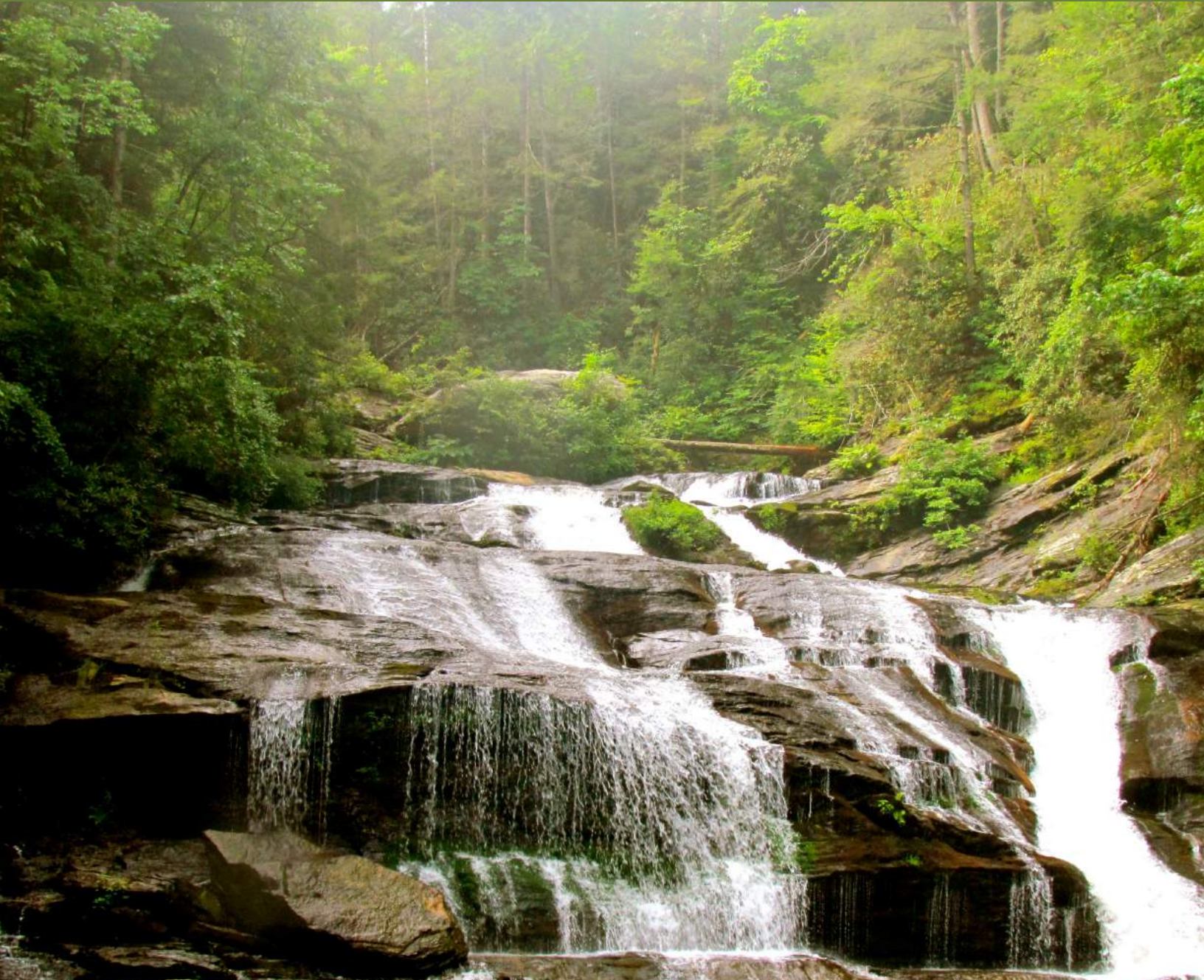




SIERRA CLUB

GEORGIA CHAPTER

2017-2019 STRATEGIC PLAN



RESIST | RECRUIT | TRAIN | SUSTAIN

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Introduction

RESIST, RECRUIT, TRAIN, SUSTAIN

It is a little-known fact that John Muir spent some of his early years wandering through Georgia. In fact, he recorded his thoughts in his journal as he journeyed through the south on his longest botanical excursion. In "A Thousand-Mile Walk to the Gulf," a 1916 book compiling his writings, he details his fascination with the Georgia landscape:



“The Chattahoochee River is richly embanked with massive, bossy, dark green water oaks, and wreathed with a dense growth of muscadine grapevines, whose ornate foliage, so well adapted to bank embroidery was enriched with other interweaving species of vines and brightly colored flowers. This is the first truly southern stream I have met.”



However, his time here was not all smooth. Muir found that many families in the south along his path were not interested in helping him, and his unfamiliarity with the Georgia landscape, especially our marshlands to the south, took its toll. Finally, after running out of money, he spent nearly a week sleeping in the Bonaventure Cemetery in Savannah, the beauty of which he commented on extensively.

Ultimately, he did overcome this impasse and continued his adventure after receiving his awaited funds. Muir spent much of his journey creating illustrations of nature and pondering the ebbs and flows of tides and other forces, visible and invisible. He observed:

"So also there are tides not only in the affairs of men but in the primal thing of life itself. In some persons, the impulse, being slight, is easily obeyed or overcome. But in others, it is constant and cumulative in action until its power is sufficient to overmaster all impediments, and to accomplish the full measure of its demands."

Those words still ring true when describing the context the environmental movement finds itself in today. In the months since Donald Trump was elected, we've had to accept a complex reality. The Trump administration now challenges everything we stand for.

As we move forward with a new Congress and this new administration, here are some thoughts on how the Sierra Club will confront the reality of President Trump.

First, though, let's acknowledge that although a lot of progress was made under President Obama on many of the issues that we care about, our nation's challenges run much deeper than any one president. By itself, kicking Trump out of office won't solve the racism, misogyny, and xenophobia that existed before his rise. It won't eliminate the hatred in our public discourse and our communities. It won't magically create a 100 percent clean energy economy, nor will it alleviate the economic pressures that millions of families face in their daily lives.



We are proud of how the Sierra Club has begun to address the intersection of climate with inequality, race, class and gender, and we guarantee that we'll go even deeper.

- MIKE BRUNE

In 2017 and beyond, our priorities, challenges, and opportunities fall into four areas:

RESIST - We will draw on the talents and experience of our staff and volunteers to fight Trump right here in Georgia, every step of the way. This defensive work will play out in the courts, in the Georgia Legislature, in the marketplace, and in the streets -- and it will involve nearly every part of the Georgia Chapter. Part of this resistance will include standing actively with our allies and continuing to speak out against racism, xenophobia, sexism, bigotry, and hate.

RECRUIT - Our grassroots are the foundation of our strength. We have seen an outpouring of support from Georgians in the form of donations, memberships, volunteer recruitment, and social media posts. We will continue to aggressively recruit new activists, new volunteers, and new donors.

TRAIN - Having a larger membership and a deeper pool of activists will help, but how we develop those resources is just as important. We will work to activate a new generation of Sierra Club leaders in Georgia. Over the next three years, we will invest more deeply in staff and volunteer training than ever before. For example, all staff members and lead volunteers will get training on equity and inclusion as we accelerate our anti-racism work.

SUSTAIN - We have tough fights ahead, but we refuse to be in a defensive crouch for years to come. We will continue to make clean-energy progress in cities, in the private sector, with public utility commissions, and internationally, and we will increase our investments in those areas where we can stay on the offensive. We must be relentless in our fight against fossil fuels and for clean energy and smart transportation policies at the city and state levels.

OUR MISSION

To be the leading organization that empowers Georgians to take action to preserve, protect, and enjoy our environment.



OUR VISION

We are a widely recognized and respected organization whose engaged and diverse membership works to build relationships, influence leaders and leads citizens to protect our environment and to create a safer, more livable community throughout Georgia.



Conservation

The Sierra Club's first conservation campaign was in 1892, which was an effort to defeat a proposed reduction of Yosemite National Park's boundaries. The Georgia Chapter continues that legacy by working on implementing smart energy solutions, expanding green transportation options, and protecting wildlands and wildlife.

A. Overall

CONSERVATION

CONSERVATION CHAIR

Larry Winslett

VICE CHAIR OF CONSERVATION

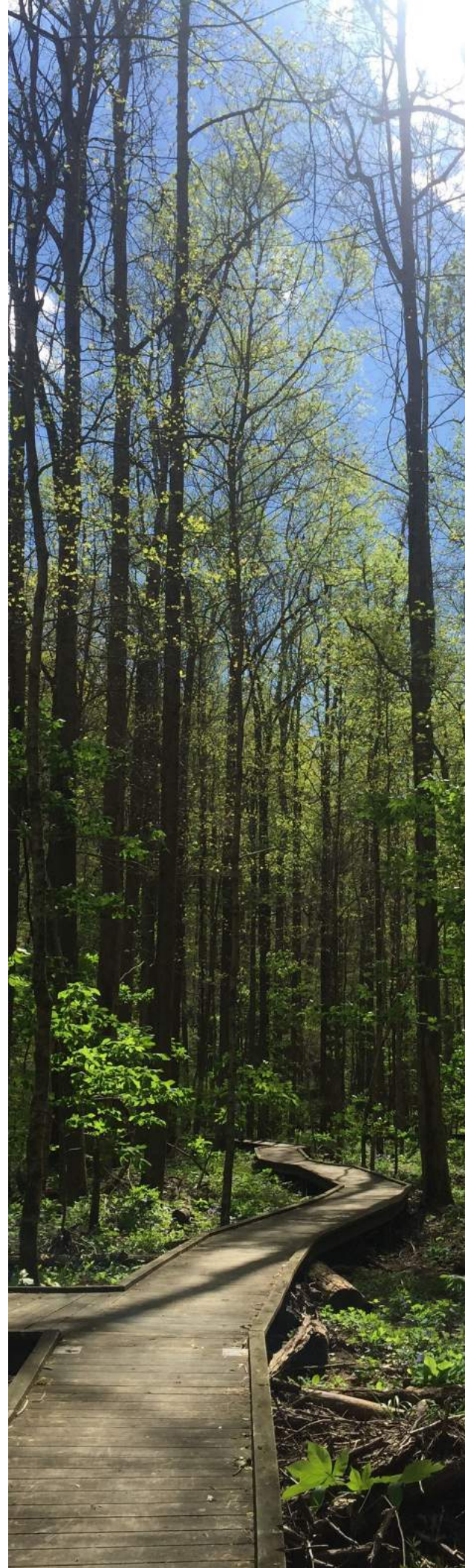
Mark Woodall

STAFF LEAD

Ted Terry

STAFF SUPPORT

Jessica Morehead & Brionté McCorkle





OBJECTIVE 1

Increase Local Group involvement and support of conservation program objectives.
Recruit Local Groups Volunteer Leader to participate in each of the three priority chapter conservation committees. Require Groups to locally take up at least one of the chapter's campaigns.

OBJECTIVE 2

Institute a regular process to evaluate and set conservation program priorities, drawing inspiration from the North Carolina, Michigan, and Arizona chapters' conservation priority setting processes.

OBJECTIVE 3

Revamp how committee's function to make them more productive, thereby boosting impact:

- Establish issue education as a function of the committees and build it into committee meetings.
- Engage new people in specific events/activities related to conservation issues as a point of entry so that committee meetings are no longer the primary point of entry.
- Create subcommittees to work on specific issues (Teams) with a clear purpose tied to a priority issue.
- Create function-based teams that operate outside of committees.
- Plan and share engagement opportunities at all committee meetings so all meeting attendees feel they have a role and value to add.
- Conservation committees establish a plan to keep members engaged even when issues go away.

B. Smart Energy

CONSERVATION

SMART ENERGY CHAIR

Eleanor Hand and Cecilia Harris

EXCOM LEAD

Seth Gunning & Mark Woodall

STAFF LEAD

Ian Karra

STAFF SUPPORT

Ted Terry





GOAL:

Georgia's grid is 100% coal free by 2030 and 100% renewable by 2050.

OBJECTIVE 1

Secure retirement of 5,278 MW of Georgia coal capacity by 2020 (and cumulative 11,250 MW by 2026).

- Retire Plants: Hammond, McIntosh, Wansley, and Bowen.
- Secure Plant Hammond a just transition plan at Public Service Commission.

OBJECTIVE 2

Ready for 100: Commit 5 communities to 100% Renewable Energy.

OBJECTIVE 3

No new expenditures on dirty energy infrastructure (fossil fuels/nuclear).

- Pipelines: Sabal Trail, See LEGISLATIVE Sub-Objectives 3C and 3D.
- Plant Washington: EPD denies air permit extension.
- Stop any new expenditures on nuclear infrastructure.
- Fracking & natural gas drilling: See LEGISLATIVE Sub-Objective 3B.

OBJECTIVE 4

Replace 100% of coal capacity approved for retirement with Energy Efficiency & Renewable Energy, equivalent to 20% of Georgia Power capacity by 2020.

- 2500MW of solar installed by 2020.
 - 1000 MW from ASI+ other projects, 1200 MW from REDI program, encourage REDI expansion.
 - Prevent and remove barriers to distributed generation (solar fees, Value of Solar, tax abatement).
- 2000 MW of wind by 2020.
 - Begin Georgia Smart from the Start Process, set up PSC-driven Wind RFP process for Georgia Power.
 - Georgia Power/EMCs signs additional PPAs from Southern Power's 3000 MW wind development projects.
- Energy efficiency is a priority resource by 2020 (8% of projected sales).

C. Regional Action to Improve Livability (RAIL)

CONSERVATION

RAIL CHAIR

[vacant]

EXCOM LEAD

David Emory

STAFF LEAD

Brionté McCorkle

STAFF SUPPORT

Ted Terry





GOAL:

Through expanding mass transit and other transportation alternatives, we will reduce oil consumption in Georgia by at least 50 percent by 2030 as part of our clean energy future.

OBJECTIVE 1

Shape and engage activists in transportation planning process, especially MARTA's \$2.5 billion expansion in Atlanta, Atlanta's Transportation Plan Update, the Atlanta Regional Commission and GDOT's Regional Transportation Plan.

OBJECTIVE 2

Build public support for transit in Gwinnett County through engagement in feasibility study process. Secure a MARTA expansion referendum in Gwinnett County for the November 2018 election.

OBJECTIVE 3

Expand MARTA to Cobb County: Launch pro-transit public education campaign in Cobb County.

OBJECTIVE 4

Increase the number of Electric Vehicles in state and municipal fleets by 15% of 2015 totals by 2020 and expand EV charging infrastructure utilizing Volkswagen Settlement Funds and other funding sources.

OBJECTIVE 5

Launch "Get on Board Georgia" statewide commuter rail effort in 2017 with regional convening, and get the Governor to join the Southern Rail Commission by 2018. Identify a clear funding source and path forward to build state's first commuter rail line by 2025.

D. Wildlands and Wildlife CONSERVATION

WILDLANDS CHAIR

[vacant]

EXCOM LEAD

William Tomlin

STAFF LEAD

Jessica Morehead

STAFF SUPPORT

Ted Terry





GOAL:

Advocate for responsible management and protection of public lands, especially to mitigate and respond to climate change; Protect, restore, and expand wild forests; and protect vulnerable wildlife by preserving and expanding habitat.

OBJECTIVE 1

Advocate for responsible management and protection of Chattahoochee and Oconee National Forests while participating in Forest Service Project Planning Processes.

- Continue advocacy through NEPA process as it relates to Cooper Creek.
- Participate in Collaborative Foothills Landscape Project and strengthen community engagement throughout the process.
- Increase community engagement to build power and assist partners in collecting data for input into the Forest Plan Revision.
- Advocate for an end to commercial logging on forest land.
- Identify & participate in outreach opportunities to advance our goal of protecting wildlife & wild forests.
 - Support Lumpkin Coalition for Hemlock Fest at \$750 level in 2017. Re-Assess support level in 2018.

OBJECTIVE 2

Protect Cumberland Island from development and advocate for best management practices & protections throughout Cumberland National Seashore & Wilderness.

- Advocate for strict enforcement of current zoning on private lands.
- Stop development of 88 Candler acres and ensure other Candler property remains subject to retained rights agreement.
- Secure permanent protection of 1000 private acres held in fee simple.
- Work with NPS to develop wilderness management plan to protect the wilderness area and address climate change [including provisions for dealing with sea level rise and inland migration of species].
- Stop development of spaceport.

Political

POLITICAL CHAIR

Eddie Ehlert

COMPLIANCE OFFICER

Bryce Farbstein

EXCOM LEAD

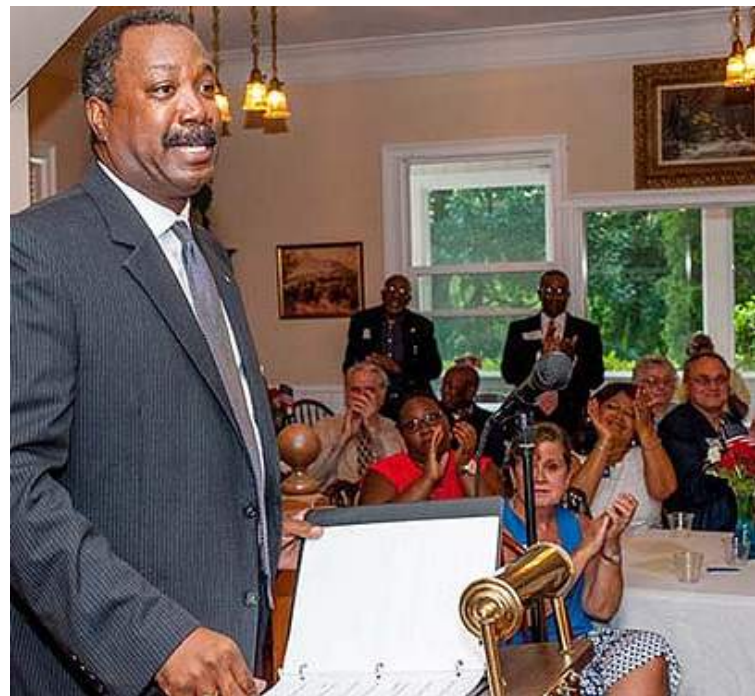
Eddie Ehlert

STAFF LEAD

Ted Terry

STAFF SUPPORT

Brionté McCorkle



Legislative

LEGISLATIVE CHAIR

Mark Woodall

EXCOM LEAD

Mark Woodall

STAFF LEAD

Neill Herring (Contract Lobbyist)

STAFF SUPPORT

Ted Terry, Brionté McCorkle





GOAL:

Pass legislation and stop any rollbacks to promote conservation, stop climate change, and expand natural resources in Georgia.

OBJECTIVE 1

Build power through partnerships.

- Play a leadership role in planning and executing Georgia Water Coalition legislative priorities.
- Evaluate building a solar/clean energy coalition.
- Monitor the Ethics Coalition with League of Women Voters and Common Cause.
- Redistricting effort with the Democracy Initiative.
- Strengthen ProGeorgia/Georgia Engaged partnerships.

OBJECTIVE 2

Build power through engaging Sierrans in lobbying.

- Working with the Political Program, develop in-district constituent state level lobbying program.
- Build “Who You Know” database (build knowledge-base on political relationships within the Chapter).



2017 LEGISLATIVE OBJECTIVES (ROLL OVER TO 2018-19)

OBJECTIVE 1: TRANSPORTATION

Support legislation allowing increased funding for transit expansion by allowing a vote in DeKalb County on an additional 0.5% sales tax for MARTA, and in Fulton County on an additional 0.25% sales tax for MARTA.

OBJECTIVE 2: ENERGY

- Support legislation on coal ash addressing the loopholes in regulations recently adopted by the Georgia Department of Natural Resources Board.
- Support legislation updating the regulation of fracking.
- Support legislation protecting landowners and the environment from petroleum product pipelines.
- Support a resolution to Congress urging more protection for Georgia landowners from natural gas pipelines.
- Support legislation improving HB 57, the Solar Freedom bill.

OBJECTIVE 3: WATER

Support legislation fixing the problems with fresh water wrested vegetation buffers on the rivers and streams of Georgia (a Georgia Water Coalition priority).

2018-2019 LEGISLATIVE OBJECTIVES

- Restore Electric Vehicle (EV) tax credits.
- Eliminate or reduce the EV user fee.
- Protect local governments authority to regulate the use of plastic bags.
- Dedicated funding for land conservation in 2018 Constitutional Amendment, Funding appropriations.
- Defend against Congressional rollbacks by using anti-environmental federal legislation to build power in districts across the state.

Legal

LEGAL CHAIR

Erin Glynn

EXCOM LEAD

Mark Woodall

STAFF LEAD

[vacant]

STAFF SUPPORT

[vacant]





GOAL:

Leverage the Sierra Club's legal department to support conservation objectives outlined above, and emerging issues.

OBJECTIVE 1

Provide legal support for 2019 Integrated Resource Plan (IRP) through Beyond Coal, Sierra Club Law Program, Green Law on IRP related matters to encourage continued growth of renewable energy throughout Georgia.

OBJECTIVE 2

Refile lawsuit (SC#16-97) with the Georgia Environmental Protection Division if it fails to move forward with issuance of updated NPDES discharge permits at all five of the remaining Georgia Power coal fired power plants.

OBJECTIVE 3

Continue work with national Dirty Fuels litigation team on an appeal of the Federal Energy Regulatory Commission's approval of the Sabal Trail natural gas pipeline (SC#16-64) to halt further construction.

OBJECTIVE 4

Monitor proposed thinning project in Cooper Creek area of the Chattahoochee National Forest. File litigation with partners if the final plan remains harmful to the health of the forest.



Engagement & Membership

Georgia Sierra Club members and supporters are more than 45,000 of your friends and neighbors. Our success is thanks to our grassroots network of volunteers who are interested in having an impact on conservation issues they care about. We have a growing outings program, and have strong committees working on forest protection, transportation and clean energy. Inspired by nature, we work together to protect our communities and the planet.

A. Adopt A Stream/Water Sentinels

ENGAGEMENT & MEMBERSHIP

WATER SENTINELS CHAIR

Alan Toney

STAFF SUPPORT

Brenda Cargin

GOAL

Identify a new volunteer leader to lead revival of the Adopt A Stream/Water Sentinels program. Host at least one clean up event each month to engage volunteers at the local level, identify water quality problems, and work with the EPD and other partners to address them.



B. Events

ENGAGEMENT & MEMBERSHIP

VOLUNTEER LEAD

[vacant]

EXCOM LEAD

Marinangeles Gutierrez

STAFF LEAD

Jessica Morehead, Brenda Cargin

STAFF SUPPORT

Ted Terry, Ian Karra, Lornett Vestal, Brionté McCorkle





GOALS:

Increase attendance at events to engage and involve new people in the organization; grow membership; grow awareness of our issues by mobilizing activists; increase brand visibility; and increase donations.

STRATEGIES

Create an annual event plan aimed at connecting the dots between events and Chapter activities to encourage further involvement by attendees.

The plan should include:

- Consistent follow-up and ongoing engagement with event attendees to encourage involvement on an ongoing basis.
- Establish guidance for event planners at the Chapter and Group level that considers the location of events (place, locale), flyer locations, and other methods of event promotion to increase participation and equity of participants.
- Leverage existing and form new partnerships while planning events to attract new audiences (i.e. Atlanta University Center).
- Create and use a standard template to follow up with event attendees.
- Protocol to establish event Host Committees that assign specific people to welcome and involve event attendees.
- Solicit event sponsorships from businesses (host events; provide event services, catering, etc.).
- Offer promotional items at events.

C. Outings

ENGAGEMENT & MEMBERSHIP

VOLUNTEER LEAD

Sammy Padgett

EXCOM LEAD

[vacant]

STAFF LEAD

[vacant]

STAFF SUPPORT

Jessica Morehead, Lornett Vestal





GOALS:

Host 150 outings a year to engage and involve new people in the organization, and connect attendees to priority conservation issues.

OBJECTIVE 1

Align outings with conservation issues and use outings as education opportunities to build awareness of priority issues.

- Use outings to influence decision/policy makers.
- Use outings to provide special educational experiences for donors.
- Use outings to gain media coverage.

OBJECTIVE 2

Recruit and train more outings leaders.

- Refresh content offered in Outings Leader Trainings.
- Build capacity to deliver trainings by recruiting and training more facilitators.
- Assign a buddy or mentor to leaders-in-training to ensure people who start the training finish.
- Get defined commitments from leaders-in-training; follow-up with trainees to ensure on-going engagement.

OBJECTIVE 3

Improve outings attendance and collection of outing attendee data in order to further engage attendees in other Chapter activities.

- Increase promotion and marketing of Outings.
- Establish accountability for Outings Leaders to use new Campfire tool to create and manage outings; this will also improve liability waivers collection.
- Encourage leaders to also post on Meetup, an online platform used to connect people with events that are in line with their interests.
- Determine transportation options to Outings for people who need it.

OBJECTIVE 4

Build partnerships to expand our outings program.

- Use outings to connect the military community with community and Sierra Club.
- Improve how the Chapter works with Atlanta Inspiring Connections Outdoors (ICO).
- Form partnerships to offer experiences that are “special” or discounted.

D. Partnerships

ENGAGEMENT & MEMBERSHIP

VOLUNTEER LEAD

[vacant]

EXCOM LEAD

Marinangeles Gutierrez

STAFF LEAD

Ted Terry

STAFF SUPPORT

Brionté McCorkle, Ian Karra, Jessica Morehead, Lornett Vestal, Brenda Cargin





GOALS:

Partner and collaborate with other organizations and businesses to increase the effectiveness of issue campaigns, elevate brand awareness, and boost fundraising.

OBJECTIVE 1

Strengthen working relationships with existing formal affiliations and explore opportunities to join new coalitions.

- Georgia Water Coalition [See Legislative Objectives]; Expand Equity Training to the Georgia Water Coalition.
- Georgia Engaged [See Political Objectives].
- EarthShare of Georgia.
- Transformation Alliance.
- Our Future Atlanta.

OBJECTIVE 2

Work closely with the Change Team to develop, grow, maintain and track relationships with priority organizations (rank in parentheses) through attending partner events and taking advantage of opportunities to show solidarity.

- Local elected officials and decision makers (I).
- Riverkeepers (II).
- Businesses with a sustainability focus (II).
- Soil and Water Conservation Districts (II).
- The GA Bar Assoc. – Enviro. Section (II).
- Active Sierra Student Coalition groups in Georgia and other environmentally-oriented student groups (II).
- Youth organizations i.e. HOPE, Next Gen. Men, Schools (III).
- Outfitters, recreation businesses (III).
- Veterans organizations (III).
- Neighborhood Planning Units (III).
- Hunting and Fishing Community (III).
- The Faith Community (III).
- Labor groups (III).
- Chambers of Commerce (IV).

E. Communications

ENGAGEMENT & MEMBERSHIP

VOLUNTEER LEAD

[vacant]

EXCOM LEAD

[vacant]

STAFF LEAD

Brenda Cargin

STAFF SUPPORT

Ted Terry, Ian Karra, Jessica Morehead,
Lornett Vestal





GOALS:

Increase the number of volunteers and supporters in the Georgia Chapter by telling our stories and our successes better, strengthening brand recognition, and consistently sharing opportunities to get involved.

STRATEGIES

Develop a Communications Plan by measuring and setting goals for the outcomes/results of the Chapter's various communication modes.

ONLINE ENGAGEMENT

- Send action alerts more frequently as an entry-level way to get involved with a campaign or committee and to grow our subscriber list.
- Maximize use of new Salesforce system to send Footnotes and other emails regularly and consistently.
- Make and share videos with conservation updates, chapter events, trainings, and other content using tools like Animoto, Periscope and more to double social media engagement and website traffic.
- Simplify website and keep content up-to-date.

PRINT

- Grow Sierran editorial committee capacity and volunteer leadership to publish high-quality, timely and useful content on a consistent quarterly basis.
- Collect and share the organization's stories through the creation of a "story bank."
- Develop Chapter-specific collateral to distribute after presentations, at tabling events, campaign events, and committee meetings.

MEDIA & OUTREACH

- Begin using text campaigns to increase activist mobilization.
- Identify and grow the number of spokespeople for the Chapter (people who can be guest speakers at events on behalf of the Chapter).
- Increase media presence by building and tracking relationships with reporters.
- Buy external advertising to promote conservation issues and chapter events.
- Recruit graphic design and other expertise to improve Chapter branding/marketing.

Operations and Capacity Building



From Left to Right: Ian (Beyond Coal Organizer), Lornett (SE Military Veterans & Outdoors Coordinator), Jessica (Chapter Coordinator), Ted (Director), and Brionté (Assistant Director)

A. Staffing and HR

OPERATIONS AND CAPACITY BUILDING

HR CHAIR

Ankush Patel

EXCOM LEAD

Ankush Patel

STAFF LEAD

Ted Terry

STAFF SUPPORT

Brionte McCorkle





GOALS:

Add staff capacity to carry out work outlined in the strategic plan. Most needed capacities outlined in the Staffing Planning Guide.

NEEDS

- Communications.
- Office administration.
- Management of volunteers and interns.
- Assistant Treasurer.
- Coordination of overall conservation program.
- Committee Leadership, especially Wildlands.
- Assist/carry out RAIL goals and objectives.
- Carry out Wildlands goals and objectives; Forest Organizer position.
- Carry out Dirty Energy Infrastructure (pipelines, Plant Washington, new nuclear, fracking, and natural gas drilling) goals and objectives.
- Carry out “Ready for 100” project (has the potential for future staff capacity).
- Carry out “Build Power Through Volunteer Lobbying” objectives.
- Carry out Political Program goals and objectives; Political/Legislative Director position.
- More frequent delivery of activist trainings and other skills-based training across the state, focusing on areas pertinent to our conservation objectives.
- Outings training and support.
- Event planning and coordination.
- Rapid response and mobilizations.
- Fundraising.
- Support implementation of Equity, Inclusion and Justice Initiatives (Change Team).

STRATEGIES

- Bring on additional staff and redefine current staff positions.
- Build an intern program for the Chapter, drawing from Southface's internship program as a model for how to structure.
- Investigate bringing on Green Corps organizers.
- Remove barriers to staff productivity by conducting a tech assessment and replace office hardware as needed focused on needs not wants, assess computers and other hardware, includes other equipment too – PA, Printers, etc., includes software needs (i.e. Indesign/Adobe Creative Suite).



B. ExCom

OPERATIONS AND CAPACITY BUILDING

CHAPTER CHAIR

David Emory

VICE CHAIR OF ADMINISTRATION

Jeff Schoenberg

STAFF LEAD

Ted Terry

STAFF SUPPORT

Brionté McCorkle, Jessica Morehead





GOALS:

Exercise inclusive and effective governance through strategic decision-making, managing staff and providing fiduciary oversight. Build local resources and support staff in providing service to members, supporters and the public.

STRATEGIES

1. Ensure the ExCom, as a whole, is focused on core functions.

- Gathering information on strategic plan progress and disseminating that information (ie. group delegates to local groups; ExCom Leads to strategic plan work areas).
- Decision making, problem-solving, grappling with opportunities.
- Being champions for the Chapter and bringing in new funders, supporters, and influencers.
- Utilizing Team Sierra to assist with fundraising efforts for the Chapter.

2. Identify metrics, i.e. "Measures of Success," for the following and get reports from staff leads:

- Outreach activities.
- Program activities.
- Groups.
- Committees.
- Leadership pipeline.
- Volunteers.
- Financial/Fundraising/Budget.

3. Identify technology solutions.

- Implement Salesforce software to provide a dashboard to track metrics and project states.
- Evaluate project management software that tracks assignments, due dates, and integrates with individual and master calendar.

4. Update and implement Excom meeting norms.
5. Use discipline in prepping for ExCom meetings:
 - Send ExCom meeting materials enough in advance to have time to review them.
 - Discuss strategic plan metrics and status at ExCom meetings.
 - Update and periodically review the Chapter calendar with ExCom.
 - Assign tasks clearly at each meeting and check in on task completion at the subsequent meeting.
 - Collect and summarize group reports.
6. Ensure all ExCom members are involved in at least one work area of the strategic plan.
7. Establish an HR Committee.
8. Pass bylaw and establish a plan to track and comply with new ExCom term limits.
9. Create plan to improve the process to identify and recruit an equitable and robust pool of ExCom candidates, drawing guidance from the National Sierra Club's process to improve the leadership pipeline.
10. Appoint Nominating Committee to make elections more prominent, to increase participation.
11. Provide orientation for new ExCom members to Ensure ExCom "job description" is understood and agreed to by all members.
12. Pair incoming ExCom members to encourage mentorship.



C. Volunteers

OPERATIONS AND CAPACITY BUILDING

EQUITY CHAIR (CHANGE TEAM)

Marinangeles Gutierrez

EXCOM LEAD

Ankush Patel

STAFF LEAD

Jessica Morehead

STAFF SUPPORT

Brionté McCorkle, Ted Terry, Ian Karra,
Lornett Vestal, Brenda Cargin





GOALS:

To grow our volunteer base in order to fill positions, increase the number of volunteers moving up the leadership ladder, and build power to contribute towards successful campaigns.

OBJECTIVE 1

Create, implement and document a comprehensive Volunteer Program that includes a process for recruitment, training, leadership development, and retention.

- Identify baseline metrics for volunteer program growth (ex. use vacant volunteer positions as metric).
 - Grow the number of committee participants and event volunteers.
 - Grow the number of super volunteers (committee and local group chairs and Executive Committee members).
- Identify and map volunteer needs/tasks.
 - Ex. Tabling & Outreach Team, Data Team, Change Team, Events Team, Adopt a Stream / Water Sentinels, Outings Leaders, Local Group volunteers, Fundraising Committee, Issue Committee Volunteers.
 - Ensure group leaders are fully supported in recruitment efforts by regularly capturing needs mentioned in ExCom group reports.

- Create Volunteer Job descriptions with explicit expectations laid out.
- Survey members and volunteers and ask how they want to get involved to gauge where volunteer interests already exist.
- Determine technology for volunteer recruitment (Signup.com, Sierra Club Volunteer Connection, Google Group, etc.).

OBJECTIVE 2

Establish clear volunteer leadership development process.

- Consistently capture volunteers and their interests/skills in the database to better connect volunteer interests/skills to Chapter needs and be more intentional about making specific asks to individuals using that data to fill specific volunteer needs.
- Define process to move people from “Volunteer” level of Leadership Pyramid to “Super Volunteer” level.



OBJECTIVE 2 (CONTINUED)

- Build a volunteer pipeline so when volunteers move up the Leadership Pyramid (or just move on) there are volunteers to step up into their place.
- Standardize and improve consistency with volunteer acknowledgment to increase retention.
- Build mentorship program to encourage relationship-building between new and existing leaders.
- Intro. to Politics (delivered by political committee).
- Legislative training for all legislative points of contact.
- Provide Equity training.
 - Equity Facilitation Skills (Training for Trainers).
 - Revise & Deliver Equity Modules to committee and group leaders, ExCom members, staff, interns, and outings leaders.

OBJECTIVE 3

Provide training to ExCom, Groups, Committees, Staff, etc. to increase familiarity with the Sierra Club's organizing model and tools; ensure awareness of and ability to use technology, especially when new or changing. Establish, document, carry out and expand training courses using technology such as Google Hangout and GoToMeeting.

- Chapter Technical Systems.
 - Salesforce (database to manage membership, volunteers, supporters, and partnership information).
 - Salesforce Marketing Cloud (Chapter & Group Emails).
 - Campfire (Events & Outings).



OBJECTIVE 4

Remove barriers to volunteer participation and inclusivity.

- Identify technology solution to support team collaboration. Should allow:
 - A place to post documents/updates for strategic plan work areas and objectives (i.e. Slack).
 - Aid in internal communication other than existing Google Groups and Listservs.
- Change Team to help create event promotion guidance.
- Change Team to Inform ExCom on how to be more equitable in recruitment efforts.
- Create a Volunteer Welcome Packet that includes:
 - Procedure for groups, committees, etc. to ensure everyone is welcomed at each meeting/event.
 - Established Meeting Norms.
 - Guidance to help leaders be more thoughtful about time, locations, marketing, and accessibility for trainings, meetings, and events [see Engagement: Events].
- Identify bilingual members and supporters to begin translating materials and tabling at events where Spanish, etc. are spoken.

D. Local Groups

OPERATIONS AND CAPACITY BUILDING

VOLUNTEER LEAD

Group Chairs

EXCOM LEAD

Group Delegates

STAFF LEAD

Brenda Cargin

STAFF SUPPORT

Ian Karra, Ted Terry, Brionté McCorkle, Jessica Morehead, Lornett Vestal





GOALS:

Increase local group-level engagement of members and supporters through social events and outings, strengthen group involvement in local and chapter conservation issues, and support expanded fundraising activities at the group level.

STRATEGIES

1. Recruit new Local Group members and leaders.
2. Appoint Local Group deputy leaders (e.g. Savannah River Group) to prep for Leadership Transitions.
3. Provide more relationship-building opportunities between Groups and the Chapter.
4. Increase 2-way communication between Groups and Chapter.
 - Ensure group ExCom delegates are aware of their responsibility to be in the know on both Chapter and all Group issues and to communicate them with at Chapter and Group ExCom meetings.
 - ExCom to ask and provide space on the agenda for local issues at ExCom meetings.
 - Enlist Local Groups more often and involve them more in Chapter issues.
 - Implement Chapter leadership visits to local groups.
5. Fit Local Groups with training on Sierra Club organizing skills and required systems.
6. Implement technology solutions to produce ways for Local Groups to network and share with each other (i.e. regular video conference calls to network).
7. Identify and implement technology solution to keep track of and keep everyone informed of local group activities (i.e. using Campfire as a master calendar).
8. Identify and hold groups accountable to basic standards.
9. Summarize Group Reports to report on annual progress.

E. Fundraising & Finance

OPERATIONS AND CAPACITY BUILDING

CHAPTER TREASURER

Tom Neff

ASSISTANT TREASURER

[vacant]

FUNDRAISING CHAIR

Marinangeles Gutierrez

STAFF LEAD

Ted Terry

BOOKKEEPER

Jessica Morehead

STAFF SUPPORT

Ian Karra, Brionté McCorkle, Lornett Vestal,
Brenda Cargin





GOALS:

Grow Chapter donations by 50% to accommodate more staff and expanded Chapter activities identified in the strategic plan.

STRATEGIES

OVERALL

- Create a fundraising plan and budget each year with specific activities and projections that inform the Chapter's budget and ensure the Chapter is resourced enough to deliver on the strategic plan. The plan should include a calendar, due dates, and method to track and measure progress.
- Work with Communications Staff Lead to identify and create needed support documents, while also making sure to include all giving options in communications.
- Create an Annual Report to present to donors and partners.

MAJOR DONORS

- Use and expand existing list of potential major donors and increase time building relationships.
- Involve more ExCom members in Major Donor Fundraising.
- Host memorable events (i.e. Janisse Ray event) focused on engaging major donors.

MEMBERS

- Convert members into donors.
- Re-establish Door-to-Door canvas to get new memberships and monthly donors.
- Automatically process memberships for donors who give \$100+ in a year.

BUSINESS PARTNERSHIPS

- Assist Event Lead Staff in recognizing prospects to donate space, food/beverage, funds, advertise in the Sierran, and become an Individual Business Affiliate (*be aware of restrictions on businesses can fundraise from).
- Build relationships with companies that we can get a dividend or stock donation from.
- Provide more financial support for ICO and Sierra Student Coalition.

GRANTS

- Catalog and pursue more grant opportunities, involving ExCom in these endeavors as needed.
- Create a system to manage grants we receive (reporting, etc.).



INDIVIDUAL PLANNED GIVING

Pursue stock donations and bequests.

FUNDRAISING EVENTS

- Ensure expenses for fundraising events are included in Fundraising Plan and within the Rev/Exp Budget.
- Examine events for untapped revenue streams and categorize revenue-generating events as fundraising events.
- Identify clearly when to make fundraising asks and how to take donations at events.

EARTHSHARE

- Maximize EarthShare partnership by attending more fairs for corporate partners to increase individual workplace giving.

