

QUESTIONNAIRE FOR 2006 NATIONAL SIERRA CLUB ELECTION

II. EXPERIENCE WITH SIERRA CLUB, OTHER NONPROFIT ORGANIZATIONS, PUBLIC ENTITIES, AND IN YOUR PROFESSION

A. Please describe your principal activities and service in the Sierra Club (with dates). Please include leadership positions in Club Groups, Chapters, Regional Conservation Committees, Eco-regions, national committees, task forces, the Board of Directors Activities, and any other participation in significant Club activities.

Organizational Effectiveness Committee	1/05 – Present
Chair, Loma Prieta Chapter Bay Meadows Taskforce	3/05 – Present
Chair, Sierra Summit Communications Cmte	3/05 – Present
Chair, Road to Somewhere Outreach Cmte	1/04 – 12/04
Chair, Beat Bush Campaign, Loma Prieta Chapter	1/04 – 12/04
Engaging Our Members Cmte	3/04 – 8/04
Acting Director and Chapter Chair, Loma Prieta Chapter	1/03 – 1/04
Chapter Chair, Loma Prieta Chapter	1/02 – 1/03
Political Chair, Loma Prieta Chapter	1/01 – 1/03

B. Please give an example from your work as a Sierra Club volunteer in which the Club succeeded in its goal(s) and explain your role in that success.

To the degree that the Loma Prieta Chapter Beat Bush campaign is measured by level of member participation and good execution it was a big success (obviously the end goal was not). We had 300 volunteers involved at Loma Prieta and also coordinated the efforts of the SF Bay chapter to generate 30,000 phone calls and 8,000 postcards to battleground states for the 2004 presidential election. This effort ran from July to November and included phone banks in offices in Palo Alto, Berkeley, and San Francisco as well as numerous houseparties. 75 events were held in Loma Prieta alone. For these efforts I received the Sierra Club's 2004 Honorary Field Staff award. This award is given to volunteers who "have demonstrated grassroots campaign skills, and worked to build the longer-term grassroots political power of the Sierra Club."

My role included collaborating with Karen Maki (now LP chapter chair) to define the plan and strategy, championing the funding plan through the chapter executive committee, hiring, outreach to staff and leaders in other states to identify targets and coordination, local and remote messaging and logistics support. I also led the planning and execution of our August rally which garnered 300 attendees.

Following the election I led efforts to bring members together to get thoughts and feedback and spoke at our volunteer appreciation dinner. I also worked closely with chapter leaders to execute a strategy to keep members engaged in Club activity after the election.

Naturally the scale of the action was largely a measure of the motivation of the membership locally but it was further distinguished by excellent execution of the core team.

C. Please give an example from your work as a Sierra Club volunteer in which the Club failed to achieve its goal(s) and tell us why you think it failed.

In 2004, I led communication efforts for the Engaging Our Members project. EOM provides a method for member engagement and activation utilizing a dialogue model. I believe EOM has introduced an important "tool" for organizing which may yet have long term benefits to the organization. However, in the 2004 March to August timeframe the goal was to have 200 EOM gatherings and only 46 were confirmed despite significant effort on the part of the well connected and capable core team which included 3 mobilizers and 4 staff and steering committee members.

The project in my estimation had a good concept and good outreach model. The outreach include a Clubhouse web site, communication by email and the Planet, solid launch at the NPLA meeting in March with some 60 Club leaders, person to person regional mobilization, and sustained effort through the entire period. However, we had several weaknesses. The most significant were that the instructions for holding gatherings were complex and inviting members required a lot of effort. In retrospect, given the election context we might have benefited from a little more central support for mailings and perhaps using Meetups with central communication like Insider advertising it. But in the rush of activity and short timeframe this was not feasible.

D. Please list all organizations and public entities with which you are affiliated. Describe your responsibilities, past and present, with other volunteer organizations or public entities that would help make you an effective Club Director.

Hewlett Packard, project manager: my responsibilities included setting schedules, directing/coordinating with team members in Europe, India and Asia. These has given me experience with directing regionally dispersed teams, setting realistic priorities and timelines and working with a wide range of people. I am a software architect with significant experience in web applications, databases, and business process so I have very strong experience with new communications technologies.

Baykeeper, development chair: As development chair on the board of Baykeeper I am gaining experience in water quality issues, and provide input on the organization's budget and of course, direct and participate in aspects of the fundraising efforts such as major events and major donor appeals.

I also remain involved in local Sierra Club efforts. I am currently leading a team to support a smart growth development project in San Mateo, Ca. This is providing direct ground-level experience with one of the Club's priority issues.

As listed above I am on the OEGC where I am involved in setting direction and executing Club organizational development efforts. Currently, I chair the Summit Communications Cmte and sit on the Summit Deliberative Working Group which is designing the Summit direction-setting process.

My past Club experience has included being political chair, chapter chair, and acting director where my responsibilities have covered leading/executing endorsements, training, budgeting, fundraising and staff management.

Prior to becoming involved in the Club I led for two years the volunteer wing of the World Affairs Council, a foreign affairs public education organization and taught English in Indonesia with VIA. Both of these experiences have given me strong international experience.

E. Please provide your educational background and any professional training you've received, focusing on those elements that would assist you as a Director.

CompassPoint Finance for Executive Directors (1-day)	May 2005
Wellstone Camp: grassroots organizing (2.5-day)	Oct 2004
CompassPoint Grant Writing Workshop (1-day)	Apr 2004
Spin Academy Media Training (1-day)	Mar 2004
San Mateo City Services Academy (6-eve)	Sep 2003
SCORE: How to Start or Improve Your Nonprofit Agenda (1-day)	Aug 2003
Planning and Conservation League: CEQA Workshop (1-day)	Sep 2002
Sierra Club National Human Resources Training (2-day)	Aug 2002
Sierra Club National Political Training (2.5-day)	Sep 2001

Masters in Cultural Anthropology, UC Berkeley 1996
BA in Cultural Anthropology (honors) and Computer Science (honors), UC Santa Cruz 1991

F. Please provide a brief employment history including your current occupation, position, and organization/company affiliation, emphasizing those experiences that would make you an effective Director.

Project Manager & Architect - Hewlett-Packard	1/2001 – Present
Systems Architect - Franklin-Templeton	8/1998 – 12/2000
Project Lead - Technology Credit Union	11/1995 – 7/1998
Project Lead - Pyramid Imaging	5/1995 – 11/1995
Instructor - FileNet Corporation	3/1992 – 5/1995
Developer - M-West Mortgage	10/1990 – 2/1992
English Teacher in Indonesia - Volunteers in Asia	6/1989 – 7/1990

In addition, I am undertaking a career change into environmental advocacy. As of the submittal of this application I have interviewed and received offers with several organizations for various program director roles. By the end of the month I will have accepted a position with one.

III. QUALIFICATIONS FOR A SIERRA CLUB DIRECTOR

A. What do you view as the most important responsibilities you would have as a Sierra Club Director?

Clearly, the most central responsibility is ensuring that the Club is genuinely contributing to environmental progress – ie: fulfilling its mission. Conventional BOD responsibilities also include fiduciary oversight, evaluating the ED, ensuring the organization has the resources to fulfill its mission, and that the organization is a safe and good place in which to work.

As a practical matter these high level responsibilities mean setting overall strategy and allocating resources to support the strategy. This is especially in true as the Club comes out of the 2004 election where there is broad evaluation about the effectiveness of the environmental movement. This will mean in large measure ensuring the implementation of the priorities emerging from the Summit.

Finally, given the recent dysfunctionality of the board, there is a great need to build organizational relationships on the board and beyond it to other parts of the organization to bridge and unify the many stakeholders.

B. How much time (in hours per week) do you anticipate committing to being a Director? Directors attend five multi-day (including some weekdays) Board meetings per year, plus two or three multi-day Governance Committee meetings and one or two other meetings per year. Are you willing to commit the time necessary, including meeting preparation?

I am willing to commit the necessary time. I will be significantly reducing my local Club involvements and may step down from other organizational commitments. I estimate committing 5 to 8 hours per week to BOD efforts.

C. Directors are expected to serve on one or more Governance Committees. What would be your top two Governance Committee choices?

My preferences would be to serve on OEGC and CGC.

D. The Board communicates regularly through electronic mail, conference calls, and numerous detailed mailings. How often do you access your e-mail messages and how comfortable are you in using e-mail as a primary tool for communication? Are you capable of downloading documents and processing attachments?

I am on email and the internet on a daily basis and use it as my primary means of communication.

IV. ENVIRONMENTAL CONCERNS AND VISION FOR THE SIERRA CLUB

A. Please discuss your major environmental concerns and how you have addressed them.

It is difficult to separate major areas due to interconnectedness however I am deeply concerned about global warming, energy use, toxics and endangered species. In my personal life I compost, try to eat organics, reduce consumption of meat, and try non-toxic cleaners. In my Club work, I have led/participated in a number of activities, most significantly the 2004 election effort, local smart growth and political endorsements, and most significantly I have invested considerable effort towards improving local and national organizational development and effectiveness.

B. Please describe your vision for the environmental movement for the next decade, the specific role for the Sierra Club in the movement, and the major challenges to achieving this vision?

Among the major pressures will be increasing consumption pressures from global population growth, economic rise of China and India, increasing globalization, rise of biotech and nanotech, and accelerating effects of global warming. Also, the rightward tilt of US political environment, delegitimization of science and media, and diversifying US population are significant local issues. In that context, the environmental movement needs to be more globalized and more tied to peoples' "every day" concerns. This requires that the movement articulate itself more in terms of peoples' aspirations and less narrowly in terms of "environment". "Health", "economy", and "spiritual" dimensions of life in which the environment is an aspect may be the more powerful concepts to work within.

I don't believe the Club can cover every need but it has assets making it especially suited to particular roles. It is the strongest political (c4) environmental organization in the US and the one with the strongest grassroots capacity. In this regard the Club must continue building its electoral capacities, perhaps by investing more in local levels and with more long-term strategy. It should also invest in ground-level community building and organizing.

The biggest challenge I see in the area of community building is possible lack of clarity on what "community building" means. There are also tensions between coordinating local and national efforts. Poor relationships or differing priorities can compromise such efforts. I also see a lot of institutional inertia which makes adapting to new strategies difficult.

C. List your most important conservation priorities (no more than five).

- Global warming
- Energy
- Water
- Toxics
- Smart growth

D. List your most important organizational priorities for the Sierra Club (no more than five).

- BEC/community organizing
- Strengthening grassroots, including funding
- Electoral work, strategic/long-term
- Use of new technologies for organizing

E. How do you think the Board can best address the competing interests and views within the Club?

The Club is faced with a number of organizational divisions: staff/volunteer, national/grassroots, conservation/outings, active organization/passive members. As part of overcoming these divisions the Board needs to build a broader base of relationships, possibly through chapter executive committees initially. Tradeoffs and decisions must be communicated more widely so they are better understood, input is encouraged and where possible greater buy-in gained. The board must also exercise staff accountability where appropriate.

F. As a director, how would you increase the diversity of Club membership and leadership?

This is a significant weakness in the organization and a vicious cycle: the Club is made up of middle class Caucasians which in part means program priorities reflect the lack of diversity, which gives the image of not being diverse and means diverse leaders are not attracted. The Club is taking some relevant steps through its EJ program but this is not reflected at the grassroots. A partial step would be aligning our communications in along lines suggested by George Lakoff, ie: more values based and aspirational. Also, BEC provides the opportunity for community building but I don't believe that the BEC program has clarity on what "building environmental communities" means or should look like. So I think ensuring the BEC has more clarity and is "locally relevant", especially in communities of color is key. It may also make sense for the board to assign a board member to participate in EJ coalition dialogues to find opportunities for collaboration which can extend the Club's engagement with communities of color. Having been born in Peru and speaking Spanish, I may be able to play a role in such efforts.

G. The Sierra Club faces the continuing challenge of new and ongoing program requirements that exceed its available financial resources. This requires difficult decisions by the Board. How do you believe the Board should approach these difficult decisions about balancing programs with limited resources and what role do you see for yourself as a Director in this process?

This is a difficult issue. The grassroots dimension of the Club will always result in broad activity. However, I believe the Club generally weakens itself by attempting to be a jack of all trades and it is most effective when local and regional/national efforts are focused on the same areas. The only way to achieve that is to have a broadly inclusive prioritization process and then to allocate real resources in those priorities. The Summit will provide an essential first step in that process however it is up to the Board to dialogue on implementation, in part with the CCL and governance committees. But then it is up to the Board to ensure implementation and accountability to the goals.