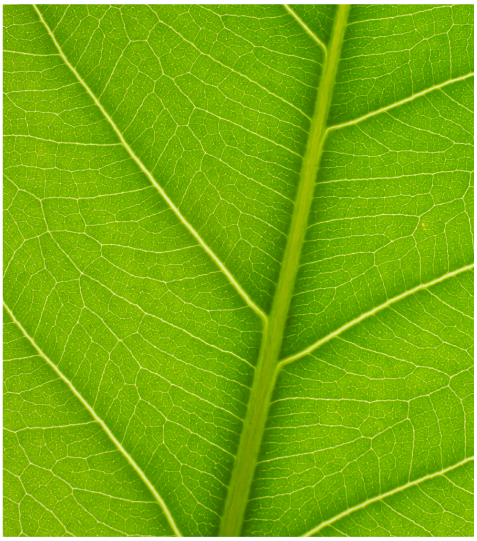
APRIL 2011

On the leading edge

An overview of RE-AMP, a network of heartland nonprofits and philanthropies focused on one audacious goal:

transforming the Midwestern energy system



"…there is no doubt that RE-AMP is ***on the leading edge*** *of experimenting with new ways of working. The network has helped shift members' focus from their individual organizations and programs to more holistic thinking and planning; it has also helped them move from a notion of individual accountability to more emphasis on shared results. In the process, participants are opening up, sharing information, becoming transparent, connecting beyond their organizational borders."*

—Heather McLeod Grant, Monitor Institute, author, *Forces for Good, The Six Practices of High-Impact Nonprofits*, 2008

Executive summary

"RE-AMP has created exceptional opportunities to build the advocacy capacity of nonprofits across the Midwest. Driven by each individual funder's commitment to public policy, their shared efforts have helped inform decision-makers, forge new policies for reduced pollution, and increase renewable sources of energy in the region."

—McKnight Foundation's nomination of RE-AMP for the Council on Foundations Distinguished Grantmaker Award, 2010

RE-AMP is a collaborative network of 112 nonprofits and 14 funders working in eight states from Ohio to North Dakota focused on one audacious goal: to reduce regional global warming emissions 80 percent (from 2005 levels) by 2050.

In 2010, the Monitor Institute looked closely at the six-year history of RE-AMP. Monitor's conclusion? It's working.

> *In just the past few years, the network has helped legislators pass energy efficiency policies in six states; promoted one of the most rigorous cap-and-trade programs in the nation; and halted the development of 28 new coal plants. The network has also built the capacity of regional activists, increased funding for its cause, created a number of shared resources, and developed stronger relationships between funders and nonprofits.*
>
> *Much has been written about the power of networks to increase social impact. For nonprofits and funders that want to go deeper on the tactics of how to build an effective network, it is useful to understand how RE-AMP has done it. RE-AMP's process was well informed by decades of thinking related to systems dynamics and group facilitation. But what is new is the way in which RE-AMP combined these "best practices" with "next practices" to create a robust, resilient, and high-impact network.*[1]

In its review of RE-AMP, Monitor Institute identified three kinds of outcomes—direct outcomes, legislative or advocacy outcomes, and process or network outcomes. The direct and advocacy outcomes are achievements by RE-AMP member organizations in coalitions or partnerships, and the network outcomes are the work of the steering committee, the organizational structure and staffing of the collaboration.

Direct outcomes included:

- Stopped the building of 30 new coal plants in four years—19,000 megawatts of proposed coal power—the equivalent of taking 19 million cars off the road
- Reduced overall coal usage among all RE-AMP states: Net generation has fallen by 5.8 percent since 2005

Legislation/advocacy outcomes included:

- State Renewable Energy Standards (RES) adopted in five states: Illinois, Michigan, Minnesota, Ohio, Wisconsin
- Energy Efficiency Resource Standards (EERS) adopted in six states: Illinois, Iowa, Michigan, Minnesota, Ohio, Wisconsin
- New transportation legislation designed to decrease emissions passed in three states: Illinois, Minnesota, Wisconsin

Process/network outcomes included:

- Much greater strategic coordination between funders and activists working on energy issues in the Midwest; improved qualitative relationships and better strategic alignment
- More effective and efficient local action based on a shared frame and understanding of the problem, collectively developed strategies, and sharing of information on emerging practices, or "what works"
- Development of shared resources (Media Center, the Commons, Learning & Progress), which support individual nonprofits and enhance their organizational capacity

The RE-AMP network gives funders a holistic view of the clean energy advocacy landscape; an association of like-minded colleagues who share information, brainstorm, and plan together (through the Foundation Working Group); a way to re-grant money or join projects as direct co-funders; and a way to track progress of

grantees, both theirs and others. One of the most valuable contributions of RE-AMP is an agreement among all participants on one long-term goal, and through careful analysis, an alignment on the compact universe of high-leverage issue areas on which to focus.

In **Electricity**, the focus is on four:

- Stopping new (pulverized) coal-fired plants from coming online
- Retiring or repowering the existing fleet of coal-fired power plants
- Increasing energy efficiency
- Increasing renewable energy generation

In **Transportation**, the focus is on three:

- Lowering the carbon content of fuel compared to today's gasoline
- Producing vehicles that are more efficient at using the fuel we put into them
- Reducing the amount driving by providing more transit and more compact development

In **Carbon Policy**, the focus is on one:

- Putting a price on carbon, e.g., through a cap on carbon emissions that decreases over time

By agreeing on the over-arching goal and pathways for achieving it, the Network's funders are in a strong position to look for collaborative grant-making opportunities, to track progress in each of the eight areas, to amplify success, and identify funding gaps. Midwestern and national funders who appreciate the strategic importance of the Midwest are involved in and support the Network.

Three ways for funders to engage:

- **Support RE-AMP's core annual budget.** RE-AMP's more than $700,000 budget is funded by 14 foundations. This supports all the shared resources and the infrastructure that enable the unprecedented collaboration and alignment the RE-AMP network is achieving across eight states. Grants to the core budget average $50,000, ranging from $25,000 to $75,000.

- **Participate in the Global Warming Strategic Action Fund.** Currently, four foundations contribute between $500,000 and $1,000,000 each to this fund. Grant-making decisions are entrusted to a committee of the contributing donors and nonprofit leaders who deeply understand the full strategic landscape across the region. Since it's founding in 2007, the fund has awarded $10.8M to 144 grantees across eight states. The Action Fund is open to new donors. The grant-making committee also welcomes donors seeking to inform their own philanthropy, or who wish to observe the process before joining as a participating funder.
- **Align grant awards with the intelligence emerging across the Network.** Funders who want to make direct grants, rather than going through a re-granting intermediary like the Global Warming Strategic Action Fund, can take advantage of the rich flow of strategic intelligence flowing through the Action Fund and RE-AMP's issue based Working Groups. These sources—which amount to platoons of boots on the ground and eyes and ears in the field—enable funders to quickly determine high leverage priorities, and align their funding with others in the Network, thus amplifying results.

This RE-AMP overview explains why the Midwest is so strategically important and who is involved in the RE-AMP Network and why they find it valuable, catalogues the impressive accomplishments the Network has helped facilitate, and hopefully, motivates readers to learn more about how joining RE-AMP can further your own clean energy and climate protection goals.

For further information, contact Rick Reed, Senior Advisor, Garfield Foundation, rickreed@me.com or Jeremy Emmi, RE-AMP Coordinator, jeremy@environmentalcouncil.org

[1]Heather McLeod Grant, "Transformer: How to build a network to change a system. A Case Study of the RE-AMP Energy Network," Fall 2010, www.monitorinstitute.com/reamp

"We think of all the pieces of the network as nodes in a system, and that helps prevent a hierarchical organization from developing. Members can understand that nodes are different sizes and have different functions, but that the relationships and the whole is what is powerful. The system isn't monolithic and linear, so the way the network is organized can't be either."

—Ruth Rominger, Consultant to RE-AMP (Quoted in Monitor Institute report)

WHY THE MIDWEST?

Midwest states are key to national progress on clean energy and climate protection. With its heavy reliance on coal, its vast renewable energy resources in the Great Plains, and the central role of auto and other manufacturing, along with it rich fabric of nonprofit and philanthropic leadership, the Midwest offers the ideal opportunity for donors who wish to invest directly in carbon pollution reduction strategies.

- The Midwest relies on **coal** for 70 percent of its electric power, a larger share than any other region of the United States.
- This makes the region a disproportionate contributor to **climate change**: The eight RE-AMP states plus Indiana produce 25 percent of U.S. emissions.
- **Wind energy** is abundant, and pioneering development in Minnesota and Iowa has made the "wind farm" a familiar feature of the landscape.
- The region is also rich in **bio-energy** feedstocks for fuels, power, and biogas, from energy crops to agricultural and forestry bioproducts to animal wastes.
- Midwest **policy-makers** are often "swing" decision-makers, neither green-leaning as on the coasts, nor aligned with fossil fuel interests as in the west and south.
- Midwestern **politics** are more centrist, and power is more evenly divided between the major parties, necessitating compromise and enabling change.
- Land-grant **universities** have research capabilities that are natural drivers and beneficiaries of new energy investment.
- A **manufacturing base** that makes everything from turbine towers to turbo-chargers can drive and prosper from a shift to a low-carbon technology.
- As aging industrial and manufacturing facilities retool, vast opportunities for **combined heat-and-power** can provide new electricity sources to replace retiring coal-fired power plants that are inefficient and no longer economic when Clean Air Act provisions are enforced.
- **Auto manufacturing supply chains** in Ohio, Illinois, Wisconsin, and Michigan can reposition for an automotive economy shifting to prioritize fuel economy and electrification.

THINKING SYSTEMICALLY, ACTING COLLABORATIVELY

RE-AMP dates its founding to 2004, when twelve nonprofit groups and seven foundations committed a year's time to analyzing and mapping the systems and sectors that produced, transported, marketed, consumed, and regulated energy in the Midwest and the philanthropic and advocacy strategies that sought to reform them. The Garfield Foundation funded this initial work with a $2.5 million, five-year grant.

In facilitated discussions with a range of experts, the collaborators produced whiteboard maps showing complexities that surprised even the most knowledgeable participants. The analysis brought forth the science-based conclusion that reversing the Midwest's contribution to climate change required a staggering task: cut greenhouse-gas emissions from the electricity sector by 80 percent over the next 25 years.

However, the analysis also showed that the key leverage points for achieving this goal did not number in the hundreds or even the dozens, but could be reduced to four:

1. Build no more coal-fired power plants that do not capture all CO_2 emissions.
2. Retire 75 percent of the region's existing (and mostly aged) coal plants.
3. Replace that electricity by increasing renewable power by 57 times the minimal levels of 2004.
4. Reduce electric consumption 2 percent per year through efficiency measures.

STRUCTURE WITHOUT STRICTURES

RE-AMP is not a centralized, top-down organization requiring lockstep agreement on policies, programs, and tactics. Membership is open to nonprofits willing to 1) support the overall RE-AMP goal of reducing greenhouse gas emissions 80 percent by 2050, and 2) accept a short list of ground rules for information-sharing and other collaborative activity.

Most member organizations participate in at least one of five topically focused working groups (a sixth facilitates coordination among member foundations). These groups meet monthly via teleconference and twice a year in person, including an annual all-network conference:

- Clean energy
- Coal
- Energy efficiency
- Global warming solutions (carbon policy)
- Transportation

Additional collaboration takes place in temporary or ad hoc caucuses in such areas of special interest as rural issues, youth activism, and faith perspectives. The entire network has access to support from three special network resources:

- The Commons: a web-based suite of collaboration tools permitting effective communication and coordination within a secure site.
- Learning & Progress: an online database for recording., analyzing, and sharing key information about program successes, obstacles, and lessons learned.
- The Media Center: a staff of media professionals who provide training, counsel, and practical support for effective media messaging.

Working groups elect their own leaders, and overall governance of the network is vested in a steering committee consisting of these leaders and additional elected representatives. Because RE-AMP is not itself incorporated, its small staff (fewer than a dozen full-time equivalents) is distributed among the offices of member organizations—again, leveraging the power of collaboration to avoid duplication and conserve organizational resources for the real work of creating change.

2005

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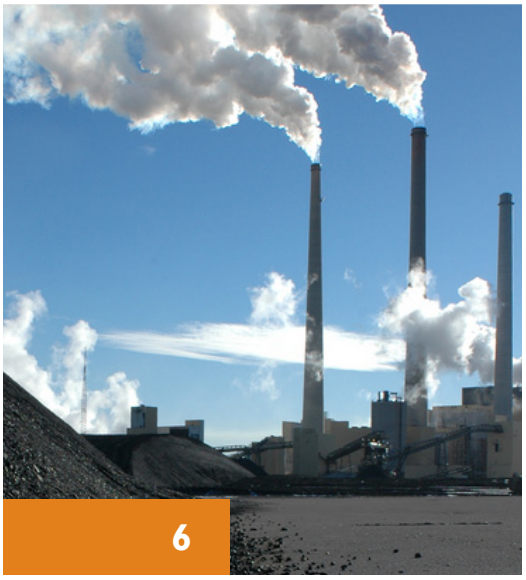
"Seven years ago when the RE-AMP system analysis highlighted that stopping dozens of proposed coal plants was mission critical to prevent runaway global warming, $2M in Midwest funding shifted quickly to scale up that project. This early focus and funding helped inform and launch a campaign that grew into a nationwide effort to stop new coal plants. Building on lessons learned and early successes in the Midwest, this national effort has essentially ended the Coal Rush."

—Bruce Nilles, Deputy Conservation Conservation Director, Sierra Club



First of all, facing the coal hard truth

The Midwest's electric generation system rests on 144 coal-fired power plants, and over the first five years of RE-AMP's existence, utilities continued to propose new ones. One realization from the systems analysis that launched RE-AMP was that recent efficiency and renewables progress had been negated by the new construction of just one unopposed coal plant. Thus RE-AMP's first order of business, vested in the Coal Working Group: block construction of any new coal plant unless it incorporates near-zero-emissions technology for capturing CO_2 pollution.

Since 2004, approximately 30 coal plants have been defeated or abandoned in RE-AMP states, but a few projects remain alive. According to Bruce Nilles, a founding RE-AMP working group leader, "Thanks in no small part to RE-AMP, nationwide not a single coal plant has broken ground since November 2008 and 150 coal plants have been defeated or abandoned." The slowing of utility investment in new coal has enabled the groups to shift focus somewhat to retiring old coal plants and replacing them with cleaner energy sources.

The power-generation gap created by eliminating coal-derived electricity must be filled by production from clean, renewable sources—primarily wind with some gas, a combination which has proved both its power potential and cost-competitiveness in the Midwest.

Promoting the transition to wind, bio-energy, solar and other renewables is the focus of the Clean Energy Working Group.

Its coordinated advocacy has contributed to adoption of ambitious clean-energy goals by Midwestern governors and Canadian premiers, as well as renewable electricity standards in five RE-AMP states. Looking ahead, it faces the challenge of supporting sensible strategies for planning, paying for and permitting new clean energy transmission to bring wind power from rural generation sites to population centers. The working group also tackles the challenge of promoting policies to bring to market and drive down costs for diverse clean energy technology, such as solar electricity, bio-power, and energy storage. Innovative solar policies are in place in Illinois, and in development in Michigan, Minnesota, and Iowa.

- 12 NGOs, 7 foundations
- Secured $2M in new grant funding and launched Coal Working Group to oppose all coal plants that did not capture CO_2 emissions
- Working groups on Clean Energy and Energy Efficiency established
- Commons launched for online collaboration
- Conducted focus group research on effective message frame

Efficient energy, efficient transportation

Increasing the supply of renewable energy is one way to address the gap left by retirement of coal-fired power plants. An equally important and effective approach is to narrow the gap by reducing demand. As Americans have seen again and again, with higher-mileage cars and electricity-saving appliances, energy demand need not follow an ever-climbing trend line. Raising efficiency reduces the need for new generation; eliminating waste reduces consumer costs.

The Energy Efficiency Working Group seeks to meet all new demand for electricity within the system with efficiency, thereby eliminating the need for growth in electricity generation with policies that make utilities and ratepayers partners in wiser energy use. Over time, the working group seeks to gradually reduce over all power consumption in RE-AMP states.

The chief tools include: setting ambitious statewide requirements for energy-savings by gas and electric utilities of 1.5 to 2 percent of total energy use per year; rewriting building codes to take advantage of energy-saving advances in materials and systems; raising efficiency standards for major appliances; creating regulatory systems that reward utilities for greater energy efficiency by customers; and promoting generation projects that combine outputs of both electricity and the heat that is often wasted.

Since the RE-AMP network was formed, all RE-AMP states except the Dakotas had adopted or improved energy efficiency resource standards; all states are upgrading codes; pilot projects for rewarding utilities for better energy efficiency were begun in two states; innovative programs for combined heat-and-power and industrial energy efficiency programs were adopted in Ohio; pilot programs were launched in energy efficiency financing; and efficiency mobilization campaigns in cities and communities took place in select states.

The most recent issue cluster added to RE-AMP is the Transportation Working Group, which seeks to improve efficiency and reduce pollution in the transportation sector. It promotes lower-carbon fuels and high-efficiency vehicles, including all-electric and hybrid models, as well as urban transit and intercity rail systems. It also seeks to reduce driving by promoting roadway designs and land-use strategies that allow people to leave their cars at home more often in favor of walking, biking, or taking a bus.

The working group members' advocacy has contributed to transit enhancements, "complete streets" standards for multi-mode transportation planning, improved vehicle-inspection rules, and incentives for hybrid-vehicle purchases in the region.

- 37 NGOs, 7 foundations
- Defeated three proposed coal plants
- Held first annual regional meeting with approximately 70 attendees
- Formed Steering Committee
- Global Warming Solutions Working Group launched to work on direct regulation of carbon emissions
- RE-AMP Media Center established to support network with media and communications strategy and to conduct message research

2006

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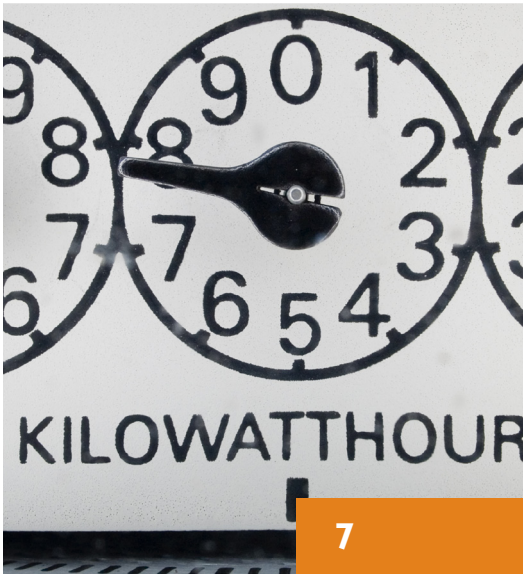
"In my work in Washington, it's critically important that I be able to look to the states for good stories, ideas, and best practices. RE-AMP brings together advocacy and funding organizations to lift up the very best of what's happening in the Midwest, and also provides a critical vehicle to ground-test policy ideas coming out of Washington. There's nothing like it anywhere else in the country as far as I know."

—Kate Gordon, Vice President of Energy Policy, Center for American Progress, American Progress Action Fund



2007

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"RE-AMP has taken seriously the work of genuinely partnering with critical new constituencies. With improved capacity faith-based organizations are now providing even greater leadership resulting in authentic engagement of the religious community in the Upper Midwest around climate change, energy, and justice."

—Matthew Anderson-Stembridge, Executive Director, National Religious Partnership on the Environment

At the heart, a global purpose

The Global Warming Solutions Working Group focuses attention and collaboration on the over-arching RE-AMP goal that transcends all other policy areas: pushing the states, the region, and the United States to act decisively on the threat of climate change.

The group has already succeeded in strengthening the Midwestern Governors Association's positions on energy security and climate stewardship, including the strongest cap-and-trade proposal nationwide on CO_2 emissions. It continues to work on state-by-state adoption of strong climate protection policies, to win support for strong national measures among the region's Congressional delegations, and to build new coalitions in such critical spheres as agriculture and forestry.

In 2007, as governors in five RE-AMP states appointed task forces on climate protection, the Global Warming Strategic Action Fund was created as a vehicle for fast funding of specific projects that may not fit guidelines or timelines for many foundation funding dockets, yet address strategic gaps, amplify positive trends, or otherwise advance network goals.

Begun with a $700,000 contribution from the Garfield Foundation, the Fund now pools foundation gifts of about $3.5 million per year. It distributes the money in support of the most important and urgent state-level projects, as well as such network-wide objectives as ally development. The fund is managed by a committee made up of RE-AMP's five working-group leaders and representatives of the contributing foundations.

RE-AMP's steering committee is always seeking new donors and foundations to support the Strategic Action Fund. Currently, four foundations contribute between $500,000 and $1,000,000 each to the fund, enabling $10.8 million in grants to 144 groups across eight states since 2007.

- 53 NGOs, 11 foundations
- Defeated nine proposed coal plants
- Sweeping policy victories on renewable energy, energy efficiency, and climate in Minnesota's Next Generation Energy Act
- Campaign in Illinois achieves higher efficiency standard than Minnesota
- Established Global Warming Strategic Action Fund re-granting pool and attracted first donors
- Hired full-time network coordinator and full-time Learning & Progress facilitator to track lessons, opportunities, and best practices
- Added Michigan to network, a seventh state

Working smarter, always learning

Learning from our work—the successes we can replicate, the mistakes we can avoid repeating—is a hallmark of RE-AMP's systemic view of opportunities and its iterative approach to strategy.

At its heart is the Learning & Progress tool, in which network members submit information about their research, advocacy, alliances, messages, and results. This data is examined and organized by the Learning & Progress Analyst, who identifies important trends, opportunities, and insights, reporting them periodically to the network for use in refining strategies and methods. It is also maintained in a searchable database available to members.

The vehicle for gathering, managing and sharing this vast library of information is the RE-AMP Commons, a secure online suite of collaboration tools allowing direct communication as well as group coordination among members. Each working group has its own space on the Commons to share documents and updates, and users can create new spaces for particular issues or campaigns. New technologies for social networking and collaboration are continuously reviewed for expansion and updating of the Commons' tools and functions.

Strategic framing, shaping, and delivery of messages advancing RE-AMP goals is supported by the RE-AMP Media Center. Staffed by media and communications professionals, the Media Center conducts and distributes public opinion research on energy issues. It also trains and supports RE-AMP staff members in effective public outreach through mainstream media and newer, nontraditional channels. In 2010 it launched *Midwest Energy News*, a daily online news journal of top news and commentary on energy issues of special interest to the region.

During 2010-2011, all three of these network assets incorporated lessons of the preceding years and repositioned their resources for improved support of the network's needs.

2008

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"REAMP's core is communication and learning. We know down to our shoes how daunting it is to transform energy systems! Do we have a choice, other than moving from best practices to next practices? As one Midwest leader was fond of saying, 'We all do better when we all do better.'"

—Rick Reed, Senior Advisor to RE-AMP Steering Committee

- 71 NGOs and 11 foundations
- Defeated seven proposed coal plants
- Campaign in Michigan passed energy legislation
- Formed Transportation Working Group to address carbon emissions by better transit, rail infrastructure, land use, and low-carbon fuels
- Global Warming Strategic Action Fund grows to $4M
- Annual meeting grew to 130 attendees
- Formed federal connections task force on federal issue advocacy

2009

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WISCONSIN

"I work with climate groups all over the country. While RE-AMP may not be perfect, there's nothing like it anywhere else in the country. Climate advocates outside the Midwest know this. They've asked me if we could create a RE-AMP for their region. I just wish I could tell them 'yes.'"

—Larry Shapiro, Rockefeller Family Fund

A model for engaged philanthropy

The RE-AMP network gives funders a holistic view of the clean energy advocacy landscape (courtesy of RE-AMP's issue-based working groups); an association of like-minded colleagues who share information, brainstorm, and plan together (courtesy of the foundation working group); a way to re-grant money or join projects as direct co-funders (courtesy of the Global Warming Strategic Action Fund); and a way to track progress of grantees, both theirs and others (courtesy of RE-AMP's online Learning & Progress system). One of the most valuable contributions of RE-AMP is an agreement among all participants on one long-term goal, and through careful analysis, an alignment on the compact universe of high leverage issue areas:

In Electricity, the network focuses on four:

- Stopping new (pulverized) coal-fired plants from coming online
- Retiring or repowering the existing fleet of coal-fired power plants
- Increasing energy efficiency
- Increasing renewable energy generation

In Transportation, the network focuses on three:

- Lowering the carbon content of fuel compared to today's gasoline
- Producing vehicles that are more efficient at using the fuel we put into them
- Reducing the amount of driving by providing more transit and more compact development

In Carbon Policy, the network focuses on one:

- Putting a price on carbon, e.g., through a cap on carbon emissions that decreases over time

The Network is also resilient enough to respond to new opportunities and emergent challenges. There are structured gatherings (with working groups, cross working groups, with allies and the network-wide annual meeting) during which the most vexing challenges are discussed and strategies to address them are formed.

By agreeing on the over-arching goal and pathways for achieving it, the Network's funders are in a strong position to look for collaborative grant making opportunities, to track progress in each of the eight areas, to amplify success, and identify funding gaps. Midwestern and national funders who appreciate the strategic importance of the Midwest are involved in and support the Network.

- 109 NGOs,13 foundations
- Defeated five proposed coal plants
- Pressure campaigns in states helped secure tough new national standards for auto pollution, equal to fleet at 35 MPG by 2016
- Added Ohio to the network, the eighth state
- Forced to cap attendance at annual meeting, with 140 attendees

Momentum, and defense

Despite continued strong policy progress in Wisconsin, Illinois, and Michigan in 2010, the seeds of a new politics were sewn as the national health care debate crowded out energy. November elections sounded the bell that clean energy and climate protection would not be top-of-agenda policies in Congress or most RE-AMP states.

With comprehensive federal energy and climate legislation pushed from the stage, national advocates move to defend the authority of the EPA to administer the Clean Air Act, especially its provisions to regulate coal emissions.

Instead of building momentum for a Midwest Governors compact to cap carbon or dramatically expand energy efficiency and renewable energy, advocates look for strategic openings in 2011 and 2012. Resources shifted to defending past policy victories, and reacting to initiatives to roll back existing climate and energy laws, curtail progress on high speed rail, increase regulatory barriers for wind energy, and cut transit budgets.

At the same time advocates seek to prevent legislative rollbacks, RE-AMP member groups at the states press forward on implementing the policies in law—bringing expert testimony

to regulatory proceedings, holding agencies accountable for enforcement of existing law on energy efficiency, renewable energy, and planning for lower miles driven. Even when government is not moving forward on new policy, private investment and utilities investment in implementation of past policy victories can carry momentum forward.

- 112 NGOs,13 foundations
- Significant progress toward defeat of three Michigan coal plants
- Shifted coal work to retiring existing plants, having stopped the rush to invest in new coal plants
- Tripled investment in Wisconsin energy efficiency by utilities and helped secure Illinois efficiency investments, saving Commonwealth Edison customers approximately $500M over three years
- Organized a "complete streets" legislative victory in Minnesota
- Recruited organizers and outreach to faith, youth, and social justice constituencies

2010

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RE-AMP offered a "unifying vision" and creation of "an agenda that was accessible to citizens, governments and businesses: to create a vibrant Midwest clean energy economy that would increase jobs, investment and prosperity while addressing climate change."

—Paul Hawken, in *Blessed Unrest, How the Largest Movement in the World Came into Being and Why No One Saw It Coming*, 2007

Positioned for progress

"The Garfield Foundation wants its grants to contribute to a cleaner environment, a stable climate and a sustainable future but, we know that going it alone won't get us very far down that path. Our philanthropic dollars are leveraged at least ten-fold by investing in RE-AMP and aligning our dollars with the intelligence emerging from the RE-AMP Network. We deeply appreciate the collaboration that has emerged among funders and advocates because of RE-AMP and, as a result, the Garfield Foundation is able to be a smarter, more effective grant maker."

—Jennie Curtis, Executive Director, Garfield Foundation

In 2011, RE-AMP is positioned to take the collaboration to the next level of effectiveness. In systems and infrastructure, there are innovations in place in early 2011, and RE-AMP is building on a solid foundation.

FOUNDATION MAPPING. The next aspirational frontier for foundation collaboration within the RE-AMP network is the use of visualization software to track active grants across the region. Members of RE-AMP's Foundation Working Group are experimenting with visualizing current grants data so that we get an up to date picture of who is funding what, and how our individual grants sum across the region. The software we're using gives us various ways to see how much funding is supporting each of the eight focus areas (four in electricity, three in transportation, and one in carbon policy).

In addition to this retrospective look, once fully operational, the software will enable funders to see prospectively how the funding picture changes by adding grants under consideration. This tool is creating the possibility of deepening collaboration further, enabling all of the foundations' dollars to go further than any could achieve alone.

SYSTEM-WIDE ASSETS AND STAFFING. As RE-AMP coordinator Elizabeth Wheeler takes a position as staff attorney at a member group, a newly-hired RE-AMP coordinator, Jeremy Emmmi, has replaced her. Jeremy is housed at Michigan Environmental Council and supervised by Steering Committee member David Gard. The coordinator serves as a lead staff for the working group associates (half-time positions that support the working group leaders), as well as the staff of the Commons, the Learning & Progress system, and the Media Center.

The Media Center's work to change the Midwest public dialogue on energy and climate has completed an evaluation of its services and a survey of RE-AMP members as well as an audit of its materials. In addition, the Media Center is conducting interviews with top social change communications and media experts to help design new services and capabilities for the network. In 2011, *Midwest Energy News* celebrated its first year of publication by beginning original reporting of stories not covered by traditional journalism. With original content, a daily email digest and blog posts, readership by influential policy-makers, journalists, and industry leaders is growing steadily.

CATALIST PROJECT. Working with a sophisticated voter database tool called Catalist, the RE-AMP network is currently developing a score for each voting age adult in Minnesota, Wisconsin, Michigan, and Ohio which predicts their likelihood to support RE-AMP policy measures, enabling highly-targeted education and mobilization efforts. The goal this year is to expand access to this database and develop such scores in additional network states and provide the resources to quickly engage supporters in any corner of the region, as needed.

RAMPING UP CLEAN ENERGY TRANSMISSION, NEW ENERGY EFFICIENCY EFFORTS, RETIRING COAL, AND TRANSPORTATION INNOVATIONS. In 2011, stronger and deeper program collaborations are growing among RE-AMP member organizations. As in other regions of the country, program efforts in coal have strongly shifted from preventing new plant construction to retiring coal plants that become uneconomic when faced with Clean Air Act enforcement action. In the eastern portion of the United States—from the Rocky Mountains to the Atlantic coast— Midwestern RE-AMP groups are leading the national participation of nongovernmental organizations in a stakeholder process to plan and build economic models of the transmission system needed for clean energy generation. In energy efficiency,

industrial energy-saving policies, financing mechanisms, and rewarding utilities for reducing system energy use are all pioneering efforts taking hold in the Midwest and led by RE-AMP organizational members. Electric car initiatives are under development in select states.

"Coming together is the beginning. Keeping together is progress. Working together is success."

—Henry Ford

RE-AMP Steering Committee - 2011

Jennie Curtis, At Large Member, Garfield Foundation

Brian Depew, At Large Member, Center for Rural Affairs (CFRA)

David Gard, Appointed Seat, Michigan Environmental Council

James Gignac, Coal Working Group Leader, Sierra Club

Steve Hiniker, Transportation Working Group Leader, 1000 Friends of Wisconsin

Ed Miller, Foundation Working Group Leader, Joyce Foundation

Nolan Moser, At Large Member, Ohio Environmental Council

Michael Noble, Clean Energy Working Group Leader, Fresh Energy

Bentham Paulos, Foundation Representative, Energy Foundation

Rick Reed, Senior Advisor to the Steering Committee

Keith Reopelle, Global Warming Solutions Working Group Leader, Clean Wisconsin

Lola Schoenrich, Energy Efficiency Working Group Leader, Great Plains Institute

Aimee Witteman, Foundation Representative, McKnight Foundation

"The RE-AMP network has accomplished a good deal in its first six years. So what does the future hold?"

—Heather McLeod Grant, "Transformer: How to build a network to change a system. A Case Study of the RE-AMP Energy Network," Fall 2010, www.monitorinstitute.com/reamp

Success strategy

In its case study of a collective network to address a systems-level problem, Monitor Institute identified six key principles that led to RE-AMP's success:

1. Start by understanding the system you are trying to change. *RE-AMP began with a year-long systems mapping process, which helped the network agree on the collective goal. The shared map also gave participants insight into the four key levers necessary to change that larger system. From there, the group worked backward to design working groups and action plans with specific targeted goals, which were then used to coordinate and align member action and funding.*

2. Involve both funders and nonprofits as equals from the outset. *Many social change efforts are carried out by nonprofits and paid for by funders; those actors often make decisions independently. For RE-AMP, nonprofits and funders agreed on collective priorities within the context of a holistic system then aligned their action and funding accordingly. This way, funders and nonprofits could engage as equals to set shared strategies, even if their roles differed.*

3. Design for a network, not an organization, and invest in collective infrastructure. *Too many foundations trying to catalyze networks end up creating new, centralized organizations, which can dampen self-organizing and emergence. To truly enable coordinated action, RE-AMP focused on designing a network with decentralized structures, many hubs, shared leadership, and multiple platforms for connecting and communicating.*

4. Cultivate leadership at many levels. *In the RE-AMP network, leadership has been exercised at various times by funders, consultants, facilitators, staff, and members elected to more formal leadership positions on a steering committee or working group. This shared leadership created resilience and greater effectiveness since the network could push forward on multiple fronts simultaneously.*

5. Create multiple opportunities to connect and communicate. *Communication is the lifeblood of networks: it is critical to share information and coordinate action, both online and off. RE-AMP has a robust information-sharing technology platform called the Commons, which it supplements with conference calls, webinars, list-serves, face-to-face meetings, and an annual conference that brings the entire network together to build relationships and develop collective strategy.*

6. Remain adaptive and emergent and committed to a long-term vision. *One of the distinct benefits of networks is their ability to be more fluid than organizations and adapt to rapidly changing environments. Just as RE-AMP's design has remained decentralized, so too members continually monitor feedback loops to identify lessons learned and emerging opportunities for action. The hope is that this emergent structure will allow RE-AMP to remain resilient and effective even as external political or economic conditions change.*

From Heather McLeod Grant, "Transformer: How to build a network to change a system. A Case Study of the RE-AMP Energy Network," Fall 2010, www.monitorinstitute.com/reamp

RE-AMP members as of Spring 2011

1000 Friends of Iowa
1000 Friends of Minnesota
1000 Friends of Wisconsin
11th Hour Project
350.org
Alliance for Metropolitan Stability
Alliance for Sustainability - Minnesota
American Council for an Energy-Efficient Economy
Apollo Alliance
Apollo Alliance - Michigan Chapter
Apollo Alliance - Ohio Chapter
Buckeye Forest Council
Carolyn Foundation*
Center for Energy and the Environment
Center for Rural Affairs
Center on Wisconsin Strategy
Chicago Jobs Council
Citizens Utility Board Illinois
Citizens Utility Board of Wisconsin
Clean Fuels Ohio
Clean Up the River Environment
Clean Water Action Alliance of Minnesota
Clean Water Action and Clean Water Fund of Michigan
Clean Wisconsin
CNT Energy
Crown Family Philanthropies*
Dakota Resource Council
Dakota Rural Action
Eco-Justice Collaborative
Ecology Center
Energy Action Coalition
Energy Center of Wisconsin
Energy Foundation*
Environment Illinois
Environment Michigan
Environment Minnesota
Environment Ohio
Environmental Law and Policy Center
Faith In Place
Flora Family Fund*
Fresh Energy
Garfield Foundation*
George Gund Foundation*
Grand Aspirations
Great Lakes Environmental Law Center
Great Plains Institute
Greater Cincinnati Energy Alliance
Green Energy Ohio
Green For All
Green Institute
Greenspace NCR
Growald Family Fund*
Growth and Justice
Honor the Earth
ICLEI - Local Governments for Sustainability USA
Illinois Public Interest Research Group
Institute for Agriculture and Trade Policy
Institute for Energy and Environmental Research
Institute for Local Self-Reliance
Intertribal Council On Utility Policy
Iowa Environmental Council
Iowa Interfaith Power & Light
Iowa Policy Project
Izaak Walton League of America Midwest Office
Joyce Foundation*
Kendeda Fund*
Kresge Foundation*
Leighty Foundation
Lutheran Coalition for Public Policy in Minnesota
Marianist Environmental Education Center
McKnight Foundation*
Michigan Energy Alternatives Project
Michigan Energy Options
Michigan Environmental Council
Michigan Interfaith Power & Light
Michigan Land Use Institute
Michigan League of Conservation Voters
Midwest Energy Efficiency Alliance
Midwest Environmental Advocates
Minnesota Center for Environmental Advocacy
Minnesota Council of Nonprofits
Minnesota Environmental Partnership
Minnesota Interfaith Power & Light
Minnesota Project
Minnesota Public Interest Research Group
N.I.C.E. / Enerchange
National Catholic Rural Life Conference
National Wildlife Federation - Great Lakes Office
National Wildlife Federation - National
Natural Resources Defense Council
Neighborhood Energy Connection
Ohio Citizen Action
Ohio Environmental Council
Ohio Interfaith Power and Light
On the Commons
Plains Justice
Policy Matters Ohio
Prairie Rivers Network
Progress Michigan
Protestants for the Common Good
Public Interest Research Group in Michigan
Renew Wisconsin
Respiratory Health Association of Metropolitan Chicago
Restoring Eden/Christians for Environmental Stewardship
Robertson Foundation
Rockefeller Family Fund*
Rural Advantage
Save Our Unique Lands
Sierra Club - Dacotah Chapter
Sierra Club - Illinois Chapter
Sierra Club - Iowa Chapter
Sierra Club - John Muir Chapter
Sierra Club - Michigan Chapter
Sierra Club - National
Sierra Club - North Star Chapter
Sierra Club - Ohio Chapter
Sierra Club - South Dakota Chapter
Sierra Student Coalition
State Environmental Leadership Program
The Climate Group - Chicago
Transit for Livable Communities
Transition US
Union of Concerned Scientists
Valley Watch, Inc
Voices for Earth Justice
Will Steger Foundation
Wind Energy Foundation
Wind on the Wires
Windustry
Wisconsin Bioenergy Initiative
Wisconsin Council of Churches
Wisconsin Energy Conservation Corporation
Wisconsin Environment
Wisconsin Interfaith Power and Light
Wisconsin League of Conservation Voters
Wisconsin Public Interest Research Group

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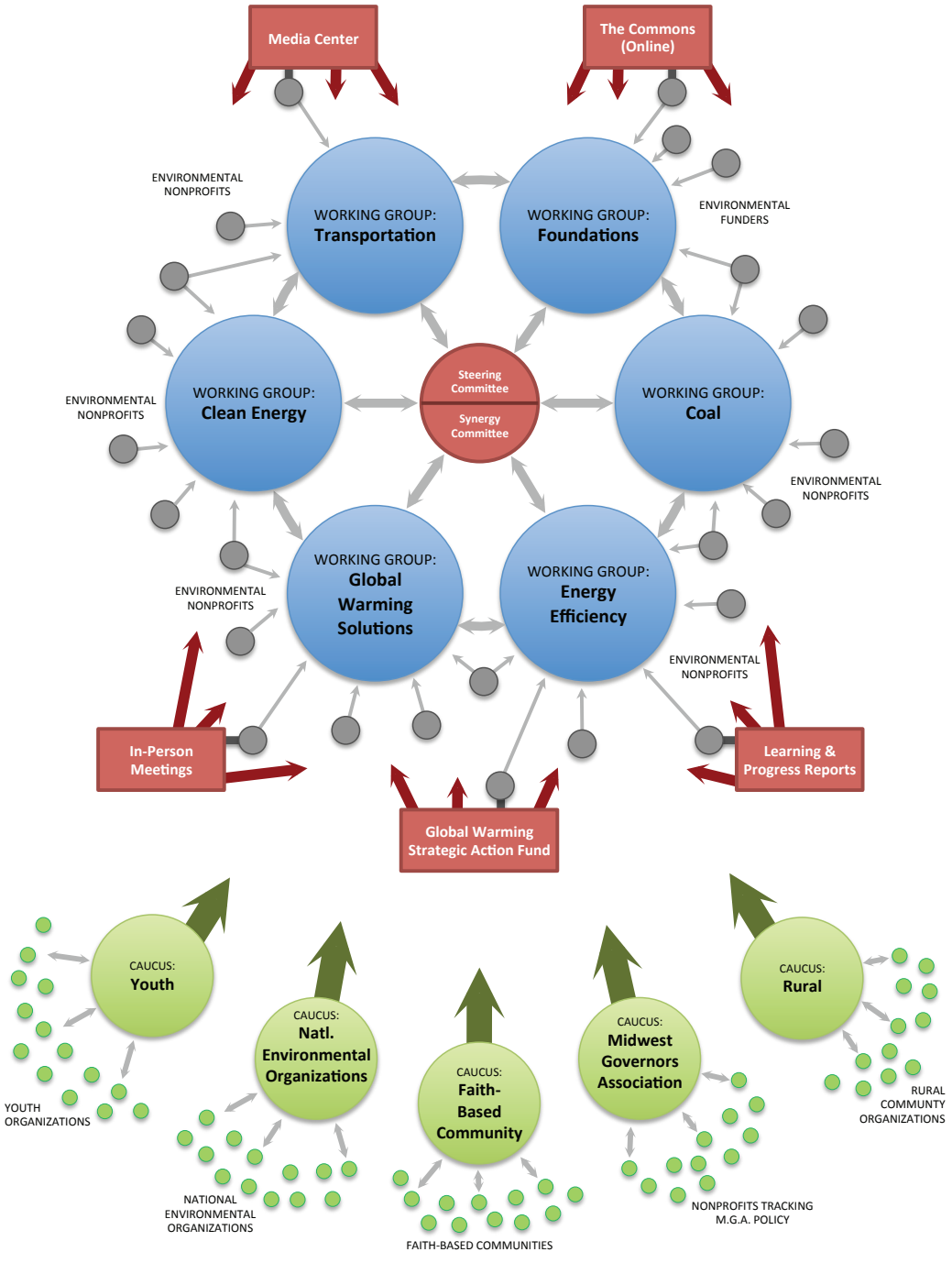
*Contributing foundation

The RE-AMP Network Map

This map of the full RE-AMP network shows its relatively flat organizational structure. Six working groups interact with the Steering Committee and help drive initiatives at energy and environmental nonprofits throughout the Midwest. System-wide assets—the Media Center, the Commons, the Learning & Progress tracking system, and the Global Warming Strategic Action Fund—support the efforts of the working groups and RE-AMP members. Constituencies such as youth, faith groups, and rural interests, coalesce in "caucuses" to propel progress.



Graphic from Heather McLeod Grant, "Transformer: How to build a network to change a system. A Case Study of the RE-AMP Energy Network," Fall 2010, www.monitorinstitute.com/reamp