

SIERRA CLUB STRATEGIC PLAN

SUMMARY VERSION



Adopted May 2015

To change everything, we need everyone.

Over its long history, the Sierra Club has seen its share of both huge victories and bitter defeats. Thankfully, the former have far outnumbered the latter. But regardless of whether we have won or lost, we have always done our best to aim at something high. The chance to do that—and succeed—is what has drawn countless people to give their time and passion to this organization and its mission.

The effects of climate disruption pose a threat unlike any other we have faced. Climate disruption threatens all the wild places we have fought so hard for more than 100 years to protect, as well as all humanity and every living thing. To respond, we must aim not only higher but also truer than ever before—for we might not get a second shot.

To achieve this, we took inspiration from the motto of the People’s Climate March, a gathering of 400,000+ people who came together in New York City in September 2014 to call for clean energy solutions to climate disruption: “To change everything, we need everyone.” Our five strategic goals are intended to enlist every possible ally to our cause, to reinvigorate our historical conservation and outings programs, and to work toward building a Sierra Club that reflects the true diversity of America. Only by doing so can we engage and empower a movement of the size and power required to bring about the changes the planet needs.

MISSION STATEMENT

The purposes of the Sierra Club are to explore, enjoy, and protect the wild places of the earth; to practice and promote the responsible use of the earth’s ecosystems and resources; to educate and enlist humanity to protect and restore the quality of the natural and human environment; and to use all lawful means to carry out these objectives. (1981)

VISIONARY GOALS

Our visionary goals and the strategies to achieve them were developed over the course of 2014-2015 through a broad, consultative process. Senior volunteer and staff leadership held two retreats and considered input from advisory committees, campaign teams, and local leaders. We evaluated Sierra Club's strengths, weaknesses, opportunities, and threats (SWOT), based on the legacy of our work to date, an assessment of our current political and economic context, and a review of our peer organizations' strategic directions.

IN THE COMING DECADES, THE SIERRA CLUB WILL ENLIST, INSPIRE, AND EMPOWER HUMANITY TO:

1. Achieve Ambitious and Just Climate Solutions

Solve the climate crisis in a way that protects the environment and also is enduring, fair, and equitable

- Transition to 100 percent clean energy.
- Maximize energy efficiency across all sectors, including transportation, urban design, and land use.
- Return greenhouse gas concentrations to a safe level below 350 parts per million.
- Address non-energy emissions such as agriculture and methane.
- Protect and rebuild the capacity of forests and other lands to absorb excess carbon dioxide and provide more robust climate resilience by supporting biodiversity and natural system functions.

2. Explore, Enjoy, and Protect Our Nation's Lands, Waters, Air, and Wildlife

Steward our natural resources to safeguard them for present and future generations

- Protect and restore wild lands and waterways to provide large and connected habitats in all ecosystems that will withstand climate change, and also provide suitable habitat for the protection and restoration of rare and endangered species.

- Defend our wild heritage, onshore and offshore, from extractive energy development. Put an end to damaging mining, logging, and other highly disruptive resource exploitation practices.
- Protect our air, water, land, and communities from pollution. Promote environmentally sensitive land use and urban design to minimize sprawl, provide a healthy environment for all, and minimize resource use.
- Ensure that all who live in the United States have access to natural areas, including in or near their communities, as well as the opportunity to experience the natural world through Sierra Club outings or in other ways.

TO ACCOMPLISH THESE GOALS, WE WILL:

3. Engage and Support a Broad, Diverse, Inclusive, and Powerful Movement

Attract and empower a base of supporters and activists strong enough to challenge the status quo and accomplish our ambitious programmatic goals

- Engage the public, civil society, the business community, and other partners who share our values.
- Lead in diversifying the environmental movement to reflect the demographics of our society.
- Have the clout to influence public perception and public officials on our core issues, and to elect and hold accountable environmentally committed leaders at all levels of government.
- Help our activists, local communities, and allies win on the environmental issues most important to them. Engage in strategic alliances on broader issues if this can help further environmental causes and remain consistent with our values.

4. Become an Ever Stronger, High-Performance Organization

Function as a high-performance environmental organization by building on our legacy and embracing innovation

- Build powerful, capable, diverse, and inclusive volunteer leadership nationally, in every state, and in major metropolitan areas. Diversify the staff at all levels and develop and support clearly defined values, leadership, and core competencies to excel in their fields. Build a strong partnership and mutual respect between volunteers and staff.
- Foster an organizational culture that promotes results, accountability, learning, transparency, and good governance.
- Enhance the democratic and grassroots nature of the Sierra Club in a manner that balances centralized and decentralized power, on-the-ground and online mobilizing, and bottom-up, top-down decision-making.
- Maximize the effectiveness of our campaigns at the local, state, national, and international

levels. Leverage all of our capacities, including communications, digital strategies, policy, organizing, and legal.

5. Ensure our Financial Strength and Sustainability

Ensure that the Sierra Club and its entities have a combination of diverse, secure, sustainable, and flexible funding

- Win on our priority work and, where feasible, leverage our resources to help our movement allies win, too.
- Adapt to change as new opportunities and challenges arise.
- Invest in organizational capacity.
- Ensure that all of our chapters and groups have the financial resources and opportunities to succeed.

VISION INTO ACTION: THE CONTEXT FOR OUR WORK

While many different themes came up in the strategic planning comments and discussions, there was a large degree of consensus around some of the top factors that influence our work:

- **Voter Views on Environmental Issues:** Historically, environmental issues have been broadly supported by the American people and by the major political parties. Today, polls at the national and state levels continue to reveal strong support for clean air, clean water, and action on climate change. In the last election, local land conservation was a big winner. However, environmental issues are judged by the electorate to be second or third tier, so the voters that do show up at the polls vote for candidates who promise them better economic times and security. Anti-environmental campaigns paint environmental protection as unaffordable and a job killer, when just the opposite is true.
- **Partisan Politics in Washington, D.C.:** The present political climate stands in marked contrast to our history of bipartisan cooperation on environmental issues. Now, unfortunately, climate change has

become a touchstone issue, largely dividing politicians along party lines. We can still count on limited Republican support for certain land protection, energy efficiency, and renewable energy programs; However, we are seeing aggressive partisan attacks on core environmental protections, such as the Clean Air and Clean Water Acts, as well as resistance to proactive measures to fight climate change and promote clean energy. Currently, we depend heavily on successful executive action. For long-term success, we will need to shift the balance of power in Washington and change the calculus of climate action. Being weak on climate and clean energy issues will become a big liability for politicians, regardless of party.

- **Challenges and Opportunities at the State and Local Levels:** Historically, the states and municipalities have been major incubators for innovation and leadership on environmental issues. This is particularly important given that many land-use, climate adaptation, and energy decisions are made at the local level. Today, anti-

environmental forces have taken over a majority of the statehouses and governorships, threatening local progress. We are also seeing sophisticated opposition to clean energy progress, with damaging legislation being introduced in one state after another, and then being brought to the federal level. Despite these setbacks, states and localities continue to offer some of the best examples of land conservation and progress toward 100 percent clean energy. The challenge will be to string these successes together to form a broad and powerful movement.

- **Voter Suppression and Dirty Money in Politics:**

Pro-environment voters are not turning out in elections, particularly in off-year non-presidential election cycles. This is coupled with conscious, cynical voter suppression to keep certain voters from participating. Anti-environment candidates are being bankrolled by polluters, largely thanks to Citizens United and other anti-democratic decisions. The airwaves are filled at election times with negative independent expenditure ads that scare voters and turn them off from voting. Fighting voter suppression and dirty money in politics through the Democracy Initiative and other efforts will require broad alliances beyond just the environmental movement.

- **Economic Factors:** One of our greatest challenges has been our opponents' success in framing environmental issues as being in opposition to economic development. Since voters consistently rank the environment after jobs and security on their list of top concerns, we can only succeed by exposing the fallacy of that framing. This task is made easier by the fact that clean energy is increasingly becoming cheaper and creating more jobs than dirty energy sources. The divestment movement has helped bring attention to the high risk of investments in fossil fuel assets, which are likely to remain stranded as we become more serious about fighting climate change and as clean energy sources surge. Increasingly, activists are learning to leverage not only their votes, but also their consumer dollars.

- **Other Organizations:** While the challenges are daunting, we are far from alone in the fight. We work closely with traditional allies, including other large environmental groups, and are steadily developing new alliances. At times we disagree about strategy, but our differing constituencies and approaches typically add to our power. Increasingly, we are working with new diverse allies who share our values to regularly and visibly demonstrate deep, diverse, and powerful commitment to our cause. In the early years, the Club was among a handful of conservation groups on the local and national scene. Today there are thousands of groups who work to promote environmental and justice causes. Some focus primarily on lobbying or organizing, others on litigation. Some have a grassroots network and governance and others are staff-driven. Some are primarily on the ground, while others are primarily online. The Club probably has the widest scope of issues, geographic presence, and variety of campaign tools and tactics. We also have the deepest bench of volunteer leaders nationwide. Having a vast and diverse network to collaborate with allows our movement to share responsibility and build off each other's strengths.
- **Changing Forms of Engagement and Communication:** The ways that the public chooses to become involved with organizations has been steadily changing and remains dynamic. The Club's first 100 years presumed that face-to-face meetings, outings, and print publications sent to our dues-paying membership were the way to run an organization and a campaign. Today, many people are less interested in joining an organization as a member, attending meetings, and receiving print publications from organizations that they join. They want to make a difference and are willing to donate to a cause, but prefer to have an informal relationship and are mainly interested in participating online, at least initially. The Club is developing engagement and communications tools to attract and serve both audiences and to move as many members and supporters as possible up the ladder of engagement. Achieving

success on conservation goals always depends on building and sustaining relationships—within the Club and with our partner organizations—and we will continue to use and enhance all the available communication channels to do so.

- **Environmental Inequity:** The advocacy work of the mainstream environmental groups, however well intentioned, has all-too-frequently overlooked how their solutions may disproportionately affect people of low income and communities of color.

“You can’t enlist humanity if you only speak for half the population,” noted environmental justice activist Gail Swanson in Green 2.0’s 2014 report, “State of Diversity in Environmental Organizations.” Given the relevance of our mission, the disparities embedded in the issues on which we work, the severity of the challenge, and the scale of our opposition, we cannot afford to postpone or deny our need to change and address the justice dimension of every environmental issue.

VISION INTO ACTION: STRATEGIES FOR SUCCESS

Based on our contextual review, it became clear that the Sierra Club has a unique and important role to play. This section describes our ongoing strategies to achieve each of our high-level visionary goals. The full strategic plan—of which this document is an excerpt—includes a summary of the ongoing initiatives that underlie many of these strategic directions as well as provides details about the interim objectives we plan to achieve on our path toward the visionary goals.

To learn about ways to take action with us in any of these areas, please visit our main website www.sierraclub.org or our digital advocacy platform, AddUp: www.addup.org

If you are interested in supporting our work as a funder and require investment-level detail regarding our campaigns and strategies, please contact Mary Nemerov, Chief Advancement Officer: mary.nemerov@sierraclub.org

1. Achieve Ambitious and Just Climate Solutions

In 2005, more than 5,300 Sierra Club members and supporters gathered for the Sierra Summit, where they decided to make climate disruption a top priority for the organization. This led to the creation of a number of key initiatives to move us beyond fossil fuels and nuclear power toward a 100 percent clean energy future. (If you’re reading this document online, you can click on the links below for additional information.)

- **Beyond Coal:** Together with more than 100 allied organizations, the Sierra Club has defeated 184 proposed coal-fired power plants that would have emitted 642 million metric tons of CO₂ annually, which is about 10 percent of the annual CO₂ equivalent U.S. emissions. In 2010, the campaign turned its attention to retiring the existing 522 coal plants and replacing them with energy efficiency, wind, solar, and geothermal rather than natural gas, biomass, or nuclear power. Supporting local implementation of strong Environmental Protection Agency (EPA) rules on power plants will be a priority.
- **Beyond Gas:** Like many of our initiatives, the Sierra Club’s opposition to natural gas—particularly hydraulic fracturing (fracking)—started with local efforts. This work has paid off in places like New York, where Governor Andrew Cuomo in December 2014 announced a permanent ban on hydraulic fracturing. In California, having secured the end of coal, we have turned our attention to eliminating natural gas, the last significant source of carbon emissions in the electric sector. We will continue to expand this work to other states.
- **Beyond Oil:** We are seeking to reduce both the demand for, and supply of oil in a variety of ways, including: increasing fuel efficiency standards; promoting electric and plug-in hybrid vehicles; and fighting pipelines, oil trains, export terminals,

and new drilling. We are working to reduce vehicle miles driven by promoting public transportation and walkable and bikeable communities. These communities not only lower carbon emissions, but they are also healthier, safer, more appealing, and provide better access to jobs and services.

- **Keeping Dirty Fuels in the Ground:** Fossil fuel exploitation currently proposed on our public lands by coal, oil, and gas companies would release more than 100 billion tons of carbon pollution into the atmosphere. Uranium mining is also destructive, dangerous, and polluting. Our strategies to address this are described in the next section.
- **International Commitment:** The Sierra Club is working to establish strong federal and international policies and treaties that will help solve the global climate crisis and address the need for access to sustainable energy worldwide. The Club collaborates with and provides training for local activists. We also issue an annual report on the global movement to move beyond coal.
- **Climate Justice and Local Initiatives:** The challenge of transforming the fossil fuel-based energy economy to 100 percent clean energy presents the opportunity to fundamentally break with the market-driven and exploitive relationships and dynamics of the past and embrace policy solutions and institutional relationships predicated on environmental, economic, and racial justice. The effects of climate change and the tools to address it are found by and large at the local level. The Sierra Club works within communities across the country to eradicate specific sources of pollution and the impacts of climate change, and promote clean energy. We are particularly committed to working with the front-line communities that disproportionately bear the brunt of climate disruption and economic disempowerment. In order to win on climate issues, the solutions we propose should be economically beneficial to all.
- **Building the Public Will for 100 Percent Clean Energy:** While the Sierra Club celebrates our many local, state, national, and international climate

victories, we realize that individual victories will never happen fast enough. We must end the use of all fossil fuels and nuclear power at a pace that many skeptics and opponents say is unrealistic. To do this, we need to shift the national narrative about clean energy from “experimental, expensive, and unstable” to “reliable, clean, and affordable.” A key role for the Sierra Club will be to set ambitious clean energy targets and build the public will to meet them. Already, governments, businesses, utilities, and nonprofits representing more than 45 million people have shifted or are committed to shifting over the next few decades to 100 percent renewable energy in at least one sector. We will build on this momentum.

2. Explore, Enjoy, and Protect Our Nation’s Lands, Waters, Air, and Wildlife

The Club’s recently redesigned Our Wild America Campaign integrates our work on protecting wild lands and waters, forests, and wildlife. It includes sub-campaigns to keep dirty fuels in the ground, protect nearby nature, and promote and provide access for more people from all walks of life to enjoy the outdoors. Vital work on air, land, and water protection also occurs at the group and chapter levels outside the national Our Wild America Campaign.

America is blessed with millions of acres of wild natural places and coastal waters that are held in public trust for everyone’s benefit. Public lands contain the forests that help sequester greenhouse gases and slow climate change. They contain wetlands and streams that purify our water and help prevent flooding and storm damage. They are home to plants and animals, and they are the key to maintaining biodiversity. They are the places that we visit for rejuvenation and respite from the daily grind. They are also job creators and economic engines for the surrounding communities. Each and every American inherits a birthright to these lands, but current plans to develop these lands and waters for dirty fuels is threatening to damage sensitive areas irreparably at a time when climate disruption is increasing the severity of floods, fires, and drought.

We are currently at a critical juncture in protecting our public national heritage.

- **Protecting Wild Lands and Waters:** Over the Club's history we have helped to protect over 250 million acres of public lands and waters as wilderness, national parks, wild and scenic rivers, marine sanctuaries, and other protected areas. There are over 150 million additional acres of ecologically important wild public lands and waters that still need protection. These include both remote wilderness areas and open space in close proximity to urban centers. It is a sign of Sierra Club's effectiveness that we have continued to expand significantly our inventory of protected areas despite the hostile federal political environment. In the coming years, we plan to leverage our membership and new allies to conserve public lands by securing permanent protections, preserve lands and waters for the public trust in perpetuity, and ensure that state and national forests are managed in the most optimal way in the face of climate change. We envision a national network of protected, connected wild lands and marine areas that preserve America's wildlife, as well as cultural and recreational heritage.
- **Keeping Dirty Fuels in the Ground:** One of the biggest threats to our lands and waters is the development and burning of dirty fossil fuels and uranium. New aggressive technologies such as fracking and acidization have created a new oil and gas boom, opening up millions of acres of lands and waters once inaccessible to dirty fuel extraction. This fracking boom poisons the air and water. Once oil and gas is extracted, it is transported through an aging and unsafe infrastructure of exploding oil trains, tanker ships, and leaking pipelines to be refined and exported, threatening communities across the nation.
- Scientists tell us that 80 percent of the known fossil fuel reserves must be left unburned if we are to protect the earth and avoid exceeding the life-threatening 3.6 degrees Fahrenheit increase. The Sierra Club and its allies are working to keep

climate-disrupting dirty fuels in the ground by stopping destructive leases on our public lands and waters, securing public safety measures to minimize dangerous transport of fossil fuels and uranium, ending fracking for oil and gas, and ensuring that our nation does not export dirty fuels to other countries.

- **Building a Movement to Explore, Enjoy, and Protect:** Our public lands, water, air, and wildlife are fundamental assets that belong to all of us as part of our American legacy, but maintaining them depends upon keeping their importance central in an increasingly diverse voting populace. We organize and mobilize a diverse and powerful national movement to ensure our nation's public assets of lands, water, air, and wildlife provide all Americans fundamental natural, health, recreational, and cultural benefits. The Sierra Club helps provide outdoor experiences for over 265,000 youth, adults, and veterans each year. Connecting people and communities to the outdoors builds our movement and supports public health and community needs. In coming years, we will grow these efforts by expanding our existing base and recruiting broad and diverse constituencies to enjoy wild natural places of all sorts and sizes and build on those experiences to inspire them to be active advocates working to protect the places that they love.
- **Local Action:** Every year our local activists are cleaning up streams or suing to stop toxic air pollution. They are fighting sprawl and promoting walkable, bike-friendly communities served by mass transit while protecting open space and nearby nature. These efforts are vital to provide a clean, safe, healthy environment for all living things. The Clean Air Act and Clean Water Act held out the promise that all of our skies and waters would be cleaned up. While we have made substantial progress over the past 45 years, the task is not complete, and millions of Americans still live in communities where the air and water does not meet federal standards.

3. Engage and Support a Broad, Diverse, Inclusive, and Powerful Movement

At the People's Climate March in New York City in September 2014, many signs carried the words: "To change everything, we need everyone." That phrase best captures why we need a movement to solve a huge problem like climate change, when the political institutions and the powerful financial resources of the global fossil fuel industry are determined to block meaningful action. A basic tenet of political reform is that to overcome the power of dirty money you must have the power of people. We also need to work to direct major financial investments into projects that will solve our environmental problems in a just way.

The march represented a powerful moment when more than 400,000 people (including 25,000 Sierra Club members) took to the streets of New York. That same day there were 200+ parallel events in 162 countries. The march was not just environmental activists—it included 1,574 partner organizations representing climate justice and front-line communities, labor, people of faith, indigenous groups, scientists, civil rights organizations, and more.

That one-day gathering represented just an iota of the potential movement. For another data point, the Renewables 100 Policy Institute notes that there are "8 Countries, 45 Cities, 51 Regions, 8 Utilities, 21 Nonprofit/Educational/Public Institutions, totaling more than 45 million people (and counting...) who have shifted or are committed to shifting within the next few decades to 100 percent renewable energy in at least one sector (e.g., electricity, transportation, heating/cooling)."

To see the full depth of the emerging climate movement one must look to Denton, Texas, the birthplace of fracking, where the city actually enacted a ban on the practice last November. Look at Oregon and Washington, where port cities and communities all the way up the rail lines, rivers, and highways to the coalfields are rallying to ban coal exports. Or Florida, where activists continue to fight offshore oil leasing. In Detroit, frontline communities

are standing up to coal pollution and tar sands waste contamination. The Cowboy and Indian Alliance from the Northern Great Plains, which brought its protest against the Keystone XL (KXL) pipeline to the National Mall in Washington, D.C., is another powerful example of the people rising up to protest dirty energy policies and promote climate solutions. We also need to build on our collaboration with international organizations and partners.

At the same time, in recent years the Club has taken some important first steps to build alliances with other movements. Notable among those efforts are the Club's leadership (along with the Communications Workers of America, the National Association for the Advancement of Colored People (NAACP), and Greenpeace) in creating the Democracy Initiative; the Club and the United Steelworkers establishing the Blue-Green Alliance; our blogs and our encouragement of volunteers and staff to support #Black Lives Matter and the "Fight for 15" to support a living wage. Building alliances across and among movements will take many forms in the coming years, and the Club should both respond to and look for opportunities to highlight the intersectionality of our movements.

We have much to build on, but much more to do in order to set ourselves up for success. Ultimately, what is being assembled as a climate movement today needs to broaden and merge to form a movement that can address the full range of environmental and justice issues. We will also need to use this movement to help restore our democracy so that people, not money, create a bright and hopeful future for our society and for the earth.

4. Become an Ever-Stronger, High-Performance Organization

The Sierra Club has steadily evolved over its long history to respond to changing circumstances. Our history shows we have adopted new and different structures, technologies, programs, capacities, and strategies to maintain our leadership and effectiveness. We must continue to be nimble and evolve in order to solve daunting environmental challenges, remain relevant in the face of

dramatically changing demographics, and become the organization of the future that millions will want to join and support.

In the years ahead, the Club will adopt new tools so it can continue to join with local activists to tackle local and global problems. We will need to be agile, efficient, solutions-oriented, and embrace the racial and cultural diversity that America presents, while staying true to our core values. The Club's leadership has already identified a number of key change processes that are underway. Initially, this change will focus on:

- **Becoming a More Diverse, Inclusive, and Equitable Organization:** The Club has adopted three goals to promote Diversity, Equity, and Inclusion (DEI): 1) Foster an inclusive organizational and workplace culture that nurtures and retains diverse, engaged teams of staff and volunteers; 2) Ensure that DEI competency is an ongoing, welcoming learning cycle across all organizational work; 3) Ensure that our programmatic outcomes reflect our commitment to justice and equity. Leadership development and strategic partnerships are core strategies for long-term, sustained success. This transformation started slowly in 1976, and the Board has now agreed to accelerate the pace of change and has adopted a multi-year DEI organizational plan.
- **Nurturing Existing, New, and Diverse Leaders:** Sierra Club leaders must possess the skills required to carry our organization forward in the years ahead. All levels of the organization will need to develop the necessary capacities to thrive and succeed in the new, evolving Sierra Club. Leadership development was identified by the Council of Club Leaders as its top priority in a 2014 survey, and it emerged as the top priority at the Board-Executive Team's February 2015 planning retreat. The Chapter Capacity Wheel (a tool to assess and measure a chapter's ability to carry out various essential functions) has been adopted as a way to measure existing leadership capacity and to identify locations in which we will need to better develop those skills while holding our

leadership accountable. Also, leaders throughout the Club—starting with the Board and the senior staff—have made a commitment to be accountable by planning, measuring, and tracking results.

- **Developing and Adopting New Digital Tools and Platforms:** Our new digital information system (CORE) can help us improve the management and flow of information about our membership and network to better serve our community and make us more effective. We have also invested in a new online engagement and campaigning tool (AddUp) that will enable our activists, leaders, and staff to identify and involve millions of new supporters to move them up the ladder of engagement and become future leaders and donors. We will also revamp our internal information network and replace Clubhouse with CAMPFIRE, so volunteers and staff have a more user-friendly resource hub.

None of these initiatives alone is sufficient for the organization to move forward. We must be successful at all three, as well as integrate one into the other, to make a compelling and powerful Sierra Club. The Board and staff will identify and prioritize other change processes needed to keep us on track to achieve our ambitious goals.

5. Ensure our Financial Strength and Sustainability

Increasingly, over the last ten years, very large restricted grants have enabled the Sierra Club to scale up certain campaigns to an entirely new level of activity. These resources have also provided crucial overhead revenues to support our core infrastructure. However, much of the funding has come from a limited number of sources, leaving us vulnerable to changes in funders' priorities. Moreover, they have been mostly focused on a limited number of campaigns, leaving other priorities underfunded.

At the same time, membership dues, donations and other sources of net unrestricted funding have declined, leaving us with fewer resources to support our regional and political work, invest in reserves or staff and volunteer development, or pay for core infrastructure.

In the coming years, the Sierra Club will prioritize diversifying our funding sources and increasing the flexibility of those funds. We will work to align our fundraising and budgeting with our strategic priorities and donor intent, as well as to balance fiscal prudence with programmatic urgency

and need. We will also continue to expand our efforts to raise money at the local level and will explore new opportunities for online fundraising and business partnerships.

NEXT STEPS

The process of developing this strategic plan has been valuable, but its greatest utility will be realized when it is put to use in the years to come. It is a living document, which will help us unite around a common vision and shared priorities, and help us allocate our scarce resources accordingly. We will:

- Articulate Core Values
- Communicate our Vision
- Align Planning and Budgeting
- Refine Goals and Metrics
- Implement Existing Organizational Priorities
- Elevate Grassroots Capacity and Accountability
- Update and Monitor the Strategic Plan

If you would like additional information about the Sierra Club Strategic Plan, please contact Jesse Simons, Chief of Staff:
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