

EarthSave International

Chapter Operations Manual

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Forward

By John Robbins

How could I have known when I wrote Diet for a New America that this call would come to be heard by so many and that so many others would join in creating a shift to compassionate, healthy and sustainable way of eating and living? More and more people are realizing that one person, acting in integrity and compassion, can and does make a difference.

EarthSave exists to help people make their voices heard and their lives effective vehicles for positive change. EarthSave exists to help bring their lives into alignment with their values. EarthSave exists to help people express their caring constructively.

I've seen so many local groups spring up, galvanized by idealism and dedication. They have accomplished things; they have all been wonderful opportunities for the people involved to express themselves, learn and grow. But I have often wished that each new local group could have the benefit of what had been learned by the other groups.

That's why I am so glad to see this manual. It is a guide for doing EarthSave work at the ultimately important grassroots level. It's a manual in which you will learn the ins and outs, the guidelines and principles of creating a local EarthSave group. Its purpose is to help local groups get started, sustain and succeed.

I feel strongly that being associated with EarthSave is an honor and a privilege. Being involved with EarthSave is an opportunity to contribute to a vital cause, and a chance to be involved with other people who are working to express with their lives something of our common prayers and dreams.

It's precious, this EarthSave work. Thank you for caring. Thank you for acting.

Manual Overview

Since you are reading this manual you obviously care a great deal about your own health, the health of the environment and the welfare of all living beings, we applaud your commitment and desire to make a difference. There are many ways to become involved. Part I contains what you need to know to get started. It begins with a brief introduction on personal advocacy, and how you can make a difference as an individual working without a group. It goes on to cover the impact of collective action, and tells you how to get started building a Chapter. It includes the prerequisites and appropriate activities.

Since your new group will come under EarthSave International's 501 (c) (3) nonprofit umbrella EarthSave International is legally and financially responsible for your actions. That is why all groups must comply with certain record keeping and fee structures, outlined later. This relationship benefits groups in many ways: it saves you from a lot of paperwork to get a nonprofit status on your own; you automatically qualify to apply for a nonprofit bulk-mail permit; you qualify to receive tax-deductible contributions from businesses and individuals, etc. You also get the benefit of being part of a nationally recognized movement and support from others working like yourself.

Part 2 of the manual is divided up into topics that are potential committees. We've included what is most relevant while in your start-up phase.

There is nothing like a dream to create the future. - Victor Hugo

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Part 1 – Start-Up

Introduction

People everywhere are waking up and eager to make our world work. They want to do something. Since the beginning EarthSave has received letters asking, “What can I do to help?” One of EarthSave’s primary roles is to answer that question. We educate people and increase their awareness of the power of their choices. We show how they can and do make a difference. We supply them with tools and resources needed to succeed. And we connect them with other caring individuals in their geographical area so they can work together, pooling ideas, talents, and resources through the creation of Chapters.

We believe in the power of people to change this world into a workable, sustainable and joyful place. EarthSave is here to help everyone contribute to the best of their ability, and share in creating a positive future. The most valuable resources we have today are the energy, the ideas and concern of dedicated individuals. EarthSave Chapters will enable everyone to work together for the benefit of us all.

Background

The purpose of this manual is to provide you with a roadmap of how to create a successful group, the potential pitfalls to avoid, and “template” projects that work.

This manual is drawn from the experiences of many groups, both thriving and no longer in existence, who pioneered this work without specified guidelines. EarthSave grew as a grassroots movement. When John Robbins published Diet for a New America in 1987 he had not conceived of EarthSave. The message of Diet for a New America (and later May All Be Fed and The Food Revolution) is so profound that many readers have been inspired to make a difference in their lives by making the world a more humane and aware place and supporting each other in change. And so EarthSave was born.

EarthSave first began in John and Deo Robbins’ living room in December, 1988, as a national clearing house for information. The first groups began forming in late 1989 in California and had to invent their own wheels. Some rolled along for awhile accomplishing good work until the individuals involved burned out and the group ceased to exist. The successful groups built organizations rather than relying on one person’s energy. We have drawn on this experience to distill the information, which follows. There’s no need to reinvent the EarthSave wheel now that we have this manual.

It’s a big step. *You are about to undertake the most rewarding, fun, challenging, fulfilling, hard work you will probably ever encounter. It is worth every second of it. Remember the longest journey begins with the first step.*

Words of Wisdom. *If you are going to do it... do it with quality and integrity! Be organized and be consistent!*

EarthSave Mission

Imagine a world where the land is fertile, the water is clean, the air is fresh and all are fed. In this world nature is treated as a community, not a commodity, and our food is healthy for us as well as for the planet. We all wish for this – but how do we get there from here?

One simple step is to move toward a plant –based diet, for our food choices profoundly affect the whole web of life on Earth. The good news is that the healthiest way to eat is also the most economical, the most compassionate and the least destructive. What’s best for us personally is also best for the planet.

EarthSave is dedicated to helping create this world by showing the powerful impacts of our ordinary eating habits, and promoting positive alternatives. We encourage sound nutrition, conservation of resources and sustainable agriculture. We show how an animal-based diet and the factory farming which underlies it causes enormous depletion and pollution of the natural world, suffering for the animals, and danger to our own health.

EarthSave includes people of all kinds taking informed action to heal our lives and our planet. We encourage a responsible approach to restoring balance, kindness and health to our society. We welcome your participation!

The short version of the EarthSave mission statement:

EarthSave educates people about the powerful effects our food choices have on the environment, our health and all life on Earth, and encourages a shift toward a low-fat, plant-based diet.

Never doubt that a small group of thoughtful committed citizens can change the world. Indeed, it's the only thing that ever has. – Margaret Mead

Tone and spirit

It is important as you look at starting a group that you are comfortable with and embrace EarthSave's tone, feeling of inclusivity and spirit.

Respecting people for what they are, we do not tell them how to live their lives but let them know what concerns us and why, and share our lives as an example. We are all in this together – all things are connected.

We strive to be non-judgmental, to accept people wherever they are on the food-choice continuum, from eating a standard American meat-based diet to pure vegan. We point out that most people are in transition, wanting to make changes in their food choices.

EarthSave is an inclusive health and environmental education organization, focusing on the many benefits of the vegetarian diet. People come to EarthSave and more plant-based food choices for many reasons - for their health, the environment, for the animals or spiritual considerations. Eventually many embrace the other reasons in addition to their original interest. Our role is to provide clear, reliable facts and information about how our diet choices impact ourselves and the world around us, so the listeners can come to their own conclusions.

EarthSave is open to all people who embrace our basic message that what we eat affects our own health and that of the planet. We provide a safe place for everyone, no matter where they fall on the food choice continuum. One of EarthSave's purposes is to empower individuals to take responsibility for their own choices. We are here to educate and support people. This is one reason why John Robbins wrote [Diet for a New America](#). Because of our enthusiasm we have sometimes unwittingly appeared like a John Robbins' fan club, and therefore we try to keep references to him as clear as possible. We do not refer to John Robbins as "John;" [Diet for a New America](#) as "the book;" or [The Food Revolution](#) as "the new book." You can't assume everyone will know what you're talking about if you just say "John" or "the book."

First impressions count. Remember, we are always creating an impression in all our communications both written and spoken: Core Group meetings, press releases, public presentations, one-on-one conversations and public potluck meetings. A consistent tone and feeling of inclusivity are most important.

The "V" word. You will notice that we often use the phrase "plant-based diet" rather than vegetarian. "Plant-based" leaves room for people to be OK, not judged, for being where they are on the food-choice continuum. Unfortunately the word vegetarian has become loaded with a range of society-imposed ideas, not all of which are positive.

Building a Network

EarthSave encourages its members to find creative and constructive ways to support one another and continue the educational process in their local communities. The Chapter network is a way to spread the information related to EarthSave's mission. It is a way to give and receive support as we transition to an environmentally sound way of living. For this we must all work together.

Chapters have the potential to exponentially increase the impact of EarthSave International. Only at the local level can we really create a sense of community and connect with individuals directly. What we choose to eat is such a personal, intimate and encompassing aspect of life that it is quite helpful to be right there in a local area offering more direct services such as potlucks, transitioning classes, mentors and more. Chapters encourage personal advocacy, i.e. encouraging change by giving information and by example. The Chapter Network broadens the base support for EarthSave by increasing the visibility of our message and raises revenue from new memberships for all our programs.

Chapter Responsibilities

- Has an in-house bank account at EarthSave International

- All monies collected are sent to ESI
- Submits monthly reports to ESI
 - Income Transmittal Form or Income (Checks) if information is entered into online database
 - Check Request Form
 - Monthly Report
- Enters and updates membership information into the online database
- Has a Core Group of at least six leaders
- Maintains a P.O. Box or accessible mailbox, a voice mail number, and an email address
- Provides printed material for review by ESI at least 48 hours in advance of distribution
- Distributes EarthSave newsletter received from ESI

EarthSave International Responsibilities

- Maintains bank accounts, provides accounting services
- Disseminates regular updates
- Provides forms that facilitate monthly reports
- Review and develop printed materials
- Provides quarterly newsletter
- Provides liability insurance for Chapter events
- Provides guidance on starting and running a chapter
- Provides earthsave.org email addresses and website space
- Provides online database service for access to membership and bulk email service

A Chapter's focus is on building its organization using monthly potlucks and/or video showings, in order to take on multiple or larger projects. As the membership base increases, so does this pool of potential volunteers. Volunteers are enrolled to work in teams to take on various projects.

Start with a vision: "Visions are created of the heart, not the head." *A vision needs these qualities to succeed. It must:*

- *Be so clear and so concrete that you can see it in detail, smell it, taste it.*
- *Be big enough.*
- *Include a clear picture of the power of your own role in making that change happen.*

- Stick Your Neck Out, The Giraffe Project Handbook

Many approaches to starting

EarthSave chapters are all unique. There are several ways to get started:

- Create a Core Group by phone invitation to those in your area who you already know.
- Set a meeting date and place, then send out a meeting notice to build your Core Group.
- Choose a single project such as an event with a special speaker to coalesce around.

Personal Advocacy

As an individual in an area without a group there are many ways you can make a difference whether you start a group or not. Create a network of individuals for support, study and outreach. Individuals can powerfully impact the direction this country takes in building a sustainable future. The first and foremost advocacy action is to join EarthSave. As an effective personal advocate you can make a huge difference through your everyday activities.

Many things you can do are easy to integrate into your daily activities. The documentary video [Diet for a New America](#) is a powerful tool. You can begin to raise awareness in your community by getting it shown **on** your local PBS and/or local access channels; by getting copies placed in public libraries and video stores; by having home video showings and/or public video showings. Please remember that by simply spreading the word that EarthSave exists you can help build our membership base, a primary source of

funding for EarthSave. Every member counts, both in dollars and in strength of numbers. Additional personal advocacy suggestions are indicated in the Suggested Activities for Chapters later in this Start-up kit. As you develop your group, you will want to encourage all your members to become personal advocates of EarthSave as well.

If you decide you want to start a group, the best way is to begin by being a personal advocate. Call your friends and show the [Diet for a New America](#) video at home. (See video-showing guidelines in Part 2.) Have EarthSave materials and membership forms available. You may find varying levels of response. Attendees on the path to a plant-based diet aware of this information may be ready to talk about a local chapter. Others may want a follow-up meeting to share recipes and discuss material.

It is not generally a good idea to take a group of people who are new to a plant-based diet and try to start a chapter. They are undertaking a huge change in their own lives and will need to focus their energies there for some time to come.

Advocacy. Positive, active education and empowerment. Not proselytizing or criticizing. Not righteousness or an attitude of moral superiority (most of us don't have to look back too far for our last Big Mac!). Not selling or cajoling. Just simply giving the information and modeling the behavior that our dire world circumstances require. It is the consistency rather than the outrageousness of our actions, and the durability rather than the volume of our words, that deliver the strongest influence upon the dominant paradigm. We are gentle revolutionaries. We embrace and inspire people with compassion, rather than exclude with arrogance and anger.

We are engaged in the significant process of assisting in the birth of a new culture, as well as putting to rest an obsolete one. Though subtle, this is one of the most crucial things that we do. For the cultural gap that is being created by the reduction or exclusion of animal products from our society's habits, and traditions must be filled with new traditions, celebrations and pleasures that have the vitality to thrive and endure.

If we define advocacy as living in a way that is guided by and consistent with one's own personal vision for the world, then inspiring advocacy is EarthSave's primary job.

Some ways to be an advocate

Support EarthSave. Invest in the future you intend to create.

- Show people the *Diet for a New America* video
- Give away or recommend *The Food Revolution*.
- Give meat-free dinner parties to introduce friends, family, coworkers and acquaintances to this new way of eating.
- Take people to your favorite vegetarian restaurants.
- Feel good about your food choices and share this gratification with your friends.

Taking responsibility.

- You have already demonstrated your willingness to take responsibility. One of the biggest challenges in establishing a group is finding others who will do so as well.
- Many will want to help, which is greatly needed. But helping implies someone else is responsible. Your challenge as a leader is to recognize leadership potential in others and empower them to take on increasingly more responsibility.

Attracting Core Group leaders

Moving beyond personal advocacy you can change your location from home to public facilities (no-charge sites like libraries and churches). Set the date and promote a showing of the documentary video *Diet for a New America* or a vegetarian potluck with fliers and press releases. Sign up names and addresses of attendees and provide EarthSave membership forms. Tell them you are starting a monthly group for education, discussion and support. Have them sign up on a sheet you provide if they are interested in the group, indicating if they have time and skills to be part of the Core Group. This key group of volunteer leaders will set the direction your group will take and do much of the work.

EarthSave Members in your area

On a case-by-case basis, EarthSave International may offer you existing member address labels in your zip code area. This list can then be used to promote your new group. Discretion is used releasing membership names to organizers to avoid duplicating contacts or having false starts. (We would need zip code info as outlined under Networking.)

Event-centered start

You may want to invite a special speaker to give a lecture in your community. This can be a major undertaking so look for existing local groups (such as environmental groups, vegetarian animal rights groups, etc.) to cosponsor the speaker and work together to produce a full-scale event. If another group in your community is sponsoring the event, you can volunteer to coordinate a table to sign up interested people for your chapter.

***Holidays.** Good days to build events around are World Vegetarian Day every October 1, Meatout in March, and Thanksgiving. Thanksgiving seems to bring out vegetarians as no other holiday does. It has something to do with the idea of the day as "turkey-day," - the celebration of the killing of an animal. The prospect of eating alone, eating with one's meat-eating relatives as they devour the animal with relish makes a vegetarian Thanksgiving a really good idea to bring out large numbers of vegetarians. -Vegetarian Union of North America's Guide for Local Vegetarian Groups*

Steps to starting a Chapter

To start a chapter you must meet the criteria outlined below. During this formative time you will spend time consulting with an EarthSave International representative on the phone. You will be expected to abide by all guidelines provided here, even before you gain official group status. It is not automatic that every group that applies will be accepted. We must feel that the leaders have the potential to be successful based on the application information provided. Once the application is accepted, you begin functioning as a chapter.

To become a chapter consider the following:

- How your group plans to proceed and what your focus will be
- Personal vision and focus from each Core Group member, include why you want to be part of EarthSave and your Core Group and time available to commit
- Simple budget including what you anticipate in the first year and your membership goals
- Include the name your group would like to use in the format of "EarthSave Anytown" and the geographic area you are planning to serve

The application to become a chapter is included in the Appendix section.

The first step in generating public awareness is to inform the community that there is an interest in organizing an EarthSave chapter. To increase the visibility of these efforts, the news media can play an important part by reporting information about the group and its first public meeting.

Use the sample press release included in the Appendix, personalizing the information about the community and the organizers or rewrite the press release making it of interest to your community. Distribute the press release to local newspapers, as well as radio and television stations. Most newspapers have a community events calendar where meeting dates can be listed.

Invite by letter or telephone, any individuals you know who might have an interest in helping with an EarthSave chapter. These invitations would include members of the general public as well as community leaders such as mayor, city council members, health professionals, dietitians, health food store workers – anyone interested in their health and the health of the planet. Also, invite someone from another chapter if proximity allows. Before the meeting, visit the library or bookstore and obtain information on how to organize a meeting, set-up and follow an agenda, or other general information on meeting procedures. Being familiar with this material will make the meeting run smoothly and effectively.

The purposes of this public information meeting are:

- To inform people about the efforts to form a chapter of EarthSave
- To invite those interested in the community to become involved in the effort through membership
- To identify local organizations or key groups and secure their commitment to assist you in accomplishing the goals of EarthSave
- To answer questions
- To set up communities to assist in organizing the chapter

Membership Committee

Members are indispensable to the life of the chapter. They provide the manpower to do the work and secure some of the resources needed for chapter programs. Membership committee members are responsible for recruiting and retaining members. Committee members need to believe that belonging to EarthSave is important and want others to join in working toward EarthSave's mission. They work to make new people feel welcome and make existing members feel needed. The committee chairperson should be someone with "people" skills who is willing to work to involve all aspects of the community.

It's important to select the chairperson for each committee. The committee chairpersons will need to recruit individuals to serve with them. The most efficient way to recruit volunteers is to ask them in person.

The last task for the initial meeting is to establish a date, time and place for the next meeting. It might be helpful to set up a time that will remain the same. For example "We'll always meet on the first Tuesday of the month at 7:30p.m. at the Public Library." A consistent time for monthly meetings makes it easier for others to remain involved. Remember to let the media know before the next meeting of the date and time so the community is aware of the ongoing efforts.

Collecting Membership Dues

At each meeting encourage everyone attending to join EarthSave. Annual dues are:

Student	\$25
Senior (65 and older)	\$25
Individual	\$35
Senior Couple	\$40
Family	\$50
International	\$50
Patron	\$100
Sustainer	\$500
Lifetime	\$1000

Ask people to provide a money order or a check payable to "EarthSave." Checks are preferable to cash as they provide the donor with a record for tax purposes and are easily mailed to the EarthSave International office. EarthSave International also accepts VISA, MasterCard, Discover and American Express credit cards for membership payment. When receiving credit card information, make sure to document the account number, card expiration date, security code, name of the cardholder exactly as printed on the credit card, and billing address (if different than the membership address.) After each meeting, document new and renewing membership information and collected fees on an Income Check/Credit Card Transmittal form (located in the Appendix) and send to EarthSave International. Make sure that all areas of the Income Check/Credit Card Transmittal form are completed to expedite efficient processing. The members' names and addresses are needed so that they may be placed on the chapters' official membership roster and receive copies of the EarthSave International magazine. Keep a copy of the Income Check/Credit Card Transmittal for chapter records. When the chapter has been chartered, EarthSave International will maintain all dues that have been collected for use by the chapter.

When conducting a membership drive, remember that there will be costs involved in starting the chapter. Once chartered, the chapter will need to pay for such things as telephone service, answering machine, a post office box, program supplies, letterhead, stationery, etc. Other items the chapter may need to purchase include a filing cabinet, desk, typewriter, a computer and related computer equipment. Obviously increasing your membership base beyond the required 25 members will provide increased funding for the chapter, as well as a larger volunteer base to assist in chapter operations.

While all groups share the mission of educating, inspiring, and empowering people to make informed dietary choices, each group may have a different target goal for their first year of operation. Though it's important not to aim too high, we realize that amazing results can happen when a group of talented and committed individuals come together with a common goal. We wish to leave your dreams and aspirations for you to carve out together as a group. We hope that you respect and enjoy the process.

Commitment is key. Make sure you are really committed! Starting an EarthSave Group is a big responsibility. First you must create a Core Group with a diverse range of skills. The Core Group is a team of leaders who will set the group's direction and do much of the work. The Core Group must consist of six or more current members of EarthSave willing and able to commit to serve for a minimum of one year. Expect to put in a significant amount of time! A lot of it is fun, most of it is rewarding and some of it is just plain hard work!

Once you have established a working Core Group, the real work begins. Using the position descriptions provided as a starting point, decide who will fill each of the key roles. Your Core Group will want to meet to move through the process of starting a group. You can meet weekly or monthly. You can start with an all-day “planning retreat” to set direction, or over several weeks or months. Work at the pace that is comfortable to your group. If you tackle too much too fast, you may lose people to burnout or frustration. You may also spread your resources too thin and be less than successful in your endeavors.

Window of Work

There is an assessment tool in Part 2 called the Window of Work, which is highly recommended for use with the group during one of your first meetings. This same tool will continue to be useful as you recruit and work with volunteers throughout your organization. Use the Work Window to determine what skills people have and what their “glad gifts” (skills they most enjoy sharing) are. The process also helps you know what a person's “taboos” are, so you don't ask someone who hates to take minutes, for example, to be the secretary! Job descriptions for Core Group positions are also included in Part 2.

Use the checklist below to assess which skills your group already has and which ones are missing. Some people will possess several gifts you need and others may have gifts you're not sure how you can use. But they may have “quests” (skills they want to achieve through volunteering) you can meet. People are most motivated and satisfied when their glad gifts and/or their quests are engaged. After completing this process you can seek new Core Group members with the gifts/quests you still need in mind. Talk together about how you can proactively seek added members for your Core Group with the skills you need.

Glad gifts that are helpful in forming a functioning Core Group include but are not limited to:

- A good note taker
- A big-picture, vision person
- A small-detail, organized person
- A people, process, *fun* person
- An on-time, on-task person
- Someone with an understanding of marketing principles
- Someone with good money management skills to serve as treasurer
- Good communication skills (both written and spoken)
- Experience with running meetings
- Experience serving on a board

Leadership

When a group is first starting it is generally those who are willing and able to do the work who become the Core Group. Designate who will be the Chair, Co-Chair, Secretary and Treasurer; with position descriptions located in Part 2 of this Manual. Other Core Group members each lead an area of responsibility. Everyone initially is expected to commit for one year, until official elections are held. Meanwhile plan ahead for new leadership. Think about whom has been taking a lot of responsibility. Invite those people to visit the Core Group meetings. Ideally, at least half of the initial Core Group will want to stay on for another year. It is also good to have some new blood on the leadership team.

It is essential that all Core Group members share a passion for EarthSave's message. It is also helpful if at least most of the leaders bring some degree of the following:

- Experience working in groups (a sense of teamwork)
- Experience being a volunteer and/or working with volunteers
- Organizational skills

Working with volunteers

Working with volunteers is like working with any other person. By starting out with clear expectations (written job descriptions) you will have the most success. Ask for a one-year commitment. Also ask for each volunteer to help target and recruit their own replacement and train them. There will be more on working with volunteers in Part 2 of this Manual, including samples of job description for typical needs.

Set realistic goals

Once you have established with EarthSave International that you in the start-up phase, you will need to make some decisions begin setting some goals. You will need to decide such things as:

- How often and where will the Core Group meet?
- Will you hold public meetings and how will you publicize them?
- What will you need to cover basic expenses, and how much can you contribute to begin?
- What meeting format will work for your group?
- What is the probable geographical area to reach?
- What will your first project be as a Chapter?

It is important to set goals that can be reached. Your first realistic goal will be to complete the application process outlined previously, which includes stating the rest of your goals. The next goal will be to charter (requires a minimum of 25 new members enrolled within the six months after initiating your start-up). Write out your goals and assign people to specific jobs. For instance, you might decide to have a monthly potluck program and add a [Diet for a New America](#) documentary to the public video libraries in your area. These are measurable goals. Be watchful of overworking volunteers. Often the same four or five people do everything and then get burnt out. Delegate and spread the work around. It is important to stay sensitive to the factors that keep everyone motivated and prevent volunteer burnout.

The biggest mistake a group can make is biting off more than it can chew, going in too many directions at once. Due to the urgency of our message, the deep degree of caring in all members of this organization and the potential for the task at hand to feel overwhelming, we emphasize the primary consideration for all groups: choose realistic goals and projects not only for the first six months, but for long-term.

An example for the first year would be to establish smoothly run public potluck programs, to create visibility within the environmental community and to define a niche (place in the market) while respecting the well-established place of the local animal rights group. The second year's goals could include increasing membership enrollment and participation. In the third year the chapter can develop working committees.

Goal setting tips

- Start slowly, not biting off more than you can chew, taking one step at a time.
- Set clear, measurable goals so when great opportunities come your way you can intelligently decide if they are appropriate to your current goals and resources.
- Save major undertakings such as changing the local school lunch program or school curriculum until you have more people to draw on, unless this will be your only project.

A sample progression of goals

- Build a presence in the community and establish a membership base from which to draw volunteers and leadership.
- Establish consistent monthly potlucks with an educational program and promote them to build attendance.
- Schedule a quarterly [Diet for a New America](#) video showing quarterly.
- Staff a booth at Earth Day and/or other appropriate events.

Networking

Networking with other EarthSave members in your area, via mailings to our database, will be helpful after the Core Group has had the chance to articulate your initial area(s) of interest. Once your statement of intent is approved in writing, you can request the names of people in your area who are members and/or have contacted the EarthSave International office in the past. To supply these names EarthSave International needs one range of ZIP codes for the geographical area, for instance from 90001 to 92999. An updated list is made available to each chapter and start-up on a monthly basis, or per request.

Contact local EarthSave members by phone or email. Send out a mailing and/or make phone calls to announce your first potluck program or video showing. Although mailings work fairly well, phone calls work even better. We suggest that you make as many phone calls as possible because people respond better to personal contact.

Building your mailing list

1. Collect names, addresses, email addresses and phone numbers every chance you get at monthly potlucks, booths, etc. A simple format to copy is located in the Appendix.
2. Since you never know when someone may decide to join or come to an event, it's best not to remove people from the list unless they request it. Using a simple computer database will give you the greatest flexibility in finding duplicates, generated zip code sorting for bulk mailings, and coding for various information such as source, membership status, volunteer interests, etc. In lieu of a computer, old-fashioned index cards will work, as will a typewritten sheet formatted to copy onto mailing label sheets.
3. It's best not to share your list to other groups. For the rare occasion when your Core Group decides it is appropriate to do so, be sure you have given people the opportunity to indicate if they do not want their name to be shared.

Website

ESI will provide your Start Up Group with server space and a website address. You and your team need to prepare the web pages for your site. A website is a great way to get information out about your group. You can list event information, solicit volunteers, sell merchandise, etc. It is recommended to look at the other chapter websites to get ideas on what you want on yours. EarthSave websites must reside on the same server presently hosted by Vegsource.com. An EarthSave chapter or start up group may not set up a website on a different server. All EarthSave website domain names must be owned by EarthSave International.

Building Membership

We suggest you create an organizational event to invite people to. This event can take many forms. We recommend a plant-based potluck or catered dinner followed by a well-planned meeting. Use the dinner meeting agenda in Part 2 as a starting point. Let everyone introduce themselves and say why they are there. Instead of an outside program have an open discussion about the possibilities of a Chapter. Recruit volunteers to get involved in the Core Group and other responsibilities. For a potluck, choose an easily accessible, low or no fee meeting place that will permit food and the exchange of money. If attendance is good and discussion leads to a desire for monthly meetings, it would be effective if this site is available for future monthly meetings. Any fees you collect will be sent to EarthSave and held for your new group. Memberships will apply toward membership bonuses in your account. All local chapter members are members of EarthSave International.

How to choose an event date

The Core Group first selects event dates. Check around to be aware of when other groups meet. You don't want to schedule meetings in direct conflict with any major organizations whose members might be interested in EarthSave. If you live in a heavy traffic area, weekends might be better because people might not want to drive somewhere after work. This decision must be based on your particular area. You could change the date after the first couple of meetings, but it is advisable to establish a regular day, such as the third Saturday of the month, from the beginning. This enables people to always know when your meetings are and be able to depend on that not changing.

Costs & sites

It is also good to have your program consistently in the same place. For potlucks, it is helpful if it is located at a low or no cost facility. One group has an arrangement with a church where the church receives whatever is collected in the hat passed around during the meeting. This way the chapters cannot lose money by committing to a fixed use fee each month. Some groups charge at the door.

Try to find a place that is:

- Centrally located, easy to find, on a bus line, with parking
- Has a kitchen, not for cooking, but for rinsing dishes (assuming you hold potlucks)

Other things to look for in a monthly potluck place:

- Not too big, but with room for growth

- A separate room for childcare
- A public address system (a microphone really makes a big difference once the group gets bigger than about 50)
- Adequate number of tables and chairs (round tables are best if you have a choice)

Insurance

- Some locations require a certificate of liability insurance. ESI maintains a liability insurance policy that cover chapter events. The Appendix includes the form required to request liability insurance.

At your first public program:

- Provide sign-up sheets for the activities your Core Group has decided to pursue, such as potlucks, booths, public speaking, school nutrition, etc.
- Find out who wants to become more involved, perhaps by being the Core Group.
- Have preset, consistent meeting dates for both the public and Core Group meetings so the people who want to get more involved can do so more easily.

Core Group meetings

Some groups think it works well to have your Core Group meetings an hour or two before the regular potluck program, to avoid "meeting burnout." People may find attending too many separate meetings difficult. On the other hand, most groups use the Core Group meeting to prepare for the public meeting and they need the week in-between to make calls, line up volunteers, etc. How to plan and conduct effective meetings is included in Part 2, as well as how to take minutes to be used as an action plan. Core Group meetings, like your public meetings, are best held consistently the same day, time, and place each month.

It is possible in this age of technology to NOT have regular Core Group meetings. Your leaders may be independent enough to accomplish their tasks and report in by email or by an email-list serve, set up by ESI for you group. Telephone conference calls may also be another option.

Suggested Chapter Activities

Activities to build a membership and volunteer base

1. Have monthly meetings, possibly in conjunction with an event (see item 2 below). There are several different ways to run your monthly public meeting. This is in addition to your Core Group meetings, which are for planning. This is your *public* meeting. You might present an interesting speaker who talks about an EarthSave-related topic or show an EarthSave-related video. Your meetings will succeed when they include something fun that will draw people. Potlucks and video showings work well. You could even do both, have people bring a plant-based dish to share and then view the [Diet for a New America](#) documentary or another relevant video. You might want to have a discussion group about a particular topic or just have a potluck and make EarthSave announcements. We do not recommend showing a video while people are eating, but before or after. See Part 2 for tips on conducting successful meetings and resources for choosing meeting topics.
2. Host a plant-based potluck and recipe exchange. This is very popular with most of the groups. It allows everyone to meet likeminded people, share delicious, healthful foods and exchange ideas, recipes and stories. Remember to have people bring their own plate, cup and silverware so a lot of trash is not created.
3. Sponsor a monthly "video night" where you view [Diet for a New America](#) or another EarthSave video followed by a guided discussion. Some groups elected to show [Diet for a New America](#) once a month at the same time and place so people can keep bringing their friends and families.
4. Organize a speaking event featuring speakers like Michael Greger, M.D., T. Colin Campbell, PhD or Joel Fuhrman, M.D. These events have a powerful galvanizing effect on a city and really bring people together. They take many hours and much money to plan and execute, so have a group of eager, skilled, hard-working volunteers involved. EarthSave can assist you with press materials. This is a great way to increase awareness, membership and volunteers. For large-scale events you will need a minimum of six to eight months to plan, and a full year is better.

Promotional techniques

Items in this section can help promote a Chapter. Items one through four are also appropriate as Personal Advocacy actions.

1. Educate your local community through the press. Write letters to your local newspaper editor when misleading and inaccurate articles appear. Write letters of appreciation and praise when you see articles that are raising awareness of food-choice issues. Individually personalized letters are the most effective, however some groups have letterwriting parties where packets of preprinted letters or addresses and issues are given to attendees.
2. Urge your local newspapers to feature articles on EarthSave's work. Contact us for more details if you're interested. Call the food editor of your paper and ask that they run an article about the benefits of a low-fat, plant-based diet. Send them EarthSave materials.
3. Set up a table at your local grocery or natural food store and inform people about EarthSave and the consequences of our food choices. This is a good way to get new members. Be sure to get permission in advance.
4. Distribute EarthSave materials. These items, not available anywhere else, include EarthSave News, EarthSave's Our Food Our Future, the VegPledge! and other literature. You can distribute these at booths, as gifts, through health food stores, etc,
5. Put up signs at local stores announcing your meetings and other events. Colorful, well-produced flyers work well.
6. Have a table/booth at community expos, fairs and public events. Share EarthSave literature, talk to people and sell EarthSave materials. You can solicit new members and promote upcoming local activities. You may also give away or sell plant-based food items. This is a great way to attract people to your table, but be sure to inquire about your local food-handling requirements and play by the rules.
7. Send announcements about your events to your local newspapers' community calendars regularly. Find out how far in advance your papers need notice and use a planning calendar to stay on schedule.
8. Send out a monthly mailing: a postcard, one-page calendar of events or a newsletter. If you do not have a lot of resources, do not publish a newsletter. It can be very expensive when you include printing and postage costs. A newsletter can be an effective tool. Talk to local printers and see if you can get a discount or even free printing. Don't be afraid to ask. Many businesses will donate a quarterly newsletter and send out a calendar of events for the non-newsletter months. Enewsletters are cost effective because they are free and go out to people that are interested in receiving it. Make sure to collect email addresses on your sign up sheets.
9. Create a Vegetarian Dining Guide for your area. Visit local restaurants and find out what vegetarian options they have available, and if they will offer a discount to EarthSave members, This is a great way to encourage membership. Give or sell your guide to members and other interested people.
10. Send a brief press release to local publications to announce your regular events. Also, send one to announce the release of a new restaurant guide.
11. You may want to print business cards. You can print them inexpensively on a home printer or at a store like Staples or Office Max. On one side print the EarthSave logo and the short version of the mission statement. On the other print information about your monthly activities and how to reach you. Encourage your members to take a bunch and talk about EarthSave to their friends. Word of mouth is absolutely the best promotion.

Suggested projects

1. Place copies of **The Food Revolution** or similar books in well-frequented areas such as libraries, schools, hospitals, health food stores, restaurants, and health care providers' waiting rooms, etc.
2. Add the documentary video **Diet for a New America** to public libraries and to video stores- that will let people view it for free. Either donate a video or request that the library or video store call EarthSave and order one.
3. Distribute EarthSave materials, to libraries, schools, hospitals, health food stores, restaurants, gyms and health care provider's waiting rooms, etc.

4. Hold monthly dinner outings. This is a great way to meet new people and try different restaurants. A coordinator arranges with restaurants to provide a vegetarian meal, usually the same meal for everybody. Come up with a price that everyone pays you ahead of time. Experience shows that taking reservations over the phone doesn't work because not everyone shows up, so it's best to have money up front. Price should include tax, tip and a small profit for your group.
5. Offer a vegetarian cooking class if no one else is doing it in your area. Many people want to learn about wholesome, nutritious cuisine. This has gone well for a few Chapters.
6. Arrange special events such as World Vegetarian Day and Earth Day where you have speakers, vegetarian food, demos, information tables, etc. You can use this opportunity to invite the media and bring our message to the public.

Affiliation and Reporting

Chapter Affiliation with EarthSave International

Chapters fall under EarthSave's 501c(3) nonprofit status, therefore EarthSave's Board of Directors carries the ultimate legal and financial responsibility and sets the tone for EarthSave. Under normal circumstances, it does not directly involve itself in the governance of Chapters, relying on each Chapter's Core Group and their relationship with the EarthSave International to provide any necessary overview. No group may enter into a contract on behalf of EarthSave International without prior written approval from EarthSave International, PO Box 96, New York, NY 10108.

Congruency

It is important that all Chapters function both internal and externally in alignment with EarthSave. This must be true for all written and spoken communications, including your meeting tone, your printed materials, etc. Groups are asked to review EarthSave's Mission Statement and tone, as outlined in the introduction, when determining the group's focus and statement of intent. Groups are expected to conduct their activities with these in mind.

Chapter governance

It is recommended, though not required to have a Core Group. The Core Group should consist of at least six members. Self-appointed during the start-up phase, it is recommended that the Core Group members be elected by the membership. Core Groups operate with the basic systems of consensus (straw poles and listening to a variety of perspectives), but because time is limited, a simple majority is sufficient to make decisions. See the section on meetings in Part 2, *Ways to Make Decisions*.

Use of the EarthSave name and logo

Limited use of the EarthSave name and logo on fliers to announce your meetings (e.g., EarthSave Newtown) is encouraged and can be very effective for outreach in your local community. Once a group has been approved as a chapter they can begin using the EarthSave name and logo. Samples of the logo artwork are provided in the Appendix and on our website for use in meeting announcements. Other uses of the logo will require prior written approval from EarthSave. Logos customized with your chapter name can be provided on computer disk.

All printed materials using the EarthSave name or logo must be approved by EarthSave International. Fax, mail or email with ample time for review, approval and editing (48 hours minimum). Please schedule this review one week in advance. After the first year as a Chapter, regular monthly announcements will no longer need to be submitted. All other printed material including newsletters and brochures will continue to be reviewed for accuracy and image.

Use of the EarthSave name in advertisements, or in communicating with parties holding political office is not permitted without prior written approval from EarthSave International. No use of EarthSave's logo or name, or that of its founder, John Robbins, is permitted in connection with, or promotion of any business, or products. Violation of this approval process will be cause to request the group to desist from operating as an EarthSave group.

Affiliations with other organizations

Affiliations with other organizations must have prior approval from ESI. In general it is important to establish each EarthSave

chapter's identity clearly within its community before branching out and building coalitions. This includes sharing resources such as newsletters, post office boxes, etc.

Reporting to the EarthSave International office

Regular communication by phone, mail or email is required from all Chapters on a monthly basis. Each Chapter will provide an update as changes are made in key Core Group member information including: addresses, day and evening phone numbers and email addresses. All income and expenses should be reported on a monthly basis.

Income transmittal forms

The Income Transmittal form is located in the Appendix. Each EarthSave Chapter is required to utilize this form when accounting for monies generated through memberships, donations, events, fundraising drives, and merchandise sales. The Chapter is responsible for filling out the form in full, accompanied by money orders, personal/company checks, credit card information, and member information. Checks and credit cards should be sent in immediately to EarthSave International for processing.

Financial business

Overview

When you complete the registration form (in Appendix) to become a Chapter, and it is approved by the EarthSave International, the office establishes a designated account for you. Any memberships you bring in must be submitted on an income transmittal form and will be accounted for membership bonuses.

All types of income will go into your EarthSave International chapter account and your approved expenses will be paid out of this account. All income continues to be sent EarthSave International along with an income check transmittal form, and EarthSave International deposits the appropriate portions of each category of income back into the local checking account. The Chapter is responsible for paying all expenses from this account.

Memberships, donations and merchandise sales income

All monies collected by a Chapter will be forwarded to EarthSave International. Details on how funds will be credited to the group is described below. All memberships and contributions to EarthSave qualify as tax-deductible donations for the individual.

Income Transmittal and Check request forms

All income and expenses must be reported to ESI on Income Transmittal and Check Request forms. Copies of these forms and detailed instructions are located in the Appendix.

Chapter Expenses

Approved Expenses

Chapter spending ceiling for activities and events without advance approval is \$300. Receipts are required. At no time may money be allocated to personnel services. Otherwise, only those approved expenses submitted on the check request form will be reimbursed. Examples of approved expenses are:

- Phone, voicemail and PO box directly regarding Chapter activities
- Shipment of material back to EarthSave
- Copies and printing
- Postage for sending out meeting information
- Meeting rooms if no free ones are available

Chapter Income

Membership Incentive Bonus Levels

Chapters will receive periodic bonuses into their Chapter Balances based on the number of paid memberships for their chapter each year. Only membership at the \$35 per year (or higher) level will be counted. When a Chapter reaches 50 paid members (counting begins July 1st each year), either new or renewed, the Chapter will receive a bonus credit of \$400 into their Chapter Balance account. Membership level bonuses thereafter will be credited based on the tables below:

Renewed Members

Members	Bonus
50	\$500
100	\$750
150	\$1000
200	\$1250
Every 50 thereafter	\$1250

New Members

Members	Bonus
50	\$700
100	\$1000
150	\$1250
Every 50 thereafter	\$1250

Members who have let their membership lapse for two years will be considered new members upon renewal for the above counting.

Merchandise Sales and Event Income

Local Chapters keep 100% of all funds generated from the sale of merchandise and the profits from events.

Fundraising

Local Chapters are encouraged to do their fundraising in a manner that will not interfere with ESI's national fundraising campaigns. Donations of amounts less than \$50 received at the local level anytime of the year will go to the local chapter. Donations of \$50 or more will go to the chapter if designated to do so.

Funding Requests

Chapters are encouraged to submit budgets at anytime for new projects and programs in order to be allocated additional funds.

Things to Remember

1. When using the word EarthSave, it should be written as one word, capitalizing the E in Earth and the S in Save.
2. Use the word “vegetarian” to describe food rather than using “vegetarian” to describe people. (e.g., “I eat a vegetarian diet” rather than, “I am a vegetarian”)
3. Other terms supported by EarthSave in describing our mission are “plant-based”, “plant-centered”, diet “centered on fruits, vegetables, grains and legumes.”
4. Don’t endorse products.
5. Don’t publicly endorse or condemn politicians or elected officials.
6. Don’t publish an individual legislator’s voting record.
7. Network with other health and environmental groups and withhold criticism of such groups.
8. Each EarthSave chapter is a part of the national corporation rather than an independent identity.
9. Organizers must read and follow EarthSave’s Guiding Policies.
10. While many EarthSave members eat a vegetarian diet, we are not a “vegetarian” organization. We welcome people regardless of their current eating habits.
11. Focus on actions rather than people and avoid public attacks on individuals.
12. Immediate family members may not serve together as officers of a chapter.
13. Settle internal differences in private rather than in the public eye.
14. Send any funds raised to EarthSave International to be held in your chapter account.
15. Do not comment or take a position on issues outside of EarthSave’s mission.
16. While we care about the treatment of animals, EarthSave is not an animal rights organization.
17. Work with EarthSave only if your mission coincides with EarthSave’s.

Part 2 – Chapter Operations

The Core Group is made up of Officers (Chair, Co-Chair, Secretary, and Treasurer) and the leaders of the other teams or committees, as shown here. Before your group can build committees, your Core Group must examine your decision making and leadership process as explained in the next several pages.

Meetings

This section on meetings is specifically provided to help you develop your Core Group meetings. Much of the information will also be useful for monthly public meetings. However, remember that these “meetings” are not intended as true meetings. That is, you are not conducting business where decisions are being made. These are events, opportunities for fun, education and involvement. That is why they are generally referred to as potluck programs rather than meetings. The work of the group takes place in Core Group and Committee meetings.

Ways to make decisions

As we begin to examine group decision-making, it is important that we do not quickly judge any one method as better than another. Each has its use at the appropriate time, and each method has certain consequences for future group operations. The important point is for the group to understand these consequences well enough to be able to choose a decision-making method, which will be appropriate to:

- the amount of time available.
- the makeup and past history of the group.
- the kind of task being worked on.
- the kind of climate the group wants to establish.

1. Decision by lack of response - “Plop”

The most common and perhaps least visible group decision-making method is that in which someone suggests an idea, and, before anyone else has said anything about it, someone else suggests another idea, until the group finds one it will act on. The group has, in a sense decided upon all the ideas that have been bypassed. But the decision has been simply a common decision not to support it, making the one who made the suggestion feel that his idea has “plopped.” The floors of most group meeting rooms are completely covered with plops.

2. Decision by Authority Rule

Many groups set up a power structure or start with a power structure, which makes it clear that the Chairperson or someone in authority will make the decisions. The group can generate ideas and hold free discussion. This method is highly efficient. Whether or not it is effective depends a great deal upon whether the chairperson is a sufficiently good listener and has culled the right information on of which to make the decision. Furthermore, if the group must move on to the next stage or implement the decision, the authority-rule method produces a minimum amount of involvement of the group. Hence it undermines the potential quality of the implementation of the decision.

3. Decision by Minority

One of the most common complaints of group members is that they “feel railroaded” in reference to some decision. Usually this feeling results from one, two, or three people employing tactics which produce action and therefore must be considered decisions, but which are taken without the consent of the majority.

If the chairperson, presenter of the issue, or facilitator is asked how s/he concluded there was agreement, chances are that s/he will say, “Silence means consent, doesn’t it? Everyone had a chance to voice opposition.” If the group members are interviewed later, it sometimes is discovered that an actual majority was against the idea in question, but that each one hesitated to speak up because s/he thought that all the other silent ones were for it. They too were trapped by “silence means consent.”

4. Decision by Majority Rules voting and/or Polling

We come next to more familiar decision-making procedures, those that are often taken for granted as applying to any group situation because they reflect our political system. One simple version is to poll everyone's opinion following some period of discussion. If the majority feels the same way then assume that is the decision. The other method is the more formal one of stating a clear alternative and asking for votes in favor of it, votes against it, and abstentions.

On the surface this method seems completely sound, but surprisingly often it turns out that decisions made by this method are not well implemented even by the group that made the decision. What is wrong? If one can get the group to discuss its process, or if one interviews members of the minority, it turns out that two kinds of psychological barriers exist.

The minority member often feels that there was an insufficient period of discussion to really get his/her point of view across, hence s/he feels misunderstood and sometimes resentful.

The minority member often feels that the voting has created two camps within the group. He/she thinks that these camps are now in a win-lose competition, that her/his camp lost the first round but that it is just a matter of time until it can regroup, pick up some support, and win the next time a vote comes up.

In other words, voting creates coalitions, and the preoccupation of the losing coalition is not how to implement what the majority wants, but how to win the next battle.

If voting is to be used, the group must be sure that it has created a climate in which members feel they have had their day in court and where members will want to go along with the majority decision.

5. Decision by Consensus

One of the most effective but also most time-consuming methods of group decision-making is to seek consensus. It is important to understand that consensus is not the same as unanimity. Rather, it is a state of affairs where communications have been sufficiently open, and the group climate has been sufficiently supportive, to make everyone in the group feel that s/he has had a fair chance to influence the decision. Someone then tests for the "sense of the meeting", carefully avoiding formal procedures like voting. If there is a clear alternative, which most members subscribe to, and if those who oppose it feel they have had their chance to influence, then a consensus exists. Operationally it would be defined by the fact that those members who would not take the majority alternative, nevertheless understand it clearly and are prepared to support it.

Roberts Rules of Order

These standard meeting rules are familiar to most people. You can check out a copy from your public library. Experiment with a variety of approaches or stick with one everyone feels comfortable with.

Consensus decision-making skills

Warren Bennis defines consensus as: "an agreement reached despite differences . . ."

The consensus decision-making process makes full use of available resources and resolves differences creatively. A decision by consensus may require more time and be more difficult than vote-taking or having the leader decide. Complete agreement may not be possible, but each individual should be able to accept the group decision on the basis of logic and feasibility from a personal standpoint and the effect on the group. When a decision has been reached that is acceptable to all group members on this basis, a consensus has been achieved. A single person can block or delay a decision if he/she believes a better decision is possible, usually with the development of more or better information.

To achieve consensus:

Avoid arguing only for your own solutions. Present your position as clearly and logically as possible, but listen to the other members' reactions and consider them carefully before you persist in your own point of view.

In a stalemate do not assume that someone must win and someone must lose. Instead, look for new and creative alternatives or the next most acceptable alternative for all parties. Win-win solutions increase group commitment.

Do not change your mind simply to avoid conflict and to reach agreement and harmony. Be sure each person accepts the solution for basically similar or complementary reasons. Accept agreement only when it has an objective and logically sound foundations.

Avoid conflict-reducing, timesaving techniques such as majority vote, averages, coin flips and bargaining. Do not take turns giving in on points of view.

Differences of opinion are natural and expected since we all have different information at our disposal. Seek out differences and try to involve each group member in the decision process. Differences can improve the group's decision. The wider the range of information and opinions the greater the chance that the group will develop more adequate solutions.

How to decide?

Most groups choose to proceed by consensus. There are various systems by which to implement this, but essentially consensus is decision-making that does not compromise anyone's strong convictions or needs, yielding agreements that all can accept without feeling that anything important has been lost. Very often the sense of the group mind is clear and simply needs to be stated. Otherwise, all perspectives can be aired until a decision comfortable to all (or "all but one") is reached.

Ground rules

Purpose: To agree on a code for working together as a group, in order to provide the atmosphere desired, such as a respectful, collaborative atmosphere, one that offers structure and protection that people need in order to be free to learn and disagree.

Examples of some ground rules

- Everyone has the opportunity to participate.
- Everyone has the right to pass.
- All opinions are honored; it is okay to disagree with each other.
- Decisions will be made by consensus.
- Conflict will be worked through openly rather than avoided.
- We will listen to each other completely, without interruption within the time constraints agreed upon.
- Our meetings will begin and end as scheduled.
- Everyone is committed to arriving on time and being mentally and physically present for the full length of the meeting (length agreed on in advance).

Some good ways to establish ground rules

- Negotiate ground rules with the entire group. If there are some issues that are not negotiable, group members need to decide whether or not they want to be in the group. Members can create other ground rules of their own.
- Post ground rules at every meeting, in clear, large lettering, so all participants can see them.
- State the ground rules or refer to them in some way at the beginning of each meeting.
- Demonstrate the ground rules by practicing them yourself throughout the meeting.
- As a group, review the ground rules regularly to determine if they need to be altered or added to.

Adapted from "Who, Me Lead a Group?" by Jean Illsley Clarke 1984, Winston Press

Agenda logistics

An agenda is generally prepared by the facilitator in advance and may be mailed out with a meeting reminder or posted or handed out at the meeting. At the beginning of the meeting participants are given an opportunity to add to the agenda. However, in general items for the agenda should be added prior to the meeting so the facilitator can plan the timing and flow of the meeting.

Setting the agenda

For your Core Group and each of your Results Teams, it is important to have a clearly stated purpose, or goals. It is worth taking the time to develop a work plan, made up of regular assigned tasks and ones growing out of group objectives. Before you start there should be agreement by the group on:

- Ground rules
- Decision-making method (consensus or other)
- Who attends
- Purpose of meeting

Once the Core Group or a Results Team is established much of this will be assumed, but is useful to clarify it each time new members join the group, and periodically to refresh everyone's memory. If any background materials are needed, they should be given to participants with the agenda.

Don't just make a list! People often use the list method of generating an agenda: a sheet of paper is hung on the wall, and every-one writes down "stuff that needs to be dealt with." This is not an agenda. It becomes an agenda when the facilitator works over each item to make it a real agenda item.

1. Each item is a mini-meeting.
2. For each item, everyone should know:
 - Purpose (decision, discussion, information sharing or gathering, problem solving)
 - Process
 - Responsible person
 - Allocated time
 - Desired outcome
3. In each case, you should ask if this is an appropriate topic for this particular group. Check it against your purpose and work plan.

Meeting facilitator's roles and responsibilities

The chairperson should facilitate the meeting. The facilitator's role is to track the discussion process and keep the group moving. Good facilitation can help make a discussion enjoyable and effective. A non-directive facilitation model helps foster equality among group members. The facilitator helps create order in the group by helping members agree on what they will do (content) and how they will do it (process) within a set period of time, and then sees that the group fulfills its meeting plan.

The facilitator:

- Allows participants to revise the agenda (during agenda review at the beginning of the meeting).
- Keeps the group focused on topics, one at a time, and focused on both content and process.
- Makes sure the group members hear each other out without interruption, that each person participates, or has equal opportunity to participate.
- Draws out opinions and encourages full participation of all group members.
- Protect individuals from personal attack, helps insure balanced, open communication.
- Ensures that all ideas/contributions are recognized as being of possible value until the group decides to use or not to use the contributions. Makes sure that ideas are acknowledged rather than ignored.
- Accepts responsibility to help the group move smoothly through the agenda in the time allotted.
- Suggests ways to work through a discussion, to open up and explore a conflict, to come to a decision.
- Clarifies individual contributions, if unclear.
- Is responsible to the whole group over each individual.
- Summarizes what the group has done and where it is headed.
- The facilitator maintains a relatively neutral stance, reflecting content and process back to the group.
- A deft facilitator will leave very little mark on the group process. The group will barely notice his or her guidance, but will feel, "We did this ourselves."

Facilitation, in practice

- Work to keep people on track, directing people's attention gently to the theme.
- Encourage members to communicate with each other rather than through the facilitator.
- Stay aware of the group's needs, sensing when to give direction and when to step out of the way.
- Watch the group's attention level, noting such nonverbal cues as facial expressions, posture, etc.

Tips

- Giving one's active attention in listening is vital.
- If a group member asks you a question, resist the temptation to answer it. Instead, turn the question back to the group.
- If you need to check for agreement, state in question form everything you feel participants agree on. Be specific: "Do we agree that our group will?"

Taking minutes

Remember the purpose of minutes is to record the gist of each topic and the agreed upon action. Don't make your job more difficult by trying to actually record every single word spoken. Summarize each topic and its one or two main points.

There are two purposes for minutes: a record of the meeting for those who attended and a communication to others of what happened at the meeting. The minutes need to be written clearly enough that anyone reading them, whether or not they were at the meeting, will be able to understand them.

The notes that are taken during the meeting are not the same as minutes. Even if you have been a minutes-taker for years, you must still redraft minutes from the raw notes taken at the meeting. If you try to clean them up during the meeting, you will miss important information. Take brief notes and then redraft after the meeting.

Most meetings have a reporting section, for example, from each committee. These agenda items are a vital means of communication among the people at a meeting, but do not use your minutes as the sole means of getting information out to volunteers. For example, minutes are no substitute for speaking directly with others.

Format

- Each set of minutes should have the name of the group, the date, time, and location of the meeting, attendees, and facilitator and minutes-taker listed at the top of the first page.
- It makes it easier for readers if each separate item has its own header.
- Whenever a decision is made or action is taken, it should be bolded or in a different typeface (or underlined or in color if handwritten). That will help distinguish it from items that are still in the discussion stage. It is also helpful to list who is responsible and target completion date.
- Discussions do not need to be recorded verbatim, but the main points pro and con should be listed so that readers will know if their concerns have been raised at the meeting.

Minutes as Action Plans

While you're taking minutes, use a second colored pen to indicate items that require an action (red works well or try a highlighter). At the end of the meeting, review those items and who is responsible as a reminder of the necessary actions. Begin your next meeting, not by "reading the minutes" but by reviewing just the action items, to assure you're on track. Add any items that have not yet been completed as new assignments, so they will remain in the minutes.

Following up on meetings

1. It is useful to summarize at the end of a meeting each item requiring an action, by whom, by when.
2. The minutes should be out and circulating in a timely manner (within a week) to all participants and to those affected by the actions of the group. EarthSave International must receive a copy every month, regardless of volume of activity in that month.
3. Having a system for keeping track of tasks and projects is very helpful. Your system can be as simple as a list of items with names and dates, or as complex as a tickler file kept on file cards, in a notebook, or in a computer calendar. No one should be expected to keep all this in their head.

4. Perhaps the most critical aspect of follow-up is accountability. Encourage group members to be responsible for actions and their results. In Stephen Covey's **Seven Basic Habits of Highly Effective People**, he lists five factors to consider when delegating tasks to people:
- Results: These must be clearly stated and mutually agreed to. Includes deadline.
 - Guidelines: What are the limitations in performing this job? Don't assume people know them. What can and what cannot be changed to accomplish this; what are the ground rules?
 - Resources: How much support will the person have to accomplish the task? How much time is allowed, what is the budget?
 - Accountability: What are the standards for performance and how is the task reported back to the group? How close is the supervision?
 - Consequences: What will happen if the task is not adequately completed? If it is? When a group or a person agrees to complete a task, each of these factors should be addressed, however briefly.

Meeting Tips

- Deep listening. This is an essential practice in all helping/healing work, and will help in group process as well. Notice when you might want to interrupt another to comment, fix, or "psychologize," and just give the gift of your attentive and caring ear to the person who is sharing.
- Think time. People often appreciate some minutes of quiet in which to reflect on the information that has been shared, to center their thoughts and pull together their questions.
- Lightening up. There are lots of simple games which can be brought into meetings to help alleviate strain, boredom or fatigue. Let your playfulness come forth!

Group members

As a member of a group you have a vital role, for the group collectively leads itself, with the guidance of the facilitator. Here are some suggestions for being an effective group member and for supporting the facilitator.

- Group members can assist the facilitator in simple ways. For example, on noticing that a group member was cut off while making a point, you might say something like, "Eric, you might not be aware of this, but I think you cut Mary off before she had a chance to finish."
- Although you may assist the facilitator from time to time, you are largely freed up to concentrate on the content of the discussion, rather than having to worry about the process.
- Give your full attention to the person who is speaking.
- Keep an open mind. Try to refrain from making judgments about an idea before it is fully developed. Look for the value in each idea.

In action

- Help to keep people on track, continually directing people's attention gently to the point. Be as flexible as needed, receptive and responsive to group needs.
- Encourage members to communicate with each other rather than through the facilitator, to promote both autonomy and community in the group.
- Stay aware of the group's needs, sensing when to give direction and when to step out of the way.
- Watch the group's attention level, noting such nonverbal cues as facial expressions, posture, etc.
- Keep the meeting active and interesting, employing humor, affirmation quick games, think time, breaks, silence, etc.
- Keep looking for points of agreement and state them.
- Use affirmation and appreciation, noting helpful suggestions or procedures that move the group forward.
- Giving one's active attention in listening is vital. Attentive listening allows the other person to feel s/he is being heard and understood, and provides the rapport for clarification.
- When you cannot see what is happening in a group do not try harder...relax. Stay in the present, and attend to what is happening now.
- When group members are not able to understand each other, articulate their communications to them more clearly and accurately so they can see where they are not grasping each other's intended meaning.
- When checking for agreement, state in question form everything you feel participants agree on. Be specific: "Do we agree that we'll meet on Tuesday evenings for the next two months?" Don't merely refer to a previous statement: "Do you all agree with what was just suggested?"

- Do not try to protect people from themselves. The light of awareness shines equally on what is pleasant and on what is unpleasant.

Core Group Officers and Members

Officers

EarthSave is a national nonprofit organization built on the dedication and commitment of volunteers. Once a year, EarthSave chapters may elect people to lead their local efforts aimed at educating the public about animal agriculture and food choices. Recruiting and maintaining strong leaders at the chapter level will ensure that EarthSave's mission is accomplished for many years to come,

Recruiting EarthSave members to serve in leadership positions can be a challenging task. Most people ask, "How much time will it take?" Also they say, "How long is the term of office?" It is important for EarthSave members to be able to answer these questions. Chapter officers are responsible for programs and the general operation of the chapter. They must be familiar with EarthSave International's policies as well as financial procedures.

These are common questions for persons who are approached about serving as an EarthSave chapter officer.

Core Group Officer Term of Office and Eligibility

- One year term
- Eligible for re-election to the same office not to exceed three consecutive terms
- Must be a current member
- Paid staff may not serve
- Immediate family of paid staff may not serve in the same entity as paid staff
- Immediate family members may not serve together as voting board members
- Individuals who may have a conflict of interest may not serve, but may serve on a separate non-voting advisory board

Chairperson

- Maintains overview of whole organization
- Supervises Committee leaders
- Runs monthly public and Core Group meetings
- Provides leadership, motivation, recognition
- Inspires the group to reach both immediate and long-range goals
- Facilitates the annual planning for programs, fund raising, and leads the organization based on these decisions of the board of membership
- May be the spokesperson for the group or may delegate a spokesperson
- Helps raise money
- Responsible for the conduct of the chapter's business and for communications with the EarthSave International Office
- Must be actively involved in recruiting new volunteers and potential new leaders for the chapter

Co-Chair

- Being groomed to take over full Chairperson position
- Assists Chairperson as needed
- Assumes the duties of the Chairperson in his/her absence or disability
- Can be assigned to chair specific committees
- Maintains communication and provides support for committee leaders

Treasurer

- Maintains financial records

- Records all financial data, including money received and expenditures made
- Writes checks (pays bills)
- **Submits** Monthly financial reports to EarthSave International and to Core Group
- Coordinates money handling at meetings and booths
- Maintains budgetary records (expenses by category)
- Oversees tracking and ordering of inventory
- Oversees new member welcome packets in conjunction with data entry
- Ensures the chapter's income and expense transactions are being properly recorded
- Works closely with other officers to correctly allocate expenses for each activity of the chapter
- Responsible for the development of the chapter budget

Secretary

- Records minutes at Core Group meetings
- Types and sends minutes to both EarthSave International and Core Group members
- Coordinates mail and phone message processing and responses
- Records and disseminates minutes of each meeting
- Disburses information such as the chapter mailing from the EarthSave International office and the chapter activity report to the appropriate volunteers

Core Group Members

- Lead a Committee (except Chairperson)
- Attend all Core Group meetings and monthly potlucks
- Are available to members and encourage participation
- Develop goals, objectives, strategies that are in alignment with EarthSave's mission
- Are a public voice for the organization
- Are informed about EarthSave local and EarthSave international activities as well as media/public perceptions
- Set good example (i.e., sponsor video showings, write letters, are paid-up members)
- Take responsibility for setting up monthly meetings (logistics, speakers, cleanup, etc.) until a logistics team is functional

Below is a sample of a complete job description for a position. For other positions you may need to create more customized job descriptions.

Volunteer job description

Job Title: *Treasurer*

Committee: *Core Group*

Subcommittee: *Finance*

This position reports to: *Chairperson (title not name)*

Who will train?

Purpose of this position:

To keep all financial records of income and expense according to regulations provided by National and your state and local governments.

Responsibilities of this position:

Weekly:

- track inventory
- pay bills
- process incoming checks and transfer to EarthSave International
- file expense reports and receipts
- new/renewing member packets
- database updates to data entry person

Monthly:

- report income/expense summaries to Core Group
- reconcile accounts/statements
- review returned check transmittals for accuracy
- attend both board and public meetings

Voice Mail Coordinator

- See below for a sample script for a voice mail message.
- Change the outgoing message immediately upon returning home from the monthly potluck to keep it current at all times.
- When people call, they don't necessarily realize they are calling an unstaffed number and that we are all volunteers.
- It is important that the messages be checked often, a minimum of once a day preferably more, and that all calls are responded to immediately in an appropriate fashion.
- The volunteer doing this job needs to be well versed in what EarthSave is and what you are doing locally, as well as how you fit in to the national organization. This includes membership options and benefits, dates of upcoming activities, etc.
- This first contact with a person is very important in establishing any ongoing relationship with them. As they say, "you can only make a first impression once!"
- Ideally the volunteer in charge of voice mail would be able to check it several times a day and respond to calls at that time. Some callers are only available during the day, and some only during the evening, so this flexibility is useful. There should be adequate time to engage in conversation.
- After directly answering their questions, engage the caller in a conversation. Open ended questions will draw them into talking i.e.: How did you hear about EarthSave? How long have you been a vegetarian (only if they have indicated they are one)? etc.
- Encourage them to come to our next meeting. Encourage them to get involved.
- Sometimes what starts as a simple inquiry can lead to a membership, a donation and/or a volunteer.
- Be prepared with newsletters, brochures and any other appropriate materials. Often you will need to mail a set of print materials out: a newsletter with a brochure inserted with a handwritten note referencing your conversation and encouraging them to call you personally if they have additional questions, giving your own phone number.
- Retain the addresses for the database and send regularly to the data entry volunteer.

Sample script

Thank you for calling EarthSave Newtown's message line. EarthSave is a nonprofit environmental and health education organization. We focus on the impact our personal food choices have on our own health and that of the environment.

Our next monthly meeting will be Anyday, month XXth at Any Building at any address. The potluck dinner starts at 6:30 pm. Please bring a vegetarian dish (no flesh foods) to feed 4-6, and remember your own plates, cups and utensils and to list the ingredients. This month's program will be XXXXX. Please leave any message after the tone and a volunteer will call you back within 24 hours. Thank you for calling EarthSave.

Planning retreat

When you are in the start-up phase an all day or even a two-day retreat can be very useful. It's a chance for those involved to get to know each other better, build team spirit, and set mutually agreed upon goals and work plans. This is a time for dreaming and building a vision for the future. Thereafter, it's a good idea to plan one annually following your elections. The retreat serves to orient new Core Group members, evaluate the past year based on the previously stated goals, and set new goals for the coming year. By having clearly agreed upon goals and objectives, it helps to easily decide, on a month-to-month basis, which great ideas and opportunities that randomly come your way should be embraced and which should be passed-up. This has proved an extremely useful process for those groups that do it. Ideally bring in a professional facilitator from outside the group (volunteer). This person can remain objective and not participate in the work of the retreat, thereby allowing everyone in the Core Group to participate on an equal basis. Work with that person to develop the agenda in advance. Following are two sample agendas from different phases in a groups' development.

Core Group retreat—sample agenda

- What will each person in the group be willing to do?
- How responsible can each person be?
 - What can each person be counted upon for doing?
 - What do we each personally have to contribute?
 - What do we each personally want to accomplish?
- Evaluate goals of group
 - Last year's goals
 - Outreach to environmental groups
 - Develop school lunch program and curriculum
 - Develop this year's goals

- More quantifiable?
- More member involvement
- Keep quality control
- Brainstorming
 - Develop ideas for accomplishing goals
- Small group activity
 - Two groups, one main goal each.
 - Examine ideas
 - Develop plans
- Large Group discussion
- Present ideas

EarthSave Planning Day Agenda

Ground Rules:

- Hold to times allocated at the beginning of each section.
- Be concise.
- State actions in complete sentences.
- Don't interrupt.
- Arrive at 8:30 a.m.

Plan to stay until 5:00 p.m.

- Get acquainted, welcome, introduction & housekeeping (½ hour)
- Personal statements: tell why you're here and 1 each: glad gift, quest & taboo (up to 2 minutes allocated per person) (1 hour)
- Historical overview and state of the union (chairperson) (10 minutes)
- Creating a marketing context using small groups (2 hours)
- lunch (1 hour)
- Work Window: Glad Gifts, Quests & Taboos (½ hour)
- Action plans in break-out groups (1 hour)
- Report back with discussion (1 hour)
- How we will work together (15 minutes)
- Review (10 minutes)
- Closing circle (20 minutes)

Budgeting

A budget is a plan or roadmap, which provides a picture of where you are going and where you have been. The overriding principle with a grassroots nonprofit like EarthSave is to spend as little as possible: maximize income, minimize expenses. Get everything you can donated or at a discount whenever possible. Initially when preparing a budget you examine:

- What are your anticipated recurring expenses?
- What are the one time, variable expenses you expect?
- What are the potential sources of income?
- What are your assets (inventory on hand, money on account)

Typical monthly expenses:

Site space rental free - \$50
 Postage \$15-\$150
 Printing \$25-\$75 (handouts, postcards)
 Telephone \$10 (voice mail messaging)
 Post Office Box \$5
 Office supplies \$5-\$50

Potential one time, variable expenses:

Business cards \$20-\$35

Banner \$150

Booth fees \$25-\$150

Monthly income sources:

Sales: Books, audio and videotapes, t-shirts, etc.

Memberships: Track how many you are getting at what levels and how many are renewals so you have data to base projections on.

Donations: Average of \$1/person attending potlucks. In the beginning this ranges from 15-75 people and goes for the site space.

Other income sources include:

- In-kind donations of printing
- Business sponsorships of printed pieces (newsletters, restaurant guides, etc.)

Once your group is chartered and eventually develops further, each team will prepare budgets. The Core Group will decide together what expenses are appropriate and can safely be afforded.

Potlucks/Catered Dinners

Your first focus as a chapter will probably be to develop potluck or catered dinner programs for the public. This chart shows the potential component tasks. This section includes a sample program agenda, how to choose program topics and how to work with speakers.

The mission, goals and objectives come from Louisville. The agenda is based on how it is done in Seattle. You will need to work out your own version based on your situation.

Key elements are:

- mission statement
- introductions
- business
- educational speaker

Remember the “business” is announcements about upcoming activities and ways to get involved in your Chapter. Your public meeting is not a decision-making place. Your Core Group takes care of planning decisions in a separate monthly meeting.

Sample mission:

To provide a regular, supportive, social, educational, and empowering meeting for EarthSave members and the community.

Sample goals and objectives:

- Maintain consistent time and location for potluck.
- To empower people to prepare plant-based dishes.
- To expose people to a variety of plant-based foods.
- To answer the question: What do you eat if you don't eat meat?
- To create a sense of community.
- To provide members an opportunity to check resources out from the Lending Library.
- To sell EarthSave memberships and merchandise.
- To learn about environmental and health topics via guest speakers.
- To have FUN!

Sample agenda

6:30 Use a triangle or bell to convene. Announce traffic pattern for food tables; remind people to label ingredients (no flesh foods) and to introduce themselves to others at their table.

7:10 Five-minute warning to stretch, use bathroom, get more food

7:15 Welcome; thank everyone for great food; give an overview:

Member read short version of mission statement.

Tell a little of the background of EarthSave.

How many first timers? (applause)

Please SIGN IN to be added to the mailing list (pass sheet).

Introduction of first-timers

Tell why at EarthSave. One or two sentences only; hold applause until end; keep this moving; NO announcements, personal or public...this is early in evening when making a first impression; use member's forum for non-EarthSave announcements.

Applause & welcome — — — — Disclaimer:

We are always making a first impression on some portion of you. Please keep in mind that EarthSave is made up of all kinds of individuals, at ALL places on the food choice continuum. The opinions expressed are each person's own and do not necessarily reflect EarthSave's position. We are all- inclusive, non-judgmental and want you to feel welcomed and to return.

7:25 Member Spotlight

This optional feature is a way to get to know one person's story a little more in depth. The person should be a member and know in advance that they will have five minutes to speak. Ask them to include something about their involvement in Earth-Save. (Be sure to provide an agreed upon signal for when their time is up. Participants really respect having a meeting run on schedule.)

7:30 Business

- Predetermine these announcements with your Core Group in advance
- Have different leaders speak for the area they are involved in rather than one person doing it all.
- Pass a "hat" for collection of donations for use of your site; "please no penny collections!" (Try using a cardboard globe with a hole cut in it and "DONATIONS" laser printed and pasted on.)

7:45 Member's Forum

Anything can be announced BUT NOT SOLD here (i.e.: someone can say I sell XYZ and if you want more info my flier's on the table, or come see me I'm in the back, but NOT a pitch about why their product is THE one). Be brief; 15 minutes total; this is a benefit to membership and an opportunity for participation; it is often a popular time.) Have them come up to the front of the room. Ideally, there should be a microphone for the whole meeting.

8:00 Disclaimer:

Our speaker(s) tonight, as always, is brought to you as food for thought. While the ideas expressed do not necessarily reflect EarthSave's position, we hope they will help you in understanding the issues raised by EarthSave. (Introduce speaker: they should speak 30-45 minutes, then time for questions and answers should total one hour.)

8:55 Announce next month's topic and date and remind people to help clean up and take their own stuff home

9:00 Adjourn

At this time cleanup crew begins cleaning table tops, moving any table and chairs necessary, washing any dishes necessary. The EarthSave table is busy answering questions, selling memberships and books. The Core Group is busy talking to individuals, answering questions, recruiting participation at all levels. Everyone from the Core Group is responsible for "working the crowd" as well as being sure the site is cleaned up and everything. Put away before everyone leaves.

10:00 Depart from site

Purpose of Programs

The purpose of the programs is to invite the community to join EarthSave members and supporters for a friendly and enjoyable meal. For a potluck, everyone is encouraged to bring an entirely plant-based dish for 4-8 people that is free of meat, poultry, fish, eggs, dairy, and other animal food derivatives such as honey, lard, albumin, gelatin, refined "white" sugar, and casein. If it is catered, the

caterer or restaurant is told to provide a completely vegan meal, free of the items listed above. Ask your potluck attendees to bring an ingredient list or recipe to accompany the dish so other individuals can make informed food choices or recreate the dish that they may have tasted. If an individual has questions before the potluck about an certain ingredient, they may feel free to contact the local EarthSave chapter or refer to the list on the ESI website located at <http://www.earthsave.org>

Videos

Videos are fine to include in the program mix, but not intended as the only source of programming. When in doubt, the very best video to show is the PBS documentary, Diet for a New America.

Program topics

We need to be sure topics are appropriate to our mission and values and are not so extreme that people will get turned off or confused about what we are about. Ideally these can relate back to food in some way, though that won't always be possible. It's good to look at the whole year, say in the fall for the coming year. At a minimum, plan a quarter ahead, in time to promote in any publications that only come out quarterly or bimonthly. The first meeting of each quarter (Jan, Apr, July, Oct) needs to be the "hottest" (most saleable) as it goes on the cover of your newsletter once you have one, and often draws the largest crowds. We generally do NOT pay any speakers for programs. Speaker expenses are typically reimbursed by the chapter.

One way to have a particularly "hot" speaker who needs to get paid, is to schedule a follow-up pay-as-you-go workshop on the Saturday immediately following the free public program with your meeting. So the speaker would speak for free at your program and then be paid out of the charge for the Saturday workshop. One way to be sure there is variety is to develop a pattern of one better known speaker, followed by a panel, followed by a smaller group discussion topic each quarter. Another is to rotate themes so that within each quarter there is one topic each that relates to the environment, health and the compassion/ethics/ animal components of EarthSave's mission. Always keep in mind the first timers who come. Generally they come to hear a specific topic. If there is no topic, what will be the draw for them to come the first time? Think about keying things to outside events. February is Valentine's Day and Heart Month, March has the Great American Meat-out, April has Earth Day, etc. For example, October is National Breast Cancer month. You could have either a panel or one speaker on cancer, especially food related. October is also World Vegetarian Day and Ghandi's birthday. September is back-to-school time. You could have a panel of real veggie Mom's on kids lunches or a presentation of the Healthy People Healthy Planet program. Another good source for program ideas is the American Vegan Society's newsletter Ahimsa. They publish their own videos which can be purchased or rented directly from them. For a complete updated list write The AVS at P.O. Box H, Malaga, New Jersey 08328. Whether you actually use the videos, the titles will inspire many possible topic ideas. If you are going to use a video for a program, be sure to preview it to be sure it is appropriate to EarthSave's tone and that it is interesting, a viewable quality and confirm the length.

More topic ideas

Despair & Hope	Osteoporosis
How to Cope	Oxfam on Hunger
Food & Cancer	Supplements
Food in Various Cultures	Calcium in the Diet
Living Foods	Growing Herbs
Heart Healthy	Cooking Beans
Low Fat	Tofu Cooking
Voluntary Simplicity	Lunch Packing
Fast, Easy Cooking	Vegan Junk Food
Mentoring	Wheat Grass
Transitioning	7th Day Adventists
Supermarket Panel	Organic vs. Factory Farming
Food Ethics	Environmental Impact of Factory Farming
Transitioning	Agriculture
Vegan Issues	Spirituality Panel
Ethnic Panel	
Emotions & Food Choices	

Coordinating a speaker

1. Once you have confirmed the speaker send the information to the newsletter team and/or the person sending out press releases for calendar listings. Confirm details of arrangement with the speaker in writing.
2. Be sure the letter includes the date, time to arrive, amount of time allocated (not more than 30-45 minutes plus 15 minutes for questions and answers) and a map to the meeting place (if needed).
3. It is up to you to be sure that the speaker is competent in both content and presentation before scheduling them. Audition a potential speaker at another speaking engagement, get an audio tape or an outline of their talk if you have any doubts.
4. Be sure the speaker knows about EarthSave (include a brochure with their confirmation letter) and that they understand what our expectations are.
5. Know enough about the speaker so that you can introduce them at the meeting. A good introduction tells something personal that catches attention and makes people listen, but doesn't drone on about their credentials. Always wait until the end to actually say the speaker's name. End with: "And now please help me welcome so and so."
6. Prearrange a signal for a 5 minute warning (standing up in view is usually good). You are responsible for closing and thanking the speaker.
7. Be sure you have the speaker's complete address so you can promptly send them a thank you note on EarthSave letterhead.

More tips!

- Participants really respect having a program run on schedule. Be organized. Consider posting a large copy of the agenda with times and/or begin by giving an overview of the evening. People like to know what to expect.
- Remember you are representing EarthSave and may be creating a first impression for lots of folks. Look and be professional. That doesn't necessarily mean get dressed up. It does mean stand up straight, no food in your mouth, don't sway from foot to foot as it is distracting, keep your hands out of your pockets, etc.
- Speak clearly —enunciate words —don't rush.
- Use the microphone correctly: don't move it around, speak straight across the top of it, not like you're about to eat it! It shouldn't block sight of your mouth.

Marketing

The Marketing committee looks at the big picture and addresses strategic issues of marketing and program development. It creates and maintains a positive public image for EarthSave through printed materials and media contacts, keeps the media honest and neutralizes adversaries.

Sample News Release

From: EarthSave Anytown
 Media Contact: person's name
 P.O. Box ### (###) ###-####
 Newtown, ZA, #####

FOR IMMEDIATE RELEASE

EarthSave Anytown's next second Thursday of the month potluck will be July 8 at 6:30 p.m. at Unity Church (200 8th N) and will be followed by a talk on Permaculture by Joseph Bullock. The next Eastside potluck will be Wednesday, July 28 at the Seventh Day Adventist Church in Kirkland and will feature the half hour version of the PBS documentary video [Diet for a New America](#).

EarthSave also offers on the fourth Monday of each month at Unity a free showing of the PBS award winning documentary video, [Diet for a New America](#) at 7 p.m.

EarthSave is an international organization founded by [Diet for a New America's](#) author John Robbins and provides education and

leadership for transition to more healthful and environmentally-sound food choices. For more information please call (231) 555-5555.

Tips

- Always use EarthSave letterhead and include a person's name and daytime number where they can be reached.
- Do not use a voice mail or evening number.
- Keep releases to the front of one page for monthly events. These are mostly going into free calendar listings. Save longer releases for major promotional events where you are looking for feature story coverage.
- Include the "5-W's" in the first sentence or two: who, what, where, when and why.
- Include the least important, that is most expendable information at the bottom because it may be cut if space is limited.
- Always end with a public contact number, such as your voice mail number, not your media contact. This will not get cut.

Community Outreach

Outreach educates the community by giving video presentations, speaking and staffing information booths. It is a primary activity of Chapters. It is part of how you build support and membership. The first focus is on "tabling" or having a booth.

Outreach Mission

To establish an EarthSave presence at community events, fairs, conferences, businesses, as well as permanent public locations.

Outreach Goals and Objectives

- To increase awareness of EarthSave in the community.
- To "greenwork" with other environmental and health organizations; establish annual roundtable meetings.
- To increase membership.
- To provide resources to the community with regard to the environment, health and diet.
- To increase attendance at EarthSave events.
- To spread the message of EarthSave.
- To educate members on the issues and facts.
- To train members in effective outreach and communication.
- To establish powerful contacts within the community.

Checklist on tabling

1. Be sure everyone in your organization is looking for opportunities to reach out.
2. Designate a coordinator for each event.
3. Work closely with event planners to determine demographics: audience, amount of traffic, goals of attendees, heaviest traffic times, names of other exhibitors
4. Prepare big, permanent, colorful, professional displays.
5. Prepare hands-on, interactive displays. (e.g. 16 lbs. grain = 1 lb. of meat)
6. Establish & follow best ways to present. (See how to be effective while at a booth - below)
7. Have a goal: expand database / mailing list, recruit members and volunteers, promote word-of-mouth.
8. Follow-up immediately.
 - Send note to key contacts
 - Send note to event planners
 - Send info packets to those interested

Booth setup instructions for the coordinator

Prior to the event, review the instructions on staffing a booth. Be sure all your volunteers see these guidelines, preferably prior to arriving to work. Have copies on-site for volunteers to review as well. You need to be completely familiar with that information well in advance. These instructions are specifically for the coordinator setting up a booth, rather than working at it.

Plan to arrive early, a full hour prior to when you expect volunteers to arrive. The first volunteers should be asked to arrive at least half an hour to an hour prior to when the booth opens to the public. These precautions allow for the unexpected and let you be fully setup and prepared to handle people when and if they arrive early.

Plan ahead for how you will get the items you'll need, how you'll transport them to and from the event. Know if you have to provide your own table, where it will be located, how you can access to unload, any event restrictions, what you'll do in case of rain. Know how to setup the canopy if you'll be using it. Be sure to have the banner and know how you will display it.

You'll also need to provide a till, i.e.: start up money in low denominations, which you take back at the end of event.

Here's an idea of what goes on the table. Start with the metal money box and five of each saleable item (books/videos). This makes inventory control easier. Put out the [Educational Series Brochures](#), copies of [EarthSave Magazine](#), and solicit our [VegPledge!](#) dietary transition program. The other saleable item is memberships. Be sure there are plenty of brochures both in a stand and flat on table. If a person is joining, be sure the membership form inside the brochure is completely filled out and the right membership fee is collected. All money and the inventory sheet go to the treasurer at the end. Do NOT leave money in the metal money box when you store it. If the treasurer is not immediately available contact him/her to make arrangement for transfer as soon as possible.

The table has many other important features. First, there is a clipboard for new people to sign in on. This will place them on our mailing list. Encourage people to sign it. The table also holds the donations globe.

Other FREE items on the table are past newsletters, which are free for the taking. Do not allow ANY outreach materials other than those approved by EarthSave International at the table. This includes FREE handouts from other groups, personal business ventures of volunteers, even compatible nonprofit information. It clutters the table and confuses the message.

Remember, while working at the booth, you represent EarthSave and are the first, and possibly only impression some people will have of us. Be positive, well informed and nonjudgmental. We want to give people information, not try to "make them wrong" or defensive. Provide information with gentleness. Do not argue with anyone.

Purpose - Why are we here?

EarthSave Anytown is the local chapter of an international organization formed to provide leadership and education for transitioning to more healthful and environmentally sound food choices. Be sure to give people a business card with the EarthSave number on it and tell them to check it for up-to-date announcements of activities.

Educational items can be sold to raise money. At some events we are only allowed to give out information, take member-ships and donations, but not sell things

Educational outreach

We do outreach booths to provide education and information about EarthSave and its purpose including EarthSave brochures and newsletters. Take a moment before you start to go over these materials and pick out some facts, which seem to be particularly striking to you. That way you will have something ready to say when you are asked, "What's the big deal about eating meat?"

How to be effective while at a booth

1. Stand up! (You seem more approachable.)
2. Look the people in the eye and open with questions such as, "What do you know about EarthSave?" or "What do you know about how our food choices affect the health of our planet?" Avoid "May I help you?" It is too easy for them to say, "No" and walk on by. Your question should require more than a one-word answer, it should be a conversation starter. Draw them into a conversation if they show an interest using your own anecdotes or information from [Our Food Our World](#). Speak from your own

- personal experience using “I” statements.
3. If the answers to any of the questions indicate that they are interested, then involve them in the process by getting them to sign up to be on our mailing list. Make sure they have one of our brochures to take home.
 4. If it becomes clear at some point in the conversation that the individual is not interested, thank them for stopping by and give your attention to the next person.
 5. Focus your attention on those that walk by. Don’t get too involved in conversation with one another it makes you less approachable.
 6. Only give literature to people who seem genuinely interested in EarthSave and/or our message. Don’t aggressively push it at people.
 7. The last half-hour is often the most productive. Even though the crowd may be thinning, those who remain are probably the most interested. Don’t leave until the event (or your shift) is over.
 8. If you need to drink, eat, or smoke, please do so away from the booth.
 9. This booth is exclusively for EarthSave. Please don’t put out any extraneous literature about other organizations, your own private enterprises, etc.
 10. Be positive and accepting. Please don’t argue or make others wrong.
 11. Wear a name tag with your first name written so that can be seen and read from a distance.
 12. Wear an EarthSave t-shirt.
 13. Be a helpful resource. Refer people to other booths when appropriate (find a map for location of other groups).
 14. Be sure someone takes our brochures around to the volunteers at the other booths.
 15. Have fun! It’s contagious!

Video showing guidelines

Showing the documentary video, [Diet for a New America](#), is one of the most powerful tools we have for communicating EarthSave’s message. It works in your living room with a few friends, in a bigger space for a larger circle of invited acquaintances, in a meeting room of a community business for their employees, or in a church hall open to the general public. Each of these instances have many elements in common.

Before you can even decide where and when to show the video, you must decide why you are doing it. What is the purpose of the specific event you will hold? Saying “to educate” is too broad. Are you using it to try to recruit other Core Group members, new EarthSave members or targeting a specific market, like the environmental community, or health-care providers? Your purpose will help you decide if it should be the full 60-minute version or the abridged half-hour version, what type of venue to select and if a potluck or snacks are most appropriate.

Recruit a friend to co-host the showing. Meet with them to set the date, time and place. Decide about providing refreshments or having a vegetarian potluck. It’s nice to provide healthy snacks after the video (not during). Potlucks could keep away someone who isn’t sure about what to make that is plant-based. Plan in advance for a television. You want to have at least a 19" even for a home showing. For public showings, get as big a television as you can. Consider renting a big-screen television. Be sure you know how to work it, where you’ll plug it in, and if you need an extension cord.

Develop your guest list together if it is an invitational, rather than public event. Send out postcard invitations for a house party or use the generic template flier in the Appendix to post in public places for a public showing. Also for public events, send out a press release (see Part 2-Marketing) to local papers and radio stations. For small private affairs it is a good idea to do RSVPs and a phone follow-up.

In preparation, watch the video and think about what the most common and the most difficult questions might be. Practice with friends

or family until you feel self-assured and know where to find the answers.

Typical questions include:

- What do you eat?
- How do you get enough protein?
- What about B-12?

Be sure, no matter your defined purpose, to ask for people to join EarthSave. Have membership forms available. Generally, people don't join, or give a donation, without being asked. Have printed EarthSave materials on hand, available through EarthSave International. At a minimum include EarthSave's free brochure and/or newsmagazine so everyone can go away with something in their hand. Copy off some of Educational Series Brochures as free handouts. Plan to do follow-up calls to those that didn't show and thank you notes to those who helped with the evening.

Participation

Participation welcomes new members and strives to empower the membership by increasing participation in EarthSave at all levels. This includes your "personnel" department (volunteer coordinator). More information for this entire section will be provided after you are chartered. Included now is an outline on working with volunteers.

Why does someone volunteer?

- they care about our issue
- there's something in it for them:
- companionship
- feeling needed
- a new skill to learn
- because they are asked

Before you recruit

- identify your needs
- write job descriptions to be clear about expectations
- amount of time needed for task
- duration of commitment
- specific skills required
- consider what potential benefits you are offering
- a benefit is only perceived as a benefit if there is a need for it on the part of the volunteer
- in addition to meeting a volunteer's identified needs, other benefits could include:
 - free entrance to a paid event
 - incentives based on hours i.e.: pins, t-shirts
 - a special recognition event for volunteers

Recruiting

- now that you've specified your needs....ASK
- include opportunities to volunteer:
 - in every printed piece
 - at every potluck program and video showing
 - in any free community listings available
 - in phone follow-up with new members
- provide a volunteer application form with Work Windows

Working with volunteers

- remember to have clearly agreed upon job descriptions

- treat volunteers you supervise just like you would paid staff you might supervise
- give them positive feedback and reinforcement
- don't put off giving constructive feedback when needed
- sometimes it is necessary and appropriate to "fire" a volunteer (try to rechannel them to some other function if possible)
- if a volunteer is in a leadership role, give them the authority to make decisions, as well as the responsibility to get the project done based on agreed upon desired end result
- remember to make it FUN
- have food and/or music with work parties
- remember recognition, you can not thank volunteers enough...use thank you notes
- include names in newsletter
- stand up and be applauded at meetings
- have annual recognition event

ELECTIONS

It is recommended to hold elections. EarthSave is required to follow regulations that enable us to maintain our status as a non-profit corporation. The organizing chapter should elect individuals to serve as responsible chapter officials.

- Establish a date and time convenient for members
- Establish a public meeting place such as: schools, hospitals, libraries, community buildings, civic centers. (Many places will donate a meeting room).
- Notify membership of the election meeting (sample postcard included).

When EarthSave policies do not cover a procedural question, refer to Robert's Rules of Order. The chapter should designate an individual to record the chapter's meeting minutes until a chapter secretary is elected.

At the first general meeting:

1. Elect chapter officers: Chair, Co-Chair, Secretary and Treasurer.
2. Adopt EarthSave's Articles of Incorporation and By-laws.
3. Send election results to EarthSave International within 15 days after elections.

Resource Bibliography

Volunteers

1. When Everyone's a Volunteer: the Effective Functioning of All-Volunteer Groups by Ivan Scheier, Energize Associates, (800) 395-9800, \$17.50.
2. The Effective Management of Volunteer Programs by Marlene Wilson; Volunteer Management Associates, 279 So. Cedar Brook Rd., Boulder, CO 80302, (303) 447-0558.
3. Together: Volunteer-to-Volunteer Relationships; 38 minute video with trainer's guide available for rental from Energize Associates, (800) 395-9800 for \$149 plus shipping.

General Management

1. Stick Your Neck Out: The Giraffe Project Handbook, An excellent guide to social action, The Giraffe Project, PO Box 759, Langely, WA 98260, (206) 221-7989, paperback \$10.
2. Self-Help Accounting: A Guide for the Volunteer Treasurer, Energize Associates. Call for a complete catalog of resources for nonprofits at (800) 395-9800, \$18.75.
3. Strategic Planning Workbook: A step-by-step guide helping nonprofits chart a wise course for the future, Amherst Wilder Foundation, 919 Lafond Ave, St. Paul, MN 55104, (612) 642-4025, \$25.

Marketing & PR

1. Marketing Workbook for Nonprofit Organizations by Gary J. Stern Amherst Wilder Foundation, 919 Lafond Ave, St. Paul, MN 55104, (612) 642-4025; \$25.
2. Mind over Media, by Colleen Patrick, excellent public relations & media book; \$12.95.
3. Marketing Warfare, Bottom Up Marketing, Positioning: The Battle for your Mind, by Al Ries and Jack Trout.

Publications

1. Everyone's Guide to Successful Publications by Elizabeth Adler, How to produce powerful brochures, newsletters, flyers, and printed communication from start to finish, Peachpit Press, (800) 283-9444, \$28.

Appendix

The Window of Work

The Window of Work process was developed by Ivan Scheier in When Everyone's a Volunteer. It is based on two assumptions: 1) the work itself is a primary motivator of volunteers, and 2) with an adult, we don't create motivation, we identify it, accept it, and then connect it creatively to organizational and community needs. In the first square of this window under Wise Whys, write down why you decided to become a volunteer for EarthSave. Under Glad Gifts list any talents, skills, interests, hobbies, etc you do well and that you enjoy doing. If you do it and like it, list it! The third panel is for listing your Quests, those things you yearn to learn more about, or skills you would like to develop. In the fourth pane list what you don't like or what you never want to be asked to do. We call these Taboos.

Wise Whys	Glad Gifts	Quests	Taboos

Application to Organize an EarthSave Chapter

Date: _____ City: _____ State: _____ County: _____

Name: _____

Address: _____

Occupation: _____

Employer: _____

Please list 3 references that you have known for at least 3 years.

1)Name: _____

Address: _____

Day Phone: _____

2)Name: _____

Address: _____

Day Phone: _____

3)Name: _____

Address: _____

Day Phone: _____

Have you been a member of another EarthSave Chapter? YES NO

If yes, please give chapter name, location and your approximate membership dates:

Did you hold a position in the chapter? YES NO

If so, what position did you hold?

Please answer each of the following questions below with a brief paragraph.

1. Tell us about yourself
2. Why are you interested in organizing an EarthSave chapter in your community?
3. List what you feel are your qualifications for organizing a chapter.
4. How do your family and friends feel about your involvement?
5. What issues seem to be of primary concern in your area? What are your initial impressions of how EarthSave can effectively address these issues?

Please attach a brief summary of your experience and/or resume to this sheet.

Signature of Applicant _____

Video Showing

What:

Date:

Time:

Place:

Sponsored by EarthSave

For more information please call:

Diet for a New America: Your Health, Your Planet

Powerful, Compelling, Compassionate

In simple and startling pictures, this journey into the great American food machine connects the dots and reveals the environmental and personal health consequences of a diet based on animal products.

This PBS award-winning documentary could change your life. Sponsored by EarthSave. For more information please call:

EarthSave promotes healthy food choices for people and the planet. We educate, inspire and empower people to shift toward a plant-based diet and to take compassionate action for all life on earth

Meeting Minutes Form

DATE:

TIME:

CHAPTER:

Type of Meeting:

Purpose:

Location:

Next Meeting Date:

Persons Attending:

Not Attending:

Called to order at _____ am/pm.

Reading and approval of last meeting's minutes. Changes were as follows:

Treasurer's Report:

Income

Expenses

Chapter Balance

For the month of _____

Committee Reports

Officer's Reports (state position/title)

Old Business

New Business

Motions made and outcome

Program (Guest Speakers, Videos, etc.)

Legislative Update/S.O. Report (if applicable)

Other

Follow-up or material needed for job. Persons responsible.

Adjournment (time)

Respectfully submitted,

Secretary's Name, Signature and Date

Monthly Report to EarthSave International

Chapter: _____

Date: _____

Prepared By: _____

of New Members: _____

Activities

1. Potluck/Lecture

Speaker and Topic: _____

Number of Attendees: _____

Comments: _____

2. Other Events

Accomplishments:

Plans for Next Month:

Recommendations:

Sample Press Release for Membership Recruitment

(Replace words in brackets with appropriate information.)

FOR IMMEDIATE RELEASE:
(DATE)

FOR INFORMATION CONTACT:
(NAME, PHONE NUMBER)

(NAME OF CITY/STATE) RESIDENTS HOLD MEETING TO RECRUIT MEMBERS FOR EARTHSAVE

(CITY,STATE) – Local organizers are looking for citizens who are interested in educating others about the power their food choices have on their health and the health of the planet. The organizing (NAME OF CITY OR CHAPTER) Chapter of EarthSave will hold an organizational meeting on (DAY, DATE, TIME, PLACE) to share information about EarthSave and how citizens can become involved in the non-profit group.

EarthSave promotes food choices that are healthy for people and the planet. We educate, inspire and empower people to shift toward a plant-based diet and to take compassionate action for all life on earth.

The public is encouraged to attend the meeting to learn more about EarthSave and how volunteers can make a difference in the community. For more information, contact (NAME) at (PHONE NUMBER).

CERTIFICATE OF INSURANCE REQUEST FORM

CERTIFICATE OF INSURANCE REQUEST FORM

EarthSave Chapter: _____

EarthSave Contact person: _____

Phone number: _____

Date of Application: _____

Date(s) of event: _____

Name of event's venue: _____

(e.g. Santa Cruz County Department of Parks and Recreation)

Mailing address of venue: _____

Phone numbers of venue: _____

Fax numbers of venue: _____

Contact person at venue: _____

Insurance amount: _____

(General Liability limit: \$1,000,000 each occurrence, 2,000,000 general aggregate)

Certificate Holder: _____

Additional Insureds (if applicable): _____

Please submit at least two weeks prior to event date.

