

Sierra Club National
2101 Webster Street, Suite 1300
Oakland, CA 94612
(415) 977-5500

Sierra Club Legislative
50 F Street, NW, Eighth Floor
Washington, DC 20001
(202) 547-1141

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