

Survey of Maryland Sierra Club Issue Team and Campaign Chairs, October 2020

I. Introduction

As part of its review of the overall conservation program structure of the Maryland Chapter and in order to address an ongoing concern about the governance structures of Teams and Campaigns, the Conservation Task Force conducted a survey of seven of the nine Issue Teams or Campaigns that were active as of May 2020. Specifically, the survey sought to assess the “health” of these teams and campaigns in terms of:

- Structure, governance, and scope of the conservation issue(s) being addressed;
- Membership and communication;
- Meetings and activities;
- Resources available; and
- Collaboration with Sierra Club Groups and other issue teams.

The survey also asked the leaders about the main problems or constraints they are facing in running an effective team/campaign; lessons learned on how to be effective; and the kind of support that could help them be more effective.

Participating Teams/Campaigns. The Issue Team and Campaign survey was sent to all of the Team and Campaign chairs on August 28, 2020, with a return date of September 3, 2020.¹ Survey responses were received from the ConsCom representative (or alternate) from all 3 Issue Teams and 4 of the 6 Campaigns: Beyond Coal Campaign (Julie Klinger-Luht); Beyond Gas Campaign (Ruth Alice White); Natural Places Team (Lily Fountain); Synthetic Turf Campaign (Kathy Michels); Transportation Team (Brian Ditzler); Water Campaign (Sylvia Tognetti); and Zero Waste Team (Martha Ainsworth).² Table 1.1 describes the subject matter covered by these entities. The Task Force thanks the respondents for their contribution as volunteer leaders to the success of the conservation program and for taking the time to update their status and share their thoughts on lessons learned, for the benefit of the Chapter and its members.

¹ The selection of Issue Teams and Campaigns for the 2020 survey was based on a list provided by the outgoing Conservation co-Chairs as of the end of May 2020. Some of the representatives for these entities had not yet been confirmed as ConsCom members, but they had been active in the past year in leading a campaign or team and continued to attend ConsCom meetings. The distinction between a campaign and a team is not spelled out in the 2018 Governing Principles for the Conservation Committee or in the Chapter’s 2014 Conservation Committee Standing Rule; we have used the labels of these entities as presented in the handover notes.

² The Pesticides Campaign did not respond and the 100% Clean Energy Campaign declined to participate because the Campaign had been dissolved.

Table 1.1: Scope of the 2020 Issue Teams and Campaigns

Team	
Natural Places	Our mission is to explore, enjoy, and protect natural places. Our scope is somewhat driven by the expertise, interest, and availability of participants. The Natural Places Preservation Toolkit on the MD Chapter website captures areas in which we are involved or hope to be involved. Subcommittees that currently have core leaders are Water Issues, Native and Invasive Plants, and Lands and Parks.
Transportation	Stop Highway I-495 & I-270 Expansion Campaign; Regional Clean Transportation Policy Campaign (Transportation & Climate Initiative); Fighting for a Strong Transit System in Greater Baltimore Campaign; and Promoting Electric Cars and Buses Campaign.
Zero Waste	Waste reduction, reuse, recycling, composting and disposal. Opposition to waste incineration. The Team addresses these issues at both the local and state level. Our current activities focus on reducing single-use plastic, through county and state legislation.
Campaign	
Beyond Coal	Legislation on closing coal-fired power plants, just transition for workers, health impacts of coal pollution.
Beyond Gas	Opposing expansion of gas infrastructure in Maryland -- pipelines, compressor stations, storage facilities, etc. -- and tracking methane regulations developed by MDE. Trying to reduce methane emissions.
Synthetic Turf	Non-toxic, non-polluting, safe healthy play surfaces. Specific campaign against Plastic and Rubber Playfields and for natural surfaces such as wood fiber for playgrounds and "Real Grass for Real Kids" ^a The SC campaign has focused on legislation in two main areas: (1) eliminate the funding, from the state to the local level; and (2) addressing the disposal problem.
Water	Our focus over the past year was primarily on MS4 permits and reducing stormwater runoff, forest conservation, and climate, mostly in Montgomery and Anne Arundel Counties. SC water leads in those two counties have been participating in the Choose Clean Water Coalition calls, which share a lot of information.

a. Natural play surfaces, done correctly, are the safest, healthiest, most durable, sustainable, playable surfaces available while also cleaning and infiltrating water and oxygenating air. Petroleum-based plastic athletic fields and synthetic rubber playgrounds, in contrast, pose significant health and environmental risks and generate huge amounts of non-biodegradable, non-recyclable waste, microplastic, chemical and greenhouse gas pollution.

Evolution of Issue Entities. This is the second survey to be conducted of the health of the Chapter’s issue entities. Seven Issue Committees were surveyed in November 2018, in preparation for a Chapter leadership retreat.³ As of that date, the Chapter had been operating for more than a year without a Conservation Chair or a functioning Conservation Committee (ConsCom), but the committees continued to work their issues throughout 2017 and 2018. The Transportation Committee, in fact, was launched during this period. New Conservation co-Chairs were not appointed until March 2019, when they re-launched the ConsCom with expanded formal membership.

This 2020 survey took place shortly (three months) following the departure of Conservation Co-Chairs .⁴ Despite the change in leadership and the disruption caused by the Covid-19 pandemic, the issue entities continued their work on the issues and prepared their goals and work program for 2021, but there have been no quarterly meetings of the ConsCom since March 2020.⁵

³ Ainsworth, M. "Survey of Maryland Sierra Club Issue Committee Chairs: Results", November 2018.

⁴ The Pesticides Campaign did not respond and the 100% Clean Energy Campaign declined to participate because the Campaign had been dissolved.

⁵ Virtual interim meetings of the Conservation Committee were held on August 5th and 8th, 2020, to brief them on progress of the Conservation Task Force .

Between the two surveys and despite the new ConsCom and conservation leadership, the Chapter lost three important volunteer-led committees that are either no longer active or have been reduced to only one remaining activist – Energy,⁶ Public Health, and Water (Table 1.2). Only two volunteer-led Issue Teams remain in existence – Natural Places and Zero Waste. Of the other five entities remaining that were surveyed, three are staff-led or have access to major staff time (Beyond Coal, Beyond Gas, and Transportation), while the other two labeled as “campaigns” have dwindled down to a small number of volunteers.⁷ While the Public Health Committee has disbanded, two of its subcommittees are now considered Campaigns (Pesticides and Synthetic Turf). Both the Synthetic Turf and Water Campaign volunteers participate in coalitions, so their reach is broader than their size would indicate.⁸

Table 1.2: Changes in Chapter Issue Entities from 2018-2020^a

Issue	2018 Survey (October)		2020 Survey (September)	
	Surveyed?	Status	Surveyed?	Status ^c
Committee or Team				
Beyond Gas	√	Committee		Relabeled a campaign
Energy	√	Committee		No longer active
Natural Places	√	Committee	√	Team
Public Health	√	Committee		No longer active
Pesticides		[Public Health Subcommittee]		Became a campaign when Public Health Team ended
Synthetic Turf		[Public Health Subcommittee]		Became a campaign when Public Health Team ended
Transportation	√	Committee	√	Team
Water	√	Committee		No longer active
Zero Waste	√	Committee	√	Team
Campaign				
Beyond Coal	^b	Campaign	√	Campaign
Beyond Gas			√	Campaign
100% Clean Energy	^b	Campaign		No longer active ^d
Pesticides				Campaign
Synthetic Turf			√	Campaign
Water			√	Campaign

a. In 2018, most committees were referred to as “Issue Steering Committees,” while in 2020 some had been re-named “Teams” and others “campaigns.” The criteria for these classifications remain unclear.

b. Beyond Coal (a staff-led National campaign) and the 100% Clean Energy campaign were in existence in 2018, but were not labeled as Committees at the time so were not surveyed.

c. Status/classification as noted in the Conservation Co-Chair handover notes. The handover notes also listed an “Agriculture and Forest” team, but evidently no one had been recruited to lead it, and as of the time of the survey no active team has been recruited.

d. Handover notes said it was a campaign, but the former leader said it had been dissolved. Since the September 2020 survey took place, the Energy Committee and “Ready for 100” campaign have been reinvigorated.

⁶ Since the survey, a Ready for 100 Team was revived and a Campaign organized within the Team.

⁷ The criteria for these categories are unclear. National campaigns that are well-funded and staffed, like Beyond Coal and Beyond Gas, are grouped in the same “campaign” category as individual activists who remain from inactive committees -- water, artificial turf (formerly part of the public health committee).

⁸ The Synthetic Turf Campaign lead participates in the Safe Healthy Playing Fields Coalition and the Water Campaign leader with the Choose Clean Water Coalition.

The reasons for disappearance of some Committees and the changes over time in the five that were resurveyed are discussed later in the report, but it is important to note that these changes occurred *prior* to the departure of the Conservation Co-Chairs in late May 2020.

II. Governance

Unlike the Maryland Chapter and local Groups, for which bylaws describe the structure and process for decision-making, the Issue Teams and Campaigns have been created as part of the Chapter's Conservation program and do not have a prescribed structure or process in the bylaws.⁹ It is therefore of interest, for the purposes of transparency, accountability, and enhanced effectiveness, to understand their structure and operating procedures.

Two of the three Issue Teams (Natural Places and Transportation) had recent documents describing their objectives and scope, but none of the Teams or Campaigns had a statement concerning the Committee's governance – the structure, leadership, responsibilities, and how decisions are made (Table 2.1).

Leadership. Two of the three Teams had chairs but no other officers; the Zero Waste Team had a chair and a secretary. Two volunteer "team leads" were selected by the Chapter to be on the Beyond Coal campaign, while Beyond Gas had a steering committee but no officers. The Synthetic Turf and Water Campaigns were small. For the volunteer-led entities, the absence of other leaders within the Team means limited ability of the Chairs to share responsibility on a regular basis.

Minutes. Documenting the decisions taken in a meeting is important for transparency and accountability, is the basis for follow-up actions after a meeting, and important for informing members who couldn't be present. Recording minutes is one of the minimum standards that defines a "functioning" Group ExCom.

Minutes were taken universally among the entities that were having meetings. Staff took minutes for the two staff-led campaigns (Beyond Coal and Beyond Gas) and the Transportation Committee, also with a staff member. The Zero Waste Team has a Secretary responsible for the minutes and the action items. The remaining volunteer-led entities asked designated attendees at their meetings to take notes, which presents additional work for the Chair in assuring their accuracy and presents a lack of continuity with respect to tracking action items. Not much has changed since 2018 in this regard – all of the committees relied on the Chair (who was also running the meeting), staff, or volunteers at meetings to take notes. Most were distributed, not formally approved.

⁹ The Issue Teams and Campaigns are not Chapter standing committees, so the Chairs and members do not have to be approved by the Executive Committee. The most recent standing rule for the Conservation Committee (2014), which has never been repealed, puts responsibility for appointing the issue committee chairs, campaign leads, and members of those entities with the Conservation Committee Chair.

Table 2.1: Governance, officers, and record-keeping

Entity	Document with objectives, organization, scope, rules?	Team officers? If yes, how selected?	Minutes taken?	By whom?	Are minutes distributed & approved?
Team					
Natural Places	Yes, the objectives and scope are explained in our matrix document, updated in spring 2020.	No, but Chair has asked two members with expertise and willingness to help, beyond attending meetings.	Yes, based on notes and recording	Either the Chair or a volunteer recruited at the beginning of the meeting.	Minutes are shared via a link in the newsletter, corrections accepted. No vote.
Transportation	There is a Clean Transportation for All Campaign Plan that describes objectives and scope, not rules of procedure. Drawn up in 2019 and updated in 2020.	No. There is a dearth of volunteers willing to step up to lead.	Yes, notes.	Lindsey (staff) and a volunteer.	Shared, no vote.
Zero Waste	Yes, written circa 2016. I believe it covers objectives and scope, not organization and rules.	Yes. Chair and Secretary.	Yes	Secretary	Minutes are distributed and corrected, if necessary. Not formally approved.
Campaign					
Beyond Coal	No.	There are two (volunteer) "team leads" selected by the Maryland Chapter.	Yes	For once/month activist calls, the vol. leads. BC staff took notes of regular meetings	Sent to mailing list & participants
Beyond Gas	Don't know. There was a work plan from 2015.	No officers, only a steering committee.	Yes, notes	When staff assigned to team, they took notes. In mtgs w/Nat'l SC, Grenter & Smedick take notes	
Synthetic turf	Only in response to applications for priority SC bills and grassroots grants	A de facto MD Sierra Club lead coordinator since 2016. No other SC officers.	Yes – for joint calls with SHPF during session	A volunteer not running the meeting	Distributed immediately after the call
Water	Circa 2015 several members working on water around the state developed a document with a vision and priorities that provided a foundation for the work of the former Water Committee.	No	N/A – currently no meetings	.	

Steering Committees. Among the three Teams in 2020, two were operating with de facto steering committees, while the third (Natural Places) was in the middle of restructuring

and recruiting one (Table 2.2). Two of the five members of the former Water Team, now a Campaign, were still active. Both Natural Places and the Transportation Team had multiple Subcommittees or Campaigns within the team. The Zero Waste Team steering committee was comprised of issue leads for 8 of the 10 Sierra Club Groups, attempting to launch local campaigns in all 8 Groups in addition to statewide activities. One wouldn't expect Campaigns, which are focused on a narrower issue to have subcommittees, and none of them do. Among the seven Issue Committees surveyed in 2018, six had steering committees of 5-10 people. The Natural Places Committee at that time also lacked a steering committee.

Table 2.2: Steering Committee and Subcommittees

Entity	Steering Committee?	No. on Steering Committee	Subcommittees
Team			
Natural Places	Not really – recruitment under way ^b		Yes, four: Water Issues, Native & Invasive Plants, Wildlife & Endangered Species, Lands & Parks
Transportation	Yes	10, informally (the 10 who show up at every meeting)	Four campaigns: Stop Hwy I-495 & I-270 Expansion; Regional Clean Transportation Policy (TCL); Strong Transit in Greater Baltimore; Electric Cars and Buses.
Zero Waste	Yes, de facto though not formally named as such	11 ZW leads/co-leads for 8 Groups + 2 at-large members appointed by the 2017 Conservation Chair.	None, but issue experts on composting and disposal of artificial turf. Would like to have subcommittees on composting and incineration.
Campaign			
Beyond Coal	2 volunteer leaders + National staff		No
Beyond Gas	3 volunteer leaders + National staff		No
Synthetic turf	No steering committee per se. A statewide SC lead for the campaign, who coordinates with Safe Healthy Playing Fields (SHPF), a national coalition.	SC core team is small group of 3-5 state- and county-level volunteer leaders, a “loose group” in SC MD + SHPF	No ^b
Water	Lead volunteers from five counties before it was disbanded	5, of which 2 are still active	No

a. There are leaders for 3 of the 4 work groups.

b. This campaign was formerly one of two subcommittees (the other was pesticides) of the Public Health Committee, which disbanded because of a lack of volunteers.

III. Membership and communication

Membership. The three Issue Teams and two large Campaigns (Beyond Coal and Beyond Gas) generally define their membership as the members of their steering committee plus the number of people on their listserv (Table 3.1). By that measure, membership ranges from a low of 67 (Transportation Team) to a high of nearly 300 (Zero Waste). Of course, not all of those people come to meetings or would vote, and many are not necessarily Sierra Club members. The listservs measure to some extent the level of outreach a team has achieved, rather than active membership. This is much the same way that membership was calculated in

2018. At that time, Beyond Gas (159), Energy (about 200), and Zero Waste (246) were the largest, while Transportation and Water both had about 50 members.

Table 3.1: Membership and voting

Entity	# of members	Who is a committee member?	Distribution list?	# on list	Who is entitled to vote on policy?
Team					
Natural Places	About 40 people.	We're looking forward to guidelines for defining membership. These 40 people have come to at least one meeting.	Yes, a Natural Places News listserv. Natural Places Forum listserv not fully activated.	185	Pending guidance from the ExCom and ConsCom, we have used consensus among participants.
Transportation	67	We haven't defined a member. This is the # of people who have indicated an interest in our committee and are on our listserv.	Yes, a listserv	67	Depends on the nature of the decision. Some on nat'l campaign issue; some on grant requirements. Some made by Josh & Lindsey, some Lindsey & Brian, after input from committee members. Some made by those in attendance, but not often.
Zero Waste	13-member steering committee + 296 on the listserv	Group ZW leads & other steering committee members, plus SC members & non-members who have signed up on our website to be on the ZW Team and opted in for our listserv.	Yes, a listserv for the ZW team in each Group, aggregated into a single combined listserv that reaches statewide.	296	We've never had a formal vote except perhaps to approve the minutes (awaiting instructions for issue teams), but if we did, it would be the ZW leads and the at-large members.
Campaign					
Beyond Coal	About 100	Mailing list of people who came to events and participated in conference calls.	Yes	About 100	No votes. There is brainstorming, by all, but decisions made by the Chapter.
Beyond Gas	3 person steering committee +155 on a google group.	Steering Committee plus the google group of 155 members.	Yes, a Google Group that replaced the previous Sierra Club Gas listserv	155	We don't vote. Decisions are made elsewhere.
Synthetic Turf	Unsure	Core team members plus those mobilized during session on Synthetic Turf legislation.	Not sure. There was a public health team listserv she was using. Would like a SC Synthetic Turf listserv. There's a national SHPF listserv.		When there's an issue, they come to an agreement.
Water	About 50.	Appointed steering committee members and those on the email list were considered members.	Yes, a water team google group, which may still be active. There's also a SC water team listserv.	50 in the google group; about 25 on the listserv	The appointed committee members.

Eligibility to vote. The Zero Waste Team generally reaches decisions by consensus, but if a formal vote were to be taken, it would be among the 8 Group Zero Waste Leads and the At-Large Steering Committee members, all of whom are Sierra Club members. The Natural Places Team, pending formation of a steering committee, makes decisions by consensus among the participants at their meetings. Decisions on the Transportation Team and the Beyond Coal Campaign are often made by Chapter or National staff, and for the Beyond Gas Campaign, the decisions are “made elsewhere”, not at the meetings.

Communications with members. The frequency and means of communication among the three Issue Teams and two large Campaigns (Table 3.2) have substantially improved since 2018. The Natural Places Team has a monthly newsletter posted on the Chapter website. All seven entities have at least a page on the Chapter website. They are all communicating with their listservs several times a month, and all are trained on Campfire events. The volunteer-led campaigns are communicating less frequently and rusty on Campfire so could use help. Facebook does not appear to be a preferred channel of communication – only the Beyond Coal Campaign has its own Facebook page and the Synthetic Turf Campaign links to the Facebook page of the Safe Healthy Playing Fields coalition. The Transportation Team and Water Campaign post announcements on the Chapter’s Facebook Page.

In contrast, in 2018, six of seven Committees did not have regular communications with their members or listserv subscribers, and only four of the seven had a member trained to post events in Campfire. Six had a webpage supported by the Chapter webmaster. The enthusiasm for a Committee Facebook page was equally low as in 2020, however.

Table 3.2: Communications, events, web presence

Entity	Regular communications to committee members? Newsletter?	Camp-fire trained?	Website?	Facebook page?
Team				
Natural Places	Yes, monthly newsletter, posted on the Chapter website.	Yes	Not yet, but the newsletter is posted on the Chapter website (link under Committees) and there’s a webpage for “Protect our natural <i>heritage</i> (https://www.sierraclub.org/maryland/protect-natural-heritage)	No
Transportation	No newsletter but promote upcoming activities to members via email when seeking their involvement and/or have a monthly meeting coming up.	Yes	Yes, Clean Transportation for All page on chapter website https://www.sierraclub.org/maryland/clean-transportation	No, but announcements put on Chapter FB page
Zero Waste	We send out announcements and updates on Team events, action items, and news, about twice/month.	Yes, several	Yes, material provided by Chair and maintained by Chapter webmaster www.sierraclub.org/maryland/zero-waste	No
Campaign				
Beyond Coal	Monthly email updates during the legislative session, more frequently for	Yes	Yes, https://www.sierraclub.org/maryland/beyond-coal	Yes – Julie maintains.

Entity	Regular communications to committee members? Newsletter?	Camp-fire trained?	Website?	Facebook page?
	announcements. Last email was at the end of session.			
Beyond Gas	Yes, announcements sent out 1-2 times/month to the Google Group.	Yes	Yes, on Chapter website, maintained by Chapter webmaster: www.sierraclub.org/maryland/beyond-gas	No
Synthetic Turf	No, except during session	Trained, yes	Yes, https://www.sierraclub.org/maryland/synthetic-turf	Yes, for the Safe Healthy Playing Fields coalition
Water	Not regularly. The email list was used to alert members to actions being considered, such as sign-on letters.	Yes, but used infrequently. Help from staff.	Yes, on chapter website, maintained by Chapter webmaster www.sierraclub.org/maryland/clean-water	No, but important events posted on the Chapter FB page.

IV. Meetings and activities

The three Issue Teams and two major Campaigns are meeting regularly, and at least once/month; meetings are often more frequent (once/week) during the General Assembly (Table 4.1). There’s been a major increase in activity in the Natural Places Team, which had no regular meetings back in 2018 and now has them monthly. The Zero Waste Team, which met about once every six weeks in 2018, now meets every two weeks during most of the year and weekly during the General Assembly.

The respondents were asked whether their entities had met to discuss conservation and organizational goals or organized specific types of activities. As Table 4.1 shows, despite the Covid-19 pandemic that shut down face-to-face activities as of March 2020, the teams managed to do quite a lot in the previous year – including at the end of 2019 and during the 2020 General Assembly. These activities are detailed in Tables 4.2 – 4.5.

Table 4.1: Meetings and activities

Entity	Frequency of meetings?	Activities							
		Conservation Goals	Organizational Goals	Technical Briefings, events	Lobbying state legislature	Field trips/outings	Stewardship	Virtual screenings	Other
Team									
Natural Places	Monthly	✓	✓	✓	✓	✓	✓	✓	
Transportation	Monthly	✓		✓	✓		✓		
Zero Waste	Weekly during Session, every two weeks the rest of the year.	✓	✓	✓	✓	✓	✓	✓	✓
Campaign									
Beyond Coal	During the legislation session, weekly; rest of year conference call once/month.		✓	✓	✓				
Beyond Gas	National staff meet with the steering committee (1-3 people) every other Monday. Director & national legal & communication staff invited. ^a	✓ ^b		✓	✓				
Synthetic Turf	There are no regular meetings with the SC members, but during session there are weekly calls that pull in SC activists, in a focused way, in collaboration with SHPF ^c	✓ ^d		✓	✓			✓	
Water	For a time, held regular meetings but at a certain point it stopped making sense because members were also participating in the Choose Clean Water Coalition, which has paid staff and pools expertise from water activists across organizations. Committee members were primarily engaged in county water issues.	✓		✓	✓				

- Recently, the Lower Eastern Shore Group Chair has been invited to join these meetings because of planning on the Eastern Shore pipeline campaign.
- Sierra Club staff often plan after consulting with coalition partners on pipeline flights -- CCAN, EIP (Environmental Integrity Project), etc. They also consult with volunteer leaders and share plans. The meetings often involve national communications staff, who consult on action alerts, and national SC lawyers who report on pipeline cases in the courts
- These weekly meetings are core activist teams doing work at the local level, people in many organizations, working on the issue.
- Legislative goals

Table 4.2: Technical briefings, educational events, virtual screenings & discussions

Natural Places Team	Topics this year have been Deer and Tick Issues, Signs of Spring, Oceana speaker on plastic water pollution in Maryland, Wildlife trafficking with speaker from Center for Biological Diversity, Stream Restoration with expert ecologist Rod Simmons. We had videos as central parts of the Oceana meeting and the Wildlife Trafficking meetings.
Transportation Team	The Stop 495 and 270 Expansion Campaign, Transportation Climate Initiative, and Fighting for a Strong Transit System in Greater Baltimore
Zero Waste Team	(1) Multiple screenings of The Story of Plastic (one targeting state legislators) with panel discussion webinars (Chapter, Catocin Group, Howard Group, Montgomery Group, Southern MD Group). Discussion groups after TV screening of Story of Plastic and Plastic Wars on Frontline. (2) Webinars by Oceana on the plastic pollution crisis (LES Group) (3) Chapter cosponsored two webinars with Beyond Plastics on the federal Break Free from Plastic Pollution Act. (4) Technical briefings for the steering committee by state delegates on several zero waste bills – Right to Repair Bill (Katie Mettle for Del. Feldmark); Straw Ban (Del Love); Balloon Release Ban (Del Hartman); Paint Stewardship Program (Del. Boyce). (5) Webinar on the 2020 Plastic and Packaging Reduction Act (HB209/SB313), with the bill sponsors (6) Legislative briefings on the PPRA for Catocin, GBG, Howard, Montgomery, Prince George’s Groups.
Beyond Coal	Technical/educational briefings on plant closure, the impact of burning coal on public health and climate change.
Beyond Gas Campaign	Presentation on the Public Services Commission Climate Test bill at the 2019 Sierra Club Lobby Night and talks on the proposed legislation to these Sierra Club Groups: Howard, Montgomery, Catocin, GBG, and Prince George’s. Cosponsored with HoCo Climate Action and Howard County Sierra Club Group a webinar – “Electrify Maryland Now (Buildings),” getting carbon out of buildings. “Decarbonize” electricity via renewable energy, make all new buildings electric. The webinar included Del. Lorig Charkoudian (sponsor of the PSC Climate bill in 2020, and other clean energy bills previous years) and Sierra Club Beyond Coal’s David Smedick (October 22, 2020, 65 participants).
Synthetic Turf	Presentations on microplastics, stormwater implications of synthetic turf for watershed groups, Friends of Sligo Creek. Outreach seminars and symposia to educate for natural surfaces and against synthetic waste play surfaces.
Water Campaign	“Water Affordability Summit,” September 2019, held in Baltimore in collaboration with the Water Sentinels National Grassroots Team and the Greater Baltimore Group. The Chair submitted this as a topic, wrote the proposal, and it received funding from the National Sierra Club. The Maryland Chapter hosted; staff member Zach Gerdes supported.

Table 4.3: Lobbying for Legislation

Natural Places Team	Preliminary work through Mark Posner with Delegate Luedtke on Invasives bill next session. The Delegate is on our Expert Panel on Invasives in September.
Transportation Team	Absolutely!!! Lobbied for the two transportation priority bills (MTA funding & revising the P3 law), plus wrote testimony on 25 different transportation bills (not counting cross-files). Brian gave oral testimony on four of them.
Zero Waste Team	<u>State level:</u> Testimony, fact sheet, webinar, in-person lobbying on the Plastic Bag Ban. Special screening for members of the General Assembly of The Story of Plastic, with four nationally-known panelists, Q&A, posted on our website (May 2020). Written testimony on a number of other state bills (balloon release ban, bottle bill, straw ban, artificial turf disposal, hotel single-use toiletries, composting). Testimony before the E&T Committee Work Group on Waste Reduction and Recycling (September 10, 2020). LTEs in local papers in support of the bill. <u>County level:</u> Successful in getting Councilman Jawando of Montgomery County to withdraw his bill to suspend the bag tax. Technical support to MoCo ZW team on a draft straw and stirrer ban, ban on #6 plastic; to Howard County on a ban on straws & stirrers, cutlery and condiments on request, and a survey of restaurants (summer/fall 2020). Lobbied and testified for passage

	of plastic straw ban in Prince George’s County , Nov-Dec 2019.
Beyond Coal Campaign	Yes, on a single bill in the House and Senate. Dave Smedick and BC lobbyist (Jen Brock) had major role in lobbying; volunteer leads met with their legislators. The campaign was primarily about getting the bill passed.
Beyond Gas Campaign	A big part of the volunteer work of this team has been legislative. Ruth Alice and Cindy Peil were leads for the PSC Climate Test bill, a MD SC priority bill from fall 2019-2020. Went several times to Annapolis to support this bill, working with Mark Posner, Legislative Chair. The previous session, Annie Bristow and Ruth Alice White worked on the Maryland Pipeline & Water Protection Act (SB387/HB669), Health Impact Assessment (HB308).
Synthetic Turf	Lobbying for Del. Lehman’s bill on extended producer responsibility for disposal of synthetic turf, other bills that reduce funding available for synthetic turf playing fields.
Water Campaign	Drafted SC testimony on state legislation; participated in Choose Clean Water Coalition National Lobby Day.

Table 4.4: Field trips, stewardship activities

Entity	Field trips	Stewardship
Natural Places	Before the pandemic, Saturday in-person meetings were preceded by outings. These were replaced by newsletters & monthly panel discussions.	Invasives removals before the pandemic.
Transportation Team		Sponsored two town halls in Baltimore on PPE for transit workers, to increase public awareness and hear from transit workers.
Zero Waste Team	We normally have multiple field trips to recycling facilities, composting facilities, and landfills, most of which were cancelled because of covid. However, we got in a tour of the Prince George’s County materials recycling facility in early March 2020 before everything closed, and are planning a virtual tour of the same with 3 invited speakers in December.	Frederick County ZW team and Plastic Free Queen Anne’s County ZW volunteers did roadside cleanups.

Table 4.5: Other

Zero Waste Team	<p>(1) Observational <u>survey of shoppers’ carryout bags</u> in six counties and Baltimore City, 7 main grocery chains, 34,000 shoppers (fall 2019) in support of the Plastic Bag Ban.</p> <p>(2) <u>Webinar for county health and Department of Public Works officials, with MDE and the Prince George’s DOE as panelists, on rolling out the statewide foam ban</u> (July 15, 2020). Collaboration with MDE that resulted in them revising their handout on the foam ban on their website. Team effort to construct a list of the enforcement agency in every county for the statewide foam ban – 22 of 24 jurisdictions achieved to date & posted on the website.</p> <p>(3) <u>Comments</u> on the Baltimore City waste master plan (Rob Frier) and the Prince George’s County 10-year Solid Waste Management Plan (PGSC ZW Team). The latter resulted in multiple changes to the document before approval by the County Council and put pressure on the County to move ahead with expansion of curbside food waste collection in early 2021</p> <p>(4) MoCo SC (Amy Maron) – release of paper with <u>ZW recommendations for Montgomery County</u></p> <p>(5) GBG (Rob Frier) continued lobbying Baltimore City and county not to renew <u>the incinerator contract when it expires at the end of 2021</u>; approval of new matters form for SC amicus brief on the Baltimore Clean Air Act appeal.</p>
------------------------	---

V. Resources¹⁰

Financial and human resources can go a long way to help Teams achieve their conservation and organizational objectives. The Transportation Team and Beyond Coal Campaign benefited from Foundation and Sierra Club National grants, in addition to staff time, while the Zero Waste Team was allocated \$1,000 from the Chapter budget (Table 5.1). The volunteer-led Synthetic Turf and Water Campaigns both applied for and received grants, for outreach education and for a Water Affordability Summit in Baltimore, respectively. Volunteer-led teams receive very little financial support, but staff support for webinars and web page management.

Table 5.1: Financial and staff resources

Entity	Financial resources	Staff time and responsibilities	Nat'l SC support?
Team			
Natural Places	None	Laurel Imlay provides biweekly advice on Sierra Club history and procedures and technology, Lindsey Mendelson provides occasional technology support.	None
Transportation	Clean Transportation grant from SC Natl. and a grant from Blaustein Foundation, I believe.	Lindsey Mendelson almost full time, plus some support from Paula and Josh. Lindsey and Paula support for 495 subcommittee; Lindsey and Josh support for stronger transit in Greater Baltimore subcommittee.	Yes, financial support from Clean Transportation for all or TCI.
Zero Waste	\$1,000 allocated by the Chapter ExCom. Unfortunately, because of covid, have been unable to spend it. We may yet do so, on handouts.	Lindsey on the Plastic Bag Ban webinar; Gary Young for technical support on multiple webinars on The Story of Plastic & the webinar for county officials on the foam ban. Also for scheduling all of the zoom calls. Chapter webmaster support for our website (E. McKenzie & J. Wise)	Josh Berman, Environmental Law Program, for an amicus brief on the appeal of the Baltimore Clean Air Act (designed to kill the incinerator). It is not clear whether the appeal will go forward. There is no support at all from National SC on zero waste or plastic issues. These issues are completely ignored.
Campaign			
Beyond Coal	Yes, from the National Beyond Coal campaign	Yes, from Dave Smedick & Lossa (national staff), and Josh Tulkin (chapter staff).	Beyond Coal is funded by National Sierra Club.
Beyond Gas	None.	Patrick Greuter and David Smedick meet with the Steering Committee every other Monday, Josh is invited to these meetings, as well as national legal and communications staff.	Greuter and Smedick. National communication staff are doing publicity on anti-pipeline campaigns, action alerts.
Synthetic Turf	None from Sierra Club/ SHPFields has received small and large donations but are mainly using it for testing.	Maintenance of the synthetic turf team webpage, and time for testimony on the bills.	Yes, received a grassroots network Sierra Club grant to develop physical outreach resources and related outreach and education. We have not had the bandwidth to apply for a follow up grant. They are very time intensive for small amounts of funding.
Water	None in the last year.	Zach Gerdes provided support to the water team, but left in November 2019, and there has been no replacement.	National Sierra Club funded a proposal from the Chair to sponsor the Water Affordability Summit in Baltimore with the Water Sentinels National

¹⁰ This table is based on reporting by respondents. Because of time constraints, there hasn't been an opportunity to verify budgets for the Committees with the Chapter treasurer, or to check the Chairs' answers against the time allocation of staff.

Entity	Financial resources	Staff time and responsibilities	Nat'l SC support?
			Grassroots Team. Through this the Chair met national staff working on water legislation.

VI. Collaboration and constraints

Collaboration with local Sierra Club Groups. All of the Teams and Committees had worked with at least one or more of the ten Sierra Club Groups; the Zero Waste Team had the broader reach – 7 Groups plus Sierra Club activists in Queen Anne’s County (Table 6.1)

Table 6.1: Collaboration with Sierra Club Groups

Teams	
Natural Places	We forwarded a request for help regarding a local development issue (possible clear-cutting of a forest to build a warehouse in Harford County) to the <u>Greater Baltimore Group</u> ExCom.
Transportation	Working with <u>MoCo</u> and <u>Prince George’s Groups</u> on Stop 495-270 Expansion. Collaboration with the GBG on Baltimore transit. Also worked with SC VA on Stop 495 Expansion.
Zero Waste	<p>One of the major purposes of the ZW team is to support/enable Groups to work on ZW issues locally. The Group ZW leads make up the steering committee, so we effectively collaborate at every meeting. Some recent, specific collaborations, usually led by the Group ZW lead, supported by the team:</p> <p><u>Montgomery Group</u>: Technical support for fighting suspension of the MoCo bag fee; support of the plastic straw ban with other straws, stirrers, plastic tableware, and condiments on demand; ban on #6 rigid polystyrene food containers. Screening of The Story of Plastic. Shopper survey in fall 2019. Legislative briefing on the plastic bag ban.</p> <p><u>Prince George’s Group</u>: Plastic straw ban. Review of the 10-Year Solid Waste Management Plan. Shopper survey in fall 2019. Tours of waste facilities (before covid). Legislative briefing on the Plastic Bag ban.</p> <p><u>Howard County Group</u>: Plastic straw ban with other straws, stirrers, plastic tableware and condiments on request; technical support for design of a phone survey of restaurants on provision of these items. Shopper survey in fall 2019. Legislative briefing on the plastic bag ban.</p> <p><u>Catoctin Group</u>: Shopper survey of Frederick County in fall 2019. Legislative briefing on the Plastic Bag Ban.</p> <p><u>Washington County</u>: Shopper Survey, fall 2019.</p> <p><u>GBG</u>: Shopper survey in Baltimore City, fall 2019; review of the Department of Public Works waste master plan; Sierra Club legal advice on appeal of the Baltimore Clean Air Act.</p> <p><u>Lower Eastern Shore</u>: sponsored webinars on plastics.</p> <p><u>Queen Anne’s County</u>: support for Shopper Survey, January 2020.</p> <p>The collaboration goes both ways – from chapter support to the groups and group support for priority bills. Collectively, all of the Group leads (except MoCo, including LES and Southern MD) worked locally to determine who in County government is responsible for enforcement of the statewide foam ban. The shopper survey results supported the statewide bag ban.</p>
Campaigns	
Beyond Coal	Presented at legislative briefings for all local groups on legislative issues. One of the volunteer leads is Vice Chair of <u>Greater Baltimore Group</u> . Former Beyond Coal staff Matt Dernoga collaborated with <u>Prince George’s Group</u> to try to get a County Council resolution passed to close Chalk Point.
Beyond Gas	Right now we are working closely with Susan Olsen of the <u>Lower Eastern Shore Group</u> on opposing the proposed Del-Mar pipelines. We are working on a webinar on Sept 10, 2020 on the Del-Mar pipelines and preparation for the next Board of Public Works meeting with speakers including - David Smedick and Susan Olsen of SC and Anthony Field of CCAN.
Synthetic Turf	Historically, have collaborated with <u>Montgomery, Prince George’s, and Howard County Groups</u> . Most recent activity was with Montgomery Group. We would like to develop a person in each group with an interest in outreach and networking but we want to focus in particular on Howard, Anne Arundel, Prince George’s and Montgomery
Water	<u>Montgomery County</u> was a focal point, not only because of the presence of the water team chair, but also because of a lead role the County was playing on green infrastructure, and because they were slated to get the next MS4 permit ahead of other jurisdictions – so it was seen as having value for setting precedent. <u>Howard County</u> was a focal point because of the flooding in Ellicott City and an active team member who then left the Club. A team member from <u>Anne Arundel</u> represented the Anne Arundel Group. The <u>Prince Georges Group</u> Chair

	always took care to insure that positions taken by the Chapter on water were consistent with theirs and could be supported in their County level advocacy. This is a model that ideally all Groups would adopt by appointing water leads who would also work with or serve on the issue committee.
--	--

The level of collaboration across Issue Teams and Campaigns appears to be far less than the interaction with Groups (Table 6.2). It isn't clear whether this reflects a lack of overlap in the issues they cover and opportunities to collaborate, or the effect of silos. The collaboration between the Zero Waste Team and Beyond Gas Campaign on commenting to MDE on regulation of landfill methane emissions was one example where the overlap was significant and so was the collaboration.

Table 6.2: Collaboration across Issue Teams and Campaigns

Teams	
Natural Places	Invited chair of the former Water Team to collaborate on stream restoration.
Transportation	No.
Zero Waste	The Artificial Turf Campaign (Kathy Michels) – support for the ban on producer responsibility for disposal of synthetic turf, which contains plastic and crumb rubber. She attends all ZW meetings. Would like to get the Beyond Dirty Fuels team locally and nationally involved in curbing plastic production (which is made from fracked gas). Potential collaboration on landfill methane emissions.
Campaigns	
Beyond Coal	Not that I can remember.
Beyond Gas	Collaboration with the zero waste team on landfill methane emissions and the impact of fracked gas in plastic production and pollution..
Synthetic Turf	Collaboration with Public Health Team before it was dissolved; currently collaborating with Zero Waste Team on disposal of synturf.
Water	With the legislative team during sessions of the General Assembly. Forests were also a main focus that involved coordination beyond the water team.

Problems, constraints, lessons. The respondents were asked three open-ended questions:

- (1) What are the main problems or constraints you're facing in running an effective Issue Team or Campaign?
- (2) What kind of support from the Chapter (including the Conservation Committee) or National could help the Team to be more effective?
- (3) What are the main lessons you've learned about running an effective Issue Team or Campaign?

The answers to these three questions are shared in Annex Tables 1-3, side-by-side for 2018 and 2020, to enable a comparison between the current needs relative to those two years ago. (Keep in mind that the Teams or Campaigns in the 2018 survey that are no longer active are not represented in the 2020 column of the table) The respondents' names have been removed from the comments to preserve anonymity, and the answers in some cases have been grouped together according to a common theme.

Problems and constraints. In both 2018 and 2020, the respondents identified inadequate volunteer recruitment, keeping activists engaged after they're recruited, and overload of work for the Chair, who in some cases has a full-time job in addition to their

volunteer leadership. The responses also point to the turnover in leadership of the Teams, and the need to ensure that leaders are fully briefed on Sierra Club policies and processes.

Support needs from the Chapter, the Conservation Committee, or National.

Respondents want greater clarity on the organizational structure, expectations for an Issue Team or Campaign, the responsibility of steering committees. There was also some pushback on too much red-tape in terms of decision-making, a desire for greater autonomy of decision-making. The nationally-supported campaigns have staff assigned to them, but the others do not and could use support, particularly in communication, action alerts. In both 2018 and 2020 there was a request for training team and campaign members on how to attract and keep volunteers and to help them be more effective advocates.

Lessons learned about running an effective Team/Campaign. The respondents cited lessons on the recruitment and retention of volunteers, the need for organizational skills (not just interest in an issue), the importance of additional team leadership with whom the chair can share responsibility (as in recruiting a secretary for the minutes), the need for frequent and positive communication, the need not just to recruit new activists but to keep them engaged.

Annex Table 1. What are the main problems or constraints you’re facing in running an effective Issue Committee¹¹/ Team/Campaign?

2018	2020
<p>Volunteer recruitment</p> <ul style="list-style-type: none"> • “This committee covers a wide variety of issues and ... is spread very thin across these issues. If we were able to attract, retain and manage more volunteers, it would help make the committee and subcommittees more effective.” • “Need to find people to head up the different issues.” • “Bandwidth to work on the issues we want to, lacking representation from all the groups, more technical expertise.” • “Not depend on interns to do work without substantial volunteer leader time managing and interacting with them.” • “Lack of commitment from staff and other volunteer leaders.” <p>Keeping activists engaged</p> <ul style="list-style-type: none"> • “Keeping people involved. We need a person(s) on our steering committee devoted to recruiting and involving volunteers.” • “Need to start having regular meetings, get a listserv set up, make a plan for next year with educational events where we are recruiting people.” <p>Overload on the Chair</p> <ul style="list-style-type: none"> • “[Issue] is a wickedly complex topic and it could easily be a full-time job if I did not also have to make a living. Issue work is always more effective when it is supported by research. With a modest amount of funding, we were able to do some supporting research, which is enabling us to take a lead role on this issue, but there is much more that could be done. On [other] issues, we are fortunate to be able to draw on the work of partners who have funding to do the supporting analysis for lengthy and detailed sign-on letters. But there are only so many days I can spend in meetings with public officials, which at times seem endless.” • “Time...I’m overcommitted on Sierra Club projects and this committee has been shortchanged as a result.” 	<p>Volunteer recruitment</p> <ul style="list-style-type: none"> • “Lack of sufficient volunteer support on all campaigns.” • “Need more worker bees from among membership.” • “We have not replaced people that left the steering committee.” • “Always difficult to find issue leaders who also have an interest in organizing. Would like to have a few additional steering committee members specialized in functions (newsletter, communications, events) and issue experts. Would like to develop a job description or minimum standards for Group “[issue] lead” • “Recruit more people who are technologically competent, organizationally skilled” • “Disappointed that we weren’t able to recruit an issue lead from the Anne Arundel Group or Western MD.” <p>Keeping activists engaged</p> <ul style="list-style-type: none"> • “How to build initial interest in an issue into working productively on that issue. How to deal with having many newcomers as well as old-timers attending same meetings.” • “We have Group-specific [issue] listservs but the leads aren’t using them – something to work on.” • “In retrospect it could have been more effective with more focus on capacity building – for example, by always having a presentation when having team calls – or a webinar.” <p>Overload on the Chair</p> <ul style="list-style-type: none"> • “Getting minutes done for the multiple meetings each week so I can synthesize them and move our work forward” <p>Guidance on Sierra Club processes</p> <ul style="list-style-type: none"> • I need to understand better “the Sierra Club process for developing an educational and legislative campaign because I believe consumer and legislator understanding of issues is vital to successful legislative campaigns. My lack of knowledge about Sierra Club processes due to newness to organization is a constraint.”

¹¹ In 2018 there was no functioning Conservation Committee and all of the issue entities were called Issue Committees. So in the 2018 column, unless otherwise indicated, “committee” refers to an Issue Committee. By 2020, there was a Conservation Committee and the former Issue Committees had been renamed “Issue Teams” or “Campaigns.”

2018	2020
	<ul style="list-style-type: none"> • “The line of communication within the campaign team is unclear, with staff reporting to different entities or levels at National.” <p>Other</p> <ul style="list-style-type: none"> • “This year, a major constraint was the Covid epidemic. We had wanted to sponsor field trips and educational outreach to businesses on the foam ban across the state.” • “Have been reluctant to formalize our governance pending recommendations from the ConsCom/chapter.” • Lack of Chapter outreach support, in terms of state-wide action alerts. “Selection [of our campaign] as priority bills would be a watershed.”

Annex Table 2: What kind of support from the Chapter (including the Conservation Committee) or National could help the Committee¹²/Team/Campaign to be more effective?

2018	2020
<p>Organizational/structure</p> <ul style="list-style-type: none"> • “It would be very helpful to have an active Conservation Committee to focus key metrics and help us achieve them.” • “Resurrection of the Conservation Committee to address urgent issues the Ex Com does not have time to discuss during the monthly ExCom meetings.” • “Guidance on committee infrastructure and process.” <p>Planning/management</p> <ul style="list-style-type: none"> • “Supporting the Committee in defining and protecting our mission statement.” • “Clarifying lines of authority. At present, I am not sure if we even have a Conservation Committee liaison and, once I get a vote from members of the [Issue] Committee, it is up to staff to review for consistency with Club policies and give the green light. Procedures for this seem to occasionally change.” 	<p>Organizational/structure</p> <ul style="list-style-type: none"> • “Clarify recommendations for Team membership and structure recommendations.” “More information about the expectations of a committee, relationship building, organizational guidelines” “A discussion of steering committee responsibilities and guidance on geographic coverage.” • “Fewer moving goalposts and clearer authority for decision-making. Once the team voted on something it had to be reviewed by staff for consistency with Sierra Club positions, or voted on by the ExCom.” <p>Planning/management</p> <ul style="list-style-type: none"> • “More help on developing realistic goals and processes to achieve those goals.” • “Advice on how to maintain and move forward the agendas of our several subcommittees.” • “We received a lot of support. Time management could have been better- a lot of things happened very last minute.”

¹² In 2018 there was no functioning Conservation Committee and all of the issue entities were called Issue Committees. So in the 2018 column, unless otherwise indicated, “committee” refers to an Issue Committee. By 2020, there was a Conservation Committee and the former Issue Committees had been renamed “Issue Teams” or “Campaigns.”

2018	2020
<p>Training & toolkits</p> <ul style="list-style-type: none"> • “Help develop and promote materials that can be used across the state. Trainings for volunteers to do the things a committee needs - how to post to social media, how to facilitate a meeting, how to post to the calendar, how to recruit people.” • “Cross pollinate Sierra Club MD Groups and other issue committees with natural places tools that can be used for or have synergy to do the things they want to do like stopping a highway or a transmission station (land preservation tool kit, endangered species bioblitzes, getting people outside to get excited about saving a place).” The groups could request experts to identify species, and the committee could organize experts to do that.” <p>Chapter/National staff support</p> <ul style="list-style-type: none"> • “A staff community organizer!” “Offer staff time to hold a series of events that are meant to build the committee organization and bring in more people, to better define what the committee does, to foster working groups, to have a retreat or serious planning meeting, educate people about the issues, and webinars...” • “Workshops from the national transportation for all campaign and/or equity department for Committee.” <p>Addressing overlaps in issues across teams</p> <ul style="list-style-type: none"> • “More integration in the goals of the Energy committee and the Beyond Gas committee. We share concerns with other volunteers that we are too siloed, as there is significant overlap of BG goals with other working groups: Beyond Coal (threatened conversion of plants to gas), health (air toxics from fracked gas infrastructure), 100% (dependence on fracked gas impedes progress to clean renewables), waste (end use plastics from fracking liquid hydrocarbons), to name a few examples.” • “Supporting the Committee in removing some issue areas from our purview, therefore allowing other committees to take them on, or even creating new committees to divide up issue areas. “ 	<p>Training</p> <ul style="list-style-type: none"> • “...the Conservation Committee might help ... in training how to attract and keep volunteers and how volunteers can more effectively advocate.” <p>Financial support</p> <ul style="list-style-type: none"> • “...the ConsCom could help seek out grant funding for issue teams.” • “Information on whether grant funding could help elevate [team] issues and strengthen organizational and advocacy priorities. (NPT) <p>Chapter/National staff support</p> <ul style="list-style-type: none"> • “it’s very difficult for the Chair to support so many Groups at the same time. More staff time to support the ZW activities of the leads in each Group would help.” “Technology or staff help with minutes would be helpful as new volunteers don’t understand context enough to take good notes.” • “Zero Waste and Plastics are pretty much off of the radar screen of National. There’s no one to consult and the national legislative staff won’t even communicate positions taken on specific bills. We generally can’t get the time of day from National in waste issues because there’s no one paid to do so. It’s a grassroots issue and a common activity in many chapters, but because it isn’t funded by big money, support is minimal and it’s entirely a volunteer effort.” <p>Coordination across Groups and Teams</p> <ul style="list-style-type: none"> • “Advice on how to integrate as smoothly as possible with other teams and groups of Sierra Club.” <p>Communication</p> <ul style="list-style-type: none"> • “We could use help in communications and a transparent process for allocating space on the Chapter home page.” • “...procedures for letters and public communication.” • I have limited bandwidth and need someone to help with communication, outreach, campfire, action alerts. Would also like to set up a listserv for the campaign.

Annex Table 3: What are the major lessons you’ve learned about running an effective Issue Committee/Team/Campaign?

2018	2020
<p>Recruitment and retention of volunteers:</p> <ul style="list-style-type: none"> • “There is a great need for staff support and for having other committed volunteer leadership that would support our work.” • “We need an outings leader that can work with the groups to promote natural areas. Seasonal interns have been essential.” • “We need to recruit and develop individuals who can put in time to work on the issues.” • “It’s important to have clear objectives and someone who can keep working on the issues. For recruitment and retention, it’s important to hold individual meetings with volunteers. It’s also important that volunteers be recruited to work on assignments in areas they are excited about to help move the campaigns forward and allow them to make an important contribution.” • “Sometimes personality blends are what they are. You can’t change other people’s personalities, or their strengths or weaknesses.” <p>Organization/governance:</p> <ul style="list-style-type: none"> • “We need to have a more defined committee.” • “Organizational goals are as important for the Committee as are the specific conservation goals, and the conservation goals should encompass more than passing state-wide legislation. There’s a role for the Committee to engage and educate more people, work locally, collect evidence on an environmental issue, provide technical support to members, etc.” • “Steering Committee members should be selected in part based on what they are willing to contribute to organizational goals. If the Steering Committee members are not given organizational responsibilities, then it all falls on the Chair, which is not sustainable. Then the Committee devolves into a small group of activists on an issue, with limited outreach and impact.” • “While I’d hoped to have a “big tent” philosophy and invite anyone to all meetings who wanted to come, this has not worked out so well - - some meetings had large attendance, others had just a handful of the most reliable, consistent activists. A model for better managing the committee would be to elect, or appoint 	<p>Recruitment and retention of volunteers:</p> <ul style="list-style-type: none"> • “Need to keep volunteers informed and feeling they are contributing in order to keep them involved and participating in our activities but have to be conscious of their time.” • There is tremendous expertise and enthusiasm among Sierra Club members. • “Be sure to get information from those with different perspectives.” • “Reach out to new attendees as they are the future; keep notes about people so personal connections can be made.” • Work on organization of paper and digit files. • “Maintain transparency [by sharing documents and google files for each work group], when possible and helpful.” • “It’s not enough to recruit people who are inspired by an issue – leaders with organizational skills are also important.” <p>Organization/governance</p> <ul style="list-style-type: none"> • “Waste issues engender great involvement because of their relevance to virtually every household and the fact that local government is usually involved in provision. It’s one reason why the organization of the ZW team with a steering committee of Group ZW leads can work. That may not be the optimal organizing principle for other issue teams.” • “It’s critical to have a secretary to take minutes to track progress over time and record critical decisions – this can’t be the responsibility of the Chair who is also running a meeting.” <p>Partnerships/coalitions</p> <ul style="list-style-type: none"> • “Partner with other organization when possible while still maintaining Sierra Club’s message.” • “Sierra Club is an invaluable partner for credibility and outreach.” <p>Communication</p> <ul style="list-style-type: none"> • “Maintain frequent positive communication with individuals and the group.” “Outreach and constant communication.” <p>Engagement of the issue teams with Groups</p> <ul style="list-style-type: none"> • “It’s important that Issue Teams be involved in supporting action at both the Chapter and Group levels – they are mutually reinforcing, and many issues at the Chapter level percolate up from the local level.

2018	2020
<p>a steering committee from the larger list that would be charged with ultimate decision-making. This would be a group of people organized geographically, or by interest area, and it would need to be people who were committed to attend at least 90% of steering committee meetings by phone or in person.”</p> <p>Communication:</p> <ul style="list-style-type: none"> • “To assure a constant stream of activists to populate the steering committee, we should have regular, consistent communication with the larger list - with several phone meetings/year that would include education, speakers and other information that zero wasters want to know about.” <p>Other</p> <ul style="list-style-type: none"> • “It is hard to keep up with everything that is happening.” 	<p>This structure also supports development of leadership and programs to bring in more local activists.”</p>