

**Appendix B:**  
**Maryland Chapter Governance Documents**

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## **Sierra Club, Maryland Chapter Conservation Committee – December, 2014**

### **Proposed Structure, Organization, Operating Processes & Coordination (v3.4)**

The primary work of the Conservation Committee is to:

- Recommend adoption of positions on conservation issues based on Sierra Club conservation policies and priorities established by the Chapter Executive Committee
- Coordinate with Issue committees, Groups, and allies to review and vet emerging conservation issues that need attention and assess which issues require Executive Committee consideration
- Make recommendations to the Executive Committee on funding needs for conservation programs
- Review the Club's comments (as developed by Issue committees) on decisions that public decision makers are about to make or have already made
- Participate in existing coalitions and develop new relationships with allies, encouraging their participation and support for our conservation campaigns
- Assist chapter leaders and staff with creating timely external communications that can be distributed to Sierra Club activists, the media and decision-makers as appropriate
- Recruit, train, and mentor Issue Chairs, Issues contacts, campaign leaders, and activists on effective campaigns and Sierra Club policies and processes, with the support of chapter staff

General principles of operation for the committee include:

- The Maryland Chapter is required to comply with Sierra Club policies, which are available on this page: <http://clubhouse.sierraclub.org/administration/policies/default.aspx>
- We strive to involve our members in our work and decision-making, so information sharing and transparency about our processes is an important value which should be reflected in the work of our issue committees, campaign committees, and issue contacts, to the extent that it does not compromise our position relative to those who hold opposing positions.
- The Chapter Executive Committee reserves the authority to review and if necessary, override or modify positions taken by campaign committees, issue committees, issue contacts, and the conservation committee.
- It is possible (and likely) that one person will serve in more than one role, however it is important that each person maintain clarity about their particular role in a given situation. We should strive to not overload anyone by asking them to serve in too many roles at once.

#### **Conservation Committee Structure & Appointment process:**

The Chapter Conservation Chair is appointed by the Chapter Chair each year after the newly elected Ex-com members take office in January, or whenever there is a vacancy in the position, subject to approval by the Ex-com. The Chapter Conservation Chair must be a Sierra Club member, but does not need to be a member of the Executive Committee.

The Maryland Chapter Conservation Committee includes at least three (3) voting members and no more than seven (7) voting members appointed by the Chapter Chair in January. One member of the committee is the Chapter Conservation Chair. The Chapter Chair may self-designate as a member of the Conservation Committee.

Conservation Committee members should have familiarity with planning and conducting campaigns, and should be familiar with more than one conservation issue. At least one voting member of the Committee will represent the perspective of Group conservation campaigns, and at least one voting member will represent the perspective of Chapter conservation campaigns. The committee voting membership should be balanced to represent the perspectives of local Groups, chapter issue committees, and national campaign priorities. The Chapter Chair should survey Group leaders to determine which potential Conservation committee members will best represent the broad range of perspectives of the local Groups, including the geographic

diversity of the state.

The Chapter's ongoing conservation work is handled primarily by Campaign leaders and campaign members, supported by chapter staff as determined by the Executive committee and Chapter Director. One or more related campaigns are aggregated into an Issue Committee, which provides a coordinating function between the campaigns and as available, issue expertise. Issue Committee Chairs and Campaign leaders are volunteer roles appointed by the Conservation Committee Chair. An Issue committee must include multiple members who have interest in the related issue campaigns, and ideally have related subject matter expertise. Issue Committees and the related campaigns may or may not be supported by paid staff.

### **Committee Operations & Annual Planning Cycle**

The Conservation Committee will meet in person or by call at least nine times per year. These meetings will be open to all Sierra Club members to the maximum extent possible.

Twice per year, the Conservation Committee will conduct in depth planning sessions to review the committee's work, review the status of all campaigns, and recommend priorities to the Executive Committee for the upcoming three years. Each planning session will be conducted in conjunction with the Chapter Legislative Committee, and include representatives from the Issue Committees and local Groups. In addition to review of the active campaigns, each planning session should include a landscape scan of the active issue areas and issues being monitored for emerging issues which may deserve attention.

Recommended timeframes for the planning sessions are in the late April-late May timeframe, after the conclusion of the Maryland General Assembly session and before the summer, and again in the fall to provide input for the CCE priorities selection process and for the Ex-com's overall chapter planning process including chapter budgeting for the upcoming year.

### **Issue Committee Formation and the role of Issue Contacts**

An issue committee is formed by the conservation committee when one or more related campaigns are established and approved, or when there are one or more issue contacts active in a given issue area. The Issue Committee Chair's role is to facilitate and coordinate work between the campaigns and Issue contacts within the issue area. While subject matter expertise is valuable, the people serving in these roles should primarily focus on organizational coordination and development. Each Issue committee consists of three or more members designated by the conservation chair to make recommendations about priorities and positions on their issue and help develop and review campaign plans. At least one member of the issue committee should be independent of the active campaign committee to allow for broader perspective on the issue beyond that of any single campaign.

For conservation issues for which the chapter does not have an active campaign, an Issue Contact can be identified to serve as a subject matter expert, information resource, and when approved, as a spokesperson for the chapter on that issue. The Issue Contact must maintain familiarity with Sierra Club policies related to their particular issue. If a campaign within the Issue area is identified and approved by the Conservation Committee, the Issue Contact can serve in the role of Issue Chair or Campaign Chair, or a new person can be recruited to focus on the organizational functions while the issue contact transitions into a role as a member of the issue committee or campaign committee.

### **Issue and Campaign Selection & Prioritization**

A new chapter conservation campaign can be proposed by an Issue Team, a Group, or a Sierra Club member. When a campaign is proposed, it will be held in "Proposed" status until a campaign leader is identified, and a campaign proposal form is completed, describing the intent of the campaign, the target of the campaign, the resources needed to win, and the resources identified for the campaign. If a campaign leader and other appropriate resources are identified, the Conservation Committee will assign the proposed campaign to an Issue Team. Proposed campaigns will be considered by the conservation committee approximately once per month.

The designated Issue Team will continue to identify resources and work with the campaign leader to develop a full campaign plan. Available resources and resource gaps must be identified.

The assigned Issue Committee leader will review positions taken by conservation campaigns to assure compliance and consistency with Sierra Club conservation policies. Questions about interpretation of policy will be referred to the Chapter Conservation Chair. In situations where goals from different campaigns are in conflict, the Conservation Committee will assess the tradeoffs and recommend a course of action to the Executive Committee for decision. The Executive Committee retains the right to override or modify campaign decisions, issue committee decisions, and conservation committee decisions.

Campaigns will be prioritized for allocation of shared resources (including chapter staff time, chapter-wide email messages, newsletter space, etc.) within an Issue Team, with a recommendation about priorities made by the Conservation Committee to the Ex-com at least annually. Criteria for prioritization of campaigns will be determined by the Executive Committee based on the recommendation of the Conservation Committee.

The process of identifying, categorizing, and prioritizing campaign opportunities is not intended to be burdensome, but simply to help us collectively agree on our plan and resource allocation. Some campaigns will not require significant resources, but it is still important to understand how we allocate and use our scarce resources and use our campaigns to focus on the opportunity to attract resources to the Chapter.

### **Representing the Sierra Club**

National policy on Speaking for the Sierra Club:

<http://clubhouse.sierraclub.org/administration/policies/activism/speaking-for-club.aspx>

The Campaign leader and Issue Team Chair for an Active Campaign may act as a spokesperson on behalf of the campaigns within their scope. For issues which we are Monitoring, the Conservation Chair will determine if the Issue Lead can speak on behalf of the Chapter in regard to that particular issue. The Conservation Chair, Chapter Chair, or Chapter Director can act as a spokesperson for any of the conservation campaigns. The Chapter Director or Conservation Chair will determine which staff members can speak on behalf of the Chapter regarding various campaigns. Other members may be designated by the Chapter Conservation Chair or Chapter Director as spokespeople for the Chapter on a given issue. The Chapter Legislative Chair can designate people as a spokesperson on a legislative issue for lobbying, presenting testimony, and related opportunities. Anyone publicly speaking on behalf of the Chapter should strive to review their comments with other key leaders involved in the issue or campaign. Each campaign should develop key messages and talking points to provide consistent guidance for spokespeople on the issue.

Campaign Chairs, Issue Team Chairs, the Conservation Chair, Chapter Organizers, and the Chapter Director are authorized to make decisions in coalitions for those decisions within their jurisdiction. Each campaign committee and issue committee should strive to anticipate key decision points in coalition efforts and work collaboratively to make decisions so individuals representing the Chapter have appropriate guidance in a timely fashion. Anyone representing the Chapter should strive to review the decision options with other key leaders involved in the issue or campaign prior to committing the Chapter to a position. Additional guidance on coalition work is included below.

### **Coalition Involvement**

Allied organizations and non-members frequently request Sierra Club support with their campaigns or issues. Campaign leaders must verify the details of the request, both in terms of the conservation policy considerations, and also which specific actions are being requested of the Club, so resource needs can be assessed. Campaign leaders and issue committee leaders should be aware that fulfillment of an initial request frequently leads to follow-on requests which may be more resource intensive in the determination as to whether to support or participate in another organization's campaign.

Here are the guidelines for Sierra Club affiliation in a coalition:

<http://clubhouse.sierraclub.org/administration/policies/activism/affiliation-request.aspx>

Issue committees or campaign committees that believe that participation in a coalition will strengthen the campaign should review the Club affiliation materials and make a recommendation to the Conservation Committee.

A common request from an allied organization is for the Club to sign onto a letter to a decision maker. Here are the guidelines for Sierra Club Groups and Chapters to sign on to coalition letters:

<http://clubhouse.sierraclub.org/administration/policies/activism/sign-on.aspx>

### **Campaign Finances**

Each campaign should assess the need for financial resources and include these projections in the campaign plan. Ability to attract funding is one of the considerations in prioritizing campaigns, since an underfunded campaign has less likelihood of success. The Chapter Conservation Committee will review the budget requests from each campaign and the Conservation Chair will incorporate conservation campaign budget requests into the annual chapter budget process. A budget request does not ensure that funding will be provided for the campaign, but it does increase the likelihood of funding. The Chapter Executive Committee makes the final decision regarding the Chapter Budget and adjustments to the budget throughout the year.

If a campaign requires significant financial resources, the campaign leader should work with the Conservation Committee and chapter staff to develop the concept for a grant proposal to a foundation or funding source internal to the Club. The chapter staff will write the grant proposal and handle the interactions with the Sierra Club Foundation staff. At least one volunteer, either the Campaign leader, Issue Team Chair, or Conservation committee should provide direction for the grant proposal and review the proposal before submission. The guidelines and policies for grant applications are available here:

<http://clubhouse.sierraclub.org/fundraising/grants/default.aspx>

Other sources of funding for campaigns are the Sierra Club Grassroots Network Team Grants. Campaigns teams and Groups are eligible to apply for these grants, but applications must be coordinated and vetted through the Chapter Conservation Chair so our collective experience with applications can be incorporated, and multiple applications from the Chapter can be coordinated.

<http://clubhouse.sierraclub.org/conservation/activist-network/default.aspx>

Direct Solicitation of donors, either through letters or other solicitations, must be coordinated through the Chapter Fundraising Committee.

### **Outings & Programs**

Each Conservation Campaign should actively consider opportunities to include outings and public programs into the campaign as a way to increase issue awareness and further engage members and other activists in our work. Outings must be coordinated through the chapter or group outings chair according to the Club policies outlined here:

<http://clubhouse.sierraclub.org/outings/local/default.aspx>

### **Group Conservation Campaigns**

Groups are encouraged to develop and conduct local conservation campaigns. Groups are not required to consult with the Chapter Conservation Committee prior to undertaking a campaign. Groups can raise money locally for their campaigns (while complying with Sierra Club fundraising policies). Groups can apply for Grassroots Network Team Grants, but must consult and coordinate with the Conservation Chair prior to applying. Groups can request campaign planning support from the Chapter Conservation Committee or appropriate Issue Team Chair. Groups can request support from the Chapter Director for sending action

alert messages or information updates to Group members.

## **Legal**

Any legal action taken by a campaign, Group, or others representing the Sierra Club (including but not limited to pro bono work) must follow the processes outlined on this page, specifically through completion of a New Matter Form: <http://clubhouse.sierraclub.org/conservation/law/>

Legal action includes not only lawsuits but also filing a notice letter or amicus brief, or participating in settlement negotiations or administrative actions. The review and approval process for participating in a legal proceeding typically takes 3-5 weeks after approval by the chapter Executive Committee, so adequate planning is necessary.

The Chapter Conservation Committee should be consulted prior to contacting the national Environmental Law Program, in particular for assistance in completing the New Matter Form.

## **Coordination with Chapter Staff**

Some campaigns and issue areas are prioritized by the Ex-com such that we apply for external funding to provide paid staff support. While the staff are hired to support our campaigns, they are not tasked with running the campaigns alone. Staff members also can not support every request by a volunteer. Requests for conservation staff support should be communicated through Issue Committee chairs and the Conservation Chair. Staff time is allocated based on priority recommendations of the Issue Committees and Conservation Committee, as approved by the Ex-com.

## **Coordination with related national campaigns**

Most issue areas that the chapter engages in have corresponding activity at the national level. Each issue committee should designate at least one person to serve as the liaison between our work in Maryland and the work at the national level. The liaison must be familiar with relevant national policies, and should determine the most effective ways to communicate with representatives of the national campaign (email list, Grassroots Activist Team, communication with national staff, etc.)

Here are two additional important policies which are relevant to our conservation activities.

### **“Jurisdiction Within the Sierra Club”**

<http://clubhouse.sierraclub.org/administration/policies/institutional/jurisdiction-within-sierra-club.aspx>

### **One Club policy**

This policy basically states that individuals and local entities (chapters, groups) can not take a different position than that established by the national organization, and that Groups and committees can not take a position different than the position established by the chapter.

<http://clubhouse.sierraclub.org/administration/policies/institutional/one-club-policy.aspx>

## SC MD Conservation Committee Governing Principles - FINAL

December 5, 2018

### Purpose

1. “The Chapter Conservation program shall further the conservation objectives and priorities of the Club within Chapter boundaries, assist in international, national and regional Club actions, and provide for the development and execution of specific conservation strategies and action programs authorized by the Chapter Executive Committee.” *(Excerpt from the Maryland Chapter Bylaws)*

### Conservation Committee Membership and Structure\*

2. “The ExCom shall appoint a Conservation Chair who shall provide a point of contact for the public and other Club leaders, and assist the ExCom in conservation planning, budget decisions, resolving conflicts, training and implementation of the Conservation Program.” *(Excerpt from the Maryland Chapter Bylaws)*

When there is a vacancy in the position of Conservation Chair, the members of the conservation committee should be invited to make a recommendation and that recommendation should be given strong consideration by the ExCom.

The Conservation Chair shall be an at-large member of the Conservation Committee. The Chair’s tasks will be to coordinate, advise and monitor the issue steering committees and campaign teams to ensure each one functions effectively, works collaboratively with other steering committees, campaign teams and Groups, develops annual goals and work plans, and adheres to national Club policies.

3. Per Maryland Chapter bylaws concerning the appointment of standing committees, candidates for membership to the Conservation Committee may come from Issue Steering Committees and Groups, who are recommended to the ExCom and Chapter Chair for approval. Members shall be appointed annually.

The Conservation Committee membership, subject to ExCom approval, shall be comprised of a representative from each issue steering committee, campaign team, and Group (identified for appointment by these entities), the Chapter Legislative Chair, and one or more at-large members (including the Conservation Chair) who do not represent a particular issue steering committee, campaign team, or Group. The committee shall also include a non-voting Chapter staff member who will function in an advisory and coordinating role with the committee and with issue steering committees and campaign teams.

4. The Conservation Committee shall provide the structure for supporting and coordinating the issue and campaign teams, and help ensure those teams share information and work in synergy with each other.

5. Each issue steering committee and campaign team shall be responsible for determining its governance structure, i.e., each steering committee and campaign team may select its own chair or co-chairs, and each may establish defined roles as needed to carry out its mission, ensuring full transparency and participation by any Chapter members who engage on its issues.

### Conservation Committee Activities and Functions\*

6. Each issue steering committee shall be required to develop an annual list of goals, along with a work plan to implement its goals.

7. Each issue steering committee and campaign team shall assign a person to be responsible for welcoming new activists in a timely manner. The Conservation Committee, issue steering committees and campaign teams will be a key generator of new members and new leader activists, and play a central role in leadership development.

8. Ideally, each issue steering committee and campaign team will have a staff liaison assigned to it to assist in planning, goal setting, and visioning. This will help produce the best staff/volunteer coordination. We will strive for transparency and consistency of staff engagement in specific issues and with specific issue teams.

Staff engagement on specific issues will primarily be determined through the Annual Planning Process and codified in the Annual Plan approved by the Chapter ExCom at the beginning of each year, and with consideration of existing funding and budget constraints. The Ex-Com should strive to include flexibility to allow for staff support for unforeseen issues, but this flexibility is limited and subject to budget constraints.

While staffing support will be guided by the annual goals and other conservation-related factors, actual staff management, including the assignment of staff to specific committees, is conducted by each staff person's supervisor. (Currently all MD staff report to the Chapter Director). Decisions to shift staff time to any significant degree are subject to our financial protocols.

9. The Conservation Committee shall consolidate the issue steering committees' and campaign teams' goals and use them to develop long-term goals and staff allocation recommendations for the Chapter, taking into account funding sources. The goals and staff allocation recommendations of the Conservation Committee will be reflected in the draft annual budget narrative that will be presented to the Chapter ExCom for approval in January.

10. The Conservation Chair and issue steering committees and campaign team members shall participate in Chapter legislative activities as specified in the Chapter's standing rules on state legislative activities.

11. The Conservation Committee, issue steering committees, and campaign teams shall be among those consulted in the development of a consensus recommendation on what the Chapter's priority bills should be at the next session of the MD General Assembly. The final decision on which priority bills to recommend to the Chapter Executive Committee will be made by the Conservation Chair, Legislative Chair, Executive Committee Chair and Chapter Director (as specified in the Chapter's standing rules on state legislative activities).

\*The term 'Conservation Committee', defined above, is also meant to include those standing committees and campaign teams that make up the MD Chapter Conservation Program.



**Appendix Table B-1: Maryland Chapter Conservation Committee:  
Comparison of the 2014 Standing Rule and the 2018 Governing Principles**

Topic	2014 Standing Rule	2018 General Principles
<b>Purpose of the Conservation Committee</b>	<p>“The primary work of the Conservation Committee is to:</p> <ul style="list-style-type: none"> <li>• Recommend adoption of positions on conservation issues based on SC policies and priorities established by the Chapter ExCom</li> <li>• Coordinate with Issue committees, Groups, and allies to review and vet emerging conservation issues that need attention and assess which issues require Executive Committee consideration</li> <li>• Make recommendations to the ExCom on funding and fundraising needs for conservation programs</li> <li>• Review the Club’s comments (as developed by Issue committees) on decisions that public decision makers are about to make or have already made</li> <li>• Participate in existing coalitions and develop new relationships with allies, encouraging their participation and support for our conservation campaigns.</li> <li>• Assist chapter leaders and staff with creating timely external communications that can be distributed to Sierra Club activists, the media, and decision-makers...</li> <li>• Recruit, train, and mentor Issue Chairs, Issues Contacts, campaign leaders, and activists on effective campaigns and Sierra Club policies and processes with the support of staff.</li> </ul>	<p>The following specific responsibilities for the ConsCom are mentioned in the document:</p> <ul style="list-style-type: none"> <li>• “provide the structure for supporting and coordinating the issue and campaign teams, and help ensure those teams share information and work in synergy with each other” (Principle 4)</li> <li>• “consolidate the issue steering committees’ and campaign teams’ goals and use them to develop long-term goals and staff allocation recommendation for the Chapter, taking into account funding sources” (Principle 9)</li> <li>• “shall be...consulted in the development of a consensus recommendation on...the Chapter’s priority bills at the next session of the MD General Assembly. The final decision on which priority bills to recommend to the Chapter Executive Committee will be made by the Conservation Chair, Legislative Chair, Executive Committee Chair and Chapter Director (as specified in the Chapter’s standing rules on state legislative activities). (Principle 11)</li> </ul>
<b>Member-ship</b>	<p>The Maryland Chapter Conservation Committee includes at least three (3) voting members and no more than seven (7) voting members appointed by the Chapter Chair in January. One member of the committee is the Chapter Conservation Chair. The Chapter Chair may self-designate as a member of the Conservation Committee.</p> <p>Conservation Committee members should have familiarity with planning and conducting campaigns, and should be familiar with more than one conservation issue. At least one voting member of the Committee will represent the perspective of Group conservation campaigns, and at least one voting member will represent the perspective of Chapter conservation campaigns. The committee voting membership should be balanced to represent the perspectives of local Groups, chapter issue committees, and national campaign priorities. The Chapter Chair should survey Group leaders to determine which potential Conservation committee members will best represent the broad range of perspectives of the local Groups,</p>	<p>The Conservation Committee membership, subject to ExCom approval, shall be comprised of a representative from each issue steering committee, campaign team, and Group (identified for appointment by these entities), the Chapter Legislative Chair, and one or more at-large members (including the Conservation Chair) who do not represent a particular issue steering committee campaign team, or Group. The committee shall also include a non-voting Chapter staff member who will function in an advisory and coordinating role with the committee and with issue steering committees and campaign teams. Per Maryland Chapter bylaws concerning the appointment of standing committees, candidates for</p>

Topic	2014 Standing Rule	2018 General Principles
	including the geographic diversity of the state.	membership to the Conservation Committee...are recommended to the ExCom and Chapter Chair for approval. Members shall be appointed annually.
<b>Meeting Frequency and Timing</b>	<p><u>The Conservation Committee will meet in person or by call at least nine times per year. These meetings will be open to all Sierra Club members to the maximum extent possible.</u></p> <p>Twice per year, the Conservation Committee will conduct in depth planning sessions to review the committee's work, review the status of all campaigns, and recommend priorities to the Executive Committee for the upcoming three years. Each planning session will be conducted in conjunction with the Chapter Legislative Committee, and include representatives from the Issue Committees and local Groups. In addition to review of the active campaigns, each planning session should include a landscape scan of the active issue areas and issues being monitored for emerging issues which may deserve attention.</p> <p>Recommended timeframes for the planning sessions are in the late April-late May timeframe, after the conclusion of the Maryland General Assembly session and before the summer, and again in the fall to provide input for the CCE priorities selection process and for the Ex-com's overall chapter planning process including chapter budgeting for the upcoming year.</p>	<p><u>The frequency of ConsCom meetings is not discussed in the 2018 Principles. However, in 2019 the ConsCom met quarterly.</u></p>
<b>Relationship with Group conservation campaigns</b>	<p>Groups are encouraged to develop and conduct local conservation campaigns. Groups are not required to consult with the Chapter Conservation Committee prior to undertaking a campaign. Groups can raise money locally for their campaigns (while complying with Sierra Club fundraising policies).</p> <p>Groups can apply for Grassroots Network Team Grants, but must consult and coordinate with the Conservation Chair prior to applying.</p> <p>Groups can request campaign planning support from the Chapter Conservation Committee or appropriate Issue Team Chair.</p>	<p>Aside from the requirement for a representative from each Group on the ConsCom, there is no discussion of the relationship between Group and Chapter conservation programs, or what Groups can expect in terms of support from the ConsCom.<sup>1</sup></p>

<sup>1</sup> A job description for the Group representative to the ConsCom was subsequently proposed and approved by the ExCom. The Group representative was supposed to be the Group Conservation Chair, who must be a member of the Sierra Club, but does not need to be a member of the Group ExCom. They “should be knowledgeable about local environmental issues and have at least a basic understanding of Group and chapter-wide campaign activities currently underway at time of appointment.” The Group rep was to: (1) Play an active role in establishing and carrying out their Group’s Conservation goals; (2) Attend the Maryland Chapter ConsCom general meetings; (3) Report back to their Group ExCom the activities and decisions discussed at each ConsCom meeting; and (4) Share their Group’s conservation activities with the ConsCom and be willing to collaborate on common issues with other ConsCom members.

Topic	2014 Standing Rule	2018 General Principles
	Groups can request support from the Chapter Director for sending action alert messages or information updates to Group members.	

*Sources: (1) "Sierra Club, Maryland Chapter Conservation Committee – December 2014: Proposed Structure, Organization, Operating Processes & Coordination", approved by the Chapter ExCom December 19, 2014. (2) "SC MD Conservation Committee Governing Principles – FINAL, December 5, 2018"*

**Appendix Table B-2. Maryland Chapter Issue Entities:  
Comparison of the 2014 Standing Rule and the 2018 Governing Principles**

Topic	2014 Standing Rule	2018 General Principles
<b>Issue entities</b>	Issue Steering Committee, Campaign, Issue Advisor	Issue Steering Committee, CampaignTeam
<b>Purpose/re-sponsibilities of the entities</b>	<p><i>The Chapter’s ongoing conservation work is handled by campaign leaders and campaign members, supported by Chapter staff as determined by the Executive Committee and the Chapter Director. (pp1-2)</i></p> <p><u>Issue Committees</u></p> <ul style="list-style-type: none"> <li>• Issue Committee members “make recommendations about priorities and positions on their issue and help develop and review campaign plans” (p.2)</li> <li>• “review positions taken by other Club entities to assure compliance and consistency with Sierra Club conservation policies.” (pp 2-3)</li> <li>• Issue committees or campaign committees that believe that participation in a coalition will strengthen the campaign should review the Club affiliation materials and make a recommendation to the Conservation Committee(pp 3-4)</li> </ul> <p><u>Campaign</u></p> <p>The difference between an Issue Committee and a Campaign is not clearly articulated in the 2014 Standing Rule, but it does suggest that an aggregation of campaigns can constitute an issue committee.</p> <p><u>Issue contact</u></p> <p><i>For conservation issues for which the chapter does not have an active campaign, an <b>Issue Contact</b> ... serves as a subject matter expert, information resource, and when approved, as a spokesperson for the chapter on that issue. The Issue Contact must maintain familiarity with Sierra Club policies related to their particular issue. (p.2)</i></p>	<ul style="list-style-type: none"> <li>• <i>Each <u>Issue Steering Committee</u> shall be required to develop an annual list of goals, along with a work plan to implement its goals (Principle 6)</i></li> <li>• <i>Each <u>issue steering committee and campaign team</u> shall assign a person to be responsible for welcoming new activists in a timely manner” (Principle 7)</i></li> <li>• <i>“...<u>issue steering committees and campaign team</u> members shall participate in Chapter legislative activities” per the Legislative Committee standing rules (Principle 10)</i></li> <li>• <i>...<u>issue steering committees, and campaign teams</u> shall be...consulted in the development of a consensus recommendation on...the Chapter’s priority bills at the next session of the MD General Assembly. (Principle 11)</i></li> </ul>
<b>Selection of the Issue Committee Chair</b>	<p><i>Issue Committee Chairs and Campaign leaders are volunteer roles appointed by the Conservation Committee Chair. (p. 2)</i></p> <ul style="list-style-type: none"> <li>• <i>“While subject matter expertise is valuable, the people serving in these roles should primarily focus on organizational coordination and development.” (p.2)</i></li> <li>• <i>If a campaign within the Issue area is identified and approved by the Conservation Committee, the Issue Contact can serve in the role of Issue Chair or Campaign Chair, or a new person can be recruited to focus on the organizational functions while the issue contact transitions into a role as a member of the issue committee or campaign committee. (p. 2)</i></li> </ul>	<p>The members of the steering committee select their own chair or co-chairs, other officers. (Principle 5)</p> <p><b><i>Each issue steering committee and campaign team shall be responsible for determining its governance structure, i.e., each steering committee and campaign team may select its own chair or co-chairs, and each may establish defined roles as needed to carry out its mission, ensuring full transparency and participation by any Chapter members who engage on its issues. (Principle 5)</i></b></p>
<b>Issue Committee</b>	<ul style="list-style-type: none"> <li>• <i>...facilitate and coordinate work between the campaigns and issue contacts within the issue area, to facilitate the participation and leadership of</i></li> </ul>	Not discussed

Topic	2014 Standing Rule	2018 General Principles
Chair's role	<p><i>Chapter and local Group members. (p. 2)</i></p> <ul style="list-style-type: none"> <li><i>The Campaign leader and Issue Team Chair for an Active Campaign may act as a spokesperson on behalf of the campaigns within their scope. For issues which we are Monitoring, the Conservation Chair will determine if the Issue Lead can speak on behalf of the Chapter in regard to that particular issue. (p. 3)</i></li> <li><i>Campaign Chairs, Issue Team Chairs, the Conservation Chair, Chapter Organizers, and the Chapter Director are authorized to make decisions in coalitions for those decisions within their jurisdiction. (p. 3)</i></li> </ul>	
Selection of members	<p><b><i>Each Issue committee consists of three or more members</i></b> designated by the conservation chair to make recommendations about priorities and positions on their issue and help develop and review campaign plans. At least one member of the issue committee should be independent of the active campaign committee to allow for broader perspective on the issue beyond that of any single campaign. (p. 2)</p> <p><i>Each issue committee should designate at least one person to serve as the liaison between our work in Maryland and the work at the national level. The liaison must be familiar with relevant national policies, and should determine the most effective ways to communicate with representatives of the national campaign (email list, Grassroots Activist Team, communication with national staff, etc.) (p. 5)</i></p>	Not discussed
Formation of Issue Committees	<p><i>An <b>issue committee</b> is formed by the conservation committee when one or more related campaigns are established and approved, or when there are one or more issue contacts active in a given issue area. (p. 2)</i></p> <p><i>An issue committee must include multiple members who have interest in the related issue campaign and ideally have related subject matter expertise. (p. 2, top)</i></p> <p><i>One or more related campaigns are aggregated into an Issue Committee, which provides a coordinating function between the campaigns and, as available, issue expertise. An Issue Committee must include multiple members</i></p>	Not discussed.

Topic	2014 Standing Rule	2018 General Principles
	<i>who have interest in the related issue campaigns, and ideally have related subject matter expertise. (p.2)</i>	
<b>Dissolution of Issue Cmtees</b>	Not discussed	Not discussed
<b>Responsibilities of staff vis-à-vis the Issue Committees, Campaigns</b>	<p><i>The Chapter's ongoing conservation work is handled primarily by Campaign leaders and Campaign members, supported by Chapter staff as determined by the Executive Committee and Chapter Director. (pp. 1-2)</i></p> <p><i>Issue Committees and the related campaigns may or may not be supported by paid staff. (p. 2, top)</i></p> <p>Requests for conservation staff support should be communicated through Issue Committee chairs and the Conservation Chair. Staff time is allocated based on priority recommendations of the Issue Committees and Conservation Committee, as approved by the Ex-com. (p. 5)</p>	<ul style="list-style-type: none"> <li>• <i>Ideally, each issue steering committee and campaign team will have a staff liaison assigned to it to assist in planning, goal setting, and visioning. This will help produce the best staff/volunteer coordination. We will strive for transparency and consistency of staff engagement in specific issues and with specific issue teams. (Principle 8)</i></li> <li>• <i>Staff engagement on specific issues will primarily be determined through the Annual Planning Process and codified in the Annual Plan approved by the Chapter ExCom at the beginning of each year. (Principle 8)</i></li> <li>• <i>While staffing support will be guided by the annual goals and other conservation-related factors, actual staff management, including the assignment of staff to specific committees, is conducted by each staff person's supervisor. (Currently all MD staff report to the Chapter Director). Decisions to shift staff time to any significant degree are subject to our financial protocols. (Principle 8)</i></li> </ul>
<b>Issue and Campaign Selection and Prioritization</b>	<p><i>A new chapter conservation campaign can be proposed by an Issue Team, a Group, or a Sierra Club member. When a campaign is proposed, it will be held in "Proposed" status until a campaign leader is identified, and a campaign proposal form is completed, describing the intent of the campaign, the target of the campaign, the resources needed to win, and the resources identified for the campaign. If a campaign leader and other appropriate resources are identified, the Conservation Committee will assign the proposed campaign to an Issue Team. Proposed campaigns will be considered by the conservation committee approximately once per month. (p. 2)</i></p> <p><i>The designated Issue Team will continue to identify resources and work with the campaign leader to develop a full campaign plan. Available resources and</i></p>	

Topic	2014 Standing Rule	2018 General Principles
	<p><i>resource gaps must be identified. (p. 2)</i></p> <p><i>The assigned Issue Committee leader will review positions taken by conservation campaigns to assure compliance and consistency with Sierra Club conservation policies. Questions about interpretation of policy will be referred to the Chapter Conservation Chair. (pp. 2-3)</i></p>	
<b>Working with Coalitions</b>	<p><i>Each campaign committee and issue committee should strive to anticipate key decision points in coalition efforts and work collaboratively to make decisions so individuals representing the Chapter have appropriate guidance in a timely fashion. Anyone representing the Chapter should strive to review the decision options with other key leaders involved in the issue or campaign prior to committing the Chapter to a position.(p. 3)</i></p> <p><i>Allied organizations and non-members frequently request Sierra Club support with their campaigns or issues. Campaign leaders must verify the details of the request, both in terms of the conservation policy considerations, and also which specific actions are being requested of the Club, so resource needs can be assessed. Campaign leaders and issue committee leaders should be aware that fulfillment of an initial request frequently leads to follow-on requests which may be more resource intensive in the determination as to whether to support or participate in another organization’s campaign. (p. 3)</i></p>	Not discussed.

*Sources: (1) “Sierra Club, Maryland Chapter Conservation Committee – December 2014: Proposed Structure, Organization, Operating Processes & Coordination”, approved by the Chapter ExCom December 19, 2014. (2) “SC MD Conservation Committee Governing Principles – FINAL, December 5, 2018”*