

# **San Diego Chapter Implementation Plan for Recommended Actions July 31, 2019**

In February 2019 the Sierra Club's Board of Directors approved a resolution reinstating the San Diego Chapter. The Board's action was predicated on the commitment by the Chapter leadership to prepare an implementation plan for the recommended next steps referenced in the Board's resolution.

The San Diego Chapter is fully committed to implementing each of the steps as outlined below.

## **I. Term limits for all elected positions be created and abided by.**

The San Diego Chapter recognizes the need to provide pathways for leadership within the Chapter. Such pathways provide the opportunity to grow and have the greatest impact by having a diverse pool of leaders that are balanced in terms of gender, race, ethnicity, age, socioeconomic status, background, experience, geography, ability, sexual orientation, and more.

As part of the reinstatement process the Chapter and both Chapter Groups adopted new bylaws in 2017. The Chapter bylaws included the Board of Directors mandated term limits provision. However, neither of the Group bylaws contained a provision for term limits.

Group Executive Committees will modify bylaws to contain a provision for term limits no later than September 1, 2019. This will ensure that the term limit provision will be in effect for the Group Executive Committee's annual election in the fall.

## **II. On an annual basis, all elected/appointment members within the chapter leadership (including group leaders) participate in training on: effective leadership, thoughtful communication, equity and inclusion.**

In January 2019, the Chapter Director and the members of the Sierra Club San Diego Executive Committee, participated in an all-day retreat that focused on strategic planning, communication, leadership and inclusion. The retreat was facilitated by a professional facilitator who covered these topics and more. The retreat also included a communication training by a Ph.D. in communication.

An annual retreat is to be held in the first quarter of each year that will focus on a variety of topics including thoughtful communication, equity and inclusion. Chapter staff, group leaders, chapter leaders and members of the Executive Committee will be invited to attend. The outcome of the retreat will enable Chapter leaders to apply learnings and practices from these trainings/meetings to the work they do for the Club. Additional opportunities will be available throughout the year for leaders to practice and reinforce these topics at Sierra Club San Diego meetings.

**III. On an annual basis, all elected/appointed members of the chapter leadership review and sign all basic board policies, conflict of interest and commit to proactive leadership.**

As part of the annual Chapter onboarding process (January annually), at the conclusion of the training session, all Chapter leaders will be asked to sign a document acknowledging receipt of a Chapter Leadership Handbook and agree to a commitment to following basic Board and Chapter policies and procedures, conflicts of interest, equity and inclusion, and leadership development.

**IV. All newly elected/appointed members of the chapter leadership complete onboarding and training for leadership so that they are aware of Sierra Club principles, policies and procedures.**

As part of the annual Chapter retreat to be held in January, a structured onboarding training will be held for all Chapter and Group Executive Committee members, Section Chairs, Standing Committee Chairs and primary committee chairs. Each leader will be provided with a Chapter Leader Handbook, updated annually, that will include the following areas of responsibilities (and those areas as recommended by the Chapter Support Team):

- **Bylaws and Standing Rules** -National, Chapter, Groups, Sections, Standing Committees, Outings Program, ICO.
- **Chapter Policies** – Chapter Meeting Norms, Handling Disruptive Behavior, Executive Committee Giving Policy, Spokespersons, Personnel Administration.
- **Administration** – Conflict of Interest, Standards of Conduct, Preventing Discrimination, Harassment, and Bullying, Resolving Conflict.
- **Activism** - Affiliations/Boycotts, Building the Volunteer Base, Sign-On Guidelines, Speaking for the Club, Civil Disobedience.
- **Financial** – IRS c3 & c4 determination letters, c3 vs. c4, Compliance Overview, Certificate of Liability, Who is Covered by Club’s Insurance, Leases, Corporate Financial Support, Gift Acceptance, A year in the Life of a Chapter Treasurer.
- **Equity & Diversity** – Creating a More Inclusive Culture, Practicing the Jemez Principles, Diversity, Equity Language Guide.

**V. On an annual basis, the full membership will receive a guide to the website and communication lists so that they can join any lists that they are interested in and know where to access information. In addition, it would be helpful to provide reminders about how to bring questions, issues and concerns to the Chapter.**

The Chapter and Group Executive Committee election ballots, which must be mailed to all members, is contained in the Chapters October-December print newsletter. This provides the best opportunity to include a guide to the Chapter's website and communications lists. Additionally, all editions (quarterly publication) are to include reminders on how to access Executive Committee meeting agendas and minutes, bring questions, concerns or issues to the Chapter's attention and provide an avenue to increase member participation in the Chapter’s affairs. A list of leaders contact information will be included in all print editions of the newsletter. Notices can also be included periodically in the Chapter's electronic newsletters.

**VI. Each year when the Chapter conducts its strategic planning, the full membership should be notified and the groups should be included early on in the process (before the conversations begin) so that they can contribute information, perspectives and local goals into the Chapters process. Representatives from the groups or other areas should also be invited to participate.**

In the first quarter of each year, the Chapter will conduct an annual planning session. The Chapter will seek to engage its membership and Chapter leaders in ways that will help inform the Chapter goals through print, digital and in person communications, such as the use of surveys, the Chapter's print and electronic newsletters, email notifications, at member events, the Chapter's website and events calendar.

**NOTE: Regarding item numbers II, III, IV and VI.**

In the fourth quarter of each year, the Executive Committee shall appoint a team to plan and for the annual January retreat and a team to plan the annual planning session.

**VII. A leadership development plan should be created to groom new, younger and more diverse leaders for the future of the club.**

The San Diego Chapter has already begun the process to recruit, engage and develop new leaders and increase diversity of leadership.

More diverse pools of nominees have been recruited for Executive Committee elections and increasing diversity of candidate slates will continue to be a focus of the Nominating Committee for Executive Committee elections. The nominees for the last election included people of color, women, and young people. The three newly elected members were the three youngest on the slate, averaging nearly half the age of the majority of the new board members. Moreover, two of three elected board members are women. The current nominating committee is working to recruit a more diverse pool of candidates for the upcoming Executive Committee elections in the fall of this year.

A model based on the "Diffusion of Innovations Paradigm" is being employed to recruit new leaders. Using opinion leaders and change agents, each member of the chapter's leadership is reaching out to people of color and younger members to encourage them to participate in club leadership positions. Based on the principles from this theory the youngest Sierra Club leaders are reaching out to members of their cohort and to even younger members for recruitment into the Sierra Club leadership. The political committee and the conservation committees are similarly working to diversify their leadership.

Our Chapter Conservation chair is an environmental justice leader, establishing an Environmental Justice Committee and list serve at Sierra Club California. Chapter leaders have also increased appearances at high school and college classes and at high school and college environmental groups to inform and attract younger members.

The Chapter played a key role in helping to found and build the San Diego Quality of Life Coalition, a coalition of over two dozen non-profit organizations including environmental, environmental justice, and labor groups throughout the San Diego region whose vision is:

“Invest our public dollars in a socially and environmentally equitable manner to build a vibrant, inclusive economy that delivers environmental and economic justice, lifts up communities, creates healthier communities, addresses the climate crisis, and ensures natural resource conservation.”

As part of the Chapters strategic planning process to be held in the first quarter of 2020, the Chapter will develop an implementation calendar for a Leadership Development Plan that will include:

- Recruitment of more diverse candidate pools to run for Chapter and Group Executive Committees,
- increased partnerships with organizations centered on health, environmental and social justice, labor, and with groups and organizations where we share a common outcome,
- capitalize on the close relationship we have already developed with other environmental organizations including 350.org, Climate Action Campaign, Environmental Health Coalition, Audubon Society, the Endangered Habitats League and a host of other environmental organizations to recruit a more diverse pool of leaders,
- seek to appoint people of different backgrounds to key positions within the Chapter including the Executive Committee officers and
- creation of an assessment feedback loop to evaluate successes, identify obstacles and seek practices to become a more inclusive Club.

**VIII. The chapter leadership should discuss and agree on reasonable guidelines for communication that can be shared with the membership at large. For example, agendas posted 48 hours in advance of a meeting, minutes shared within 7 days of a meeting, notification of events and opportunities will be posted on the website, etc.**

The Chapter will establish a Communications Team by the end of 2019 with broad chapter membership to recommend policies and/or guidelines for communications for both members and the public. Communications shall mean to include in person, print, digital and social medias outlets. The Communications Team is expected to complete its task no later than June 2020 with implementation by the end of 2020.

An Events Calendar, which includes all Executive Committee meetings, committee meetings, membership meeting, Club and social events and an Outings Calendar which lists all approved Chapter outings, can be found on the Chapter’s website home page. Both calendars are directly linked to events and outings created in Campfire.

A Chapter Executive Committee Agenda listserv was created in June 2019. Any member can subscribe to the list. The Executive Committee agenda will be sent no later than 5 days prior to its meeting (first used for the July 10, Executive Committee meeting). Currently the list has more than 90 members.

Additionally, the Chapter will hold a general membership meeting at least once annually (May?) and ideally twice annually (May & Oct) in different geographical areas to give the best opportunity for members to attend (i.e. city of San Diego and north county).

The Chapter will also issue an annual report to be distributed at the May meeting.