

GROUP BUILDING

A Guide For Neighborhood Groups Organizing
To Clean Up And Prevent Pollution In Their Communities.



Group Building

Goal: To develop a recruitment plan to strengthen your group and help win your campaign.

I. Recruitment Overview

II. Principles of Group Building and Evaluation of Group Building

III. Three Steps of Group Building

1. Recruitment Overview
2. Goals and Methods
3. Plan

IV. Evaluation

Appendix

Breadth and Depth Chart

I. Recruitment Overview

Why have a group? How does it help?

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Who do you want to be part of your group?

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Why do people join groups?

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Why do people stay in groups?

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II. Principles of Group Building

Evaluate your group for each principle, and assign an A-F grade.

___ 1. Set Achievable Goals, and Have a Plan to Reach Them

The best way to build a strong group is through your campaign. Be clear on your goals and make a plan. Recruit people for roles and activities that implement the campaign plan. People will participate when they see that the activities are integral to reaching an agreed-upon campaign goal.

___ 2. Have a Depth of Campaign Activities and Use Them to Develop New Leaders

Think about each member of the group and make a plan for his or her development. Get to know group members personally and find out what motivates them. Increase the sophistication of upcoming activities so volunteers will continue to learn and participate.

___ 3. Have a Breadth of Campaign Activities and Delegate

Everyone in the group needs a role if you are going to win your campaign. Have a range of activities that play to different people's interests and strengths. Ask people individually to participate. Everyone should always leave a meeting with something to do.

___ 4. Set People Up for Success

It's not enough to delegate. In order to get things done, group members must have clear roles, good training to perform the roles, and follow-up to make sure things are going smoothly.

___ 5. Use Your Campaign Message to Recruit New Members

Developing your campaign message is important for recruitment. The key to recruiting new members is to educate them about the campaign in a compelling and concise way, build a relationship, and then plug them into a specific role or task. This transition is often best accomplished through a one-on-one conversation.

6. Get People Involved at Different Levels

Group members will always participate at different levels of intensity. Have a core group who meet regularly to plan and evaluate the campaign. Recruit active volunteers that will participate in organizing activities. Have a larger group of people who can show up at public events and hearings.

7. Commit to a Clear Decision-Making Process

Your group needs leadership and a leader. Assign someone to facilitate each meeting. Keep the group to an agenda and make sure everyone is heard before decisions are made. Conflict is healthy but everyone in the core group must be on the same page before moving forward.

8. Always Be Recruiting

Constantly recruit through campaign activities and community meetings. New people add ideas and energy to a group. The more people you have, the more you can get done and the more likely you are to win. You want to build your list of potential volunteers. Never circulate a petition without space for phone numbers and emails.

9. Conduct Periodic Evaluations

Take time to step back and evaluate your campaign plan and how your group is doing. Address issues and tensions that come up in the group.

10. Celebrate Often

Set benchmarks in your campaign and celebrate when you hit them. Publicly recognize and appreciate individual achievement. People will look forward to group meetings and events.

III. Steps of Group Building

Step 1: Goals and Methods

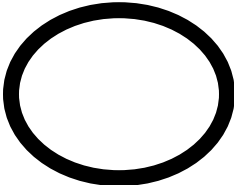
Campaign Goals:

Use your chart on the opposite page to determine how many volunteers you need to carry out your campaign tactics. Then decide how to use that tactic to recruit.

Recruitment Goals:

Building Your Group Through Your Campaign

Campaign Tactic	Who?	Goal	Number Of People Needed	Use For Recruitment
<i>Sample:</i> <i>Petitioning</i>	<i>Meredith</i>	<i>1,000</i>	<i>10</i>	<i>-Collect contact information: phone and email</i> <i>-Ask people who are really excited to join the group.</i> <i>-Call and email petition signers and invite to upcoming meeting.</i>



Total People Needed

Sample Agenda for Recruitment Meeting

- | | |
|---------------------------|-------------------|
| I. Welcome | <i>5 minutes</i> |
| II. Introductions | <i>15 minutes</i> |
| II. Campaign Overview | <i>15 minutes</i> |
| 1. Problem | |
| 2. Solution | |
| 3. Action | |
| III. What People Can Do | <i>10 minutes</i> |
| IV. Small Groups | <i>25 minutes</i> |
| 1. Goals | |
| 2. Brainstorm Activities | |
| 3. Divide Tasks | |
| 4. Next Meeting, Send Off | |

Step 3: Plan

	Dates →			
	↓ Tactics	Who?		
Recruitment Meeting →	Recruitment			
	Visibility			
	Agenda Prep			
	Media			
	Logistics			
→ Recruiting Through Your Campaign	Materials			

IV. Evaluation

Take a few minutes to evaluate your recruitment plan.

- Do you have a clear sense of your group's strengths and weaknesses?
- Do you have a plan to address your group's weaknesses and capitalize on your strengths?
- Does your recruitment plan give you the numbers of people you need to hit your campaign goals?
- Is your recruitment plan doable?
- Do you need an additional meeting to finalize the details of your recruitment meeting?
- Does your group need to do additional consultation sessions for garnering media attention, fundraising, developing materials, winning a town vote, or planning for an upcoming hearing?

Appendix

Breadth and Depth Chart

This chart is an easy tool to use when deciding roles and tasks for group members and volunteers.

Across the top, write in your campaign activities. Down each column, brainstorm the tasks that need to be accomplished for the project to be successful. Now you have roles that you can delegate to volunteers.

Campaign Project: (example: press conference)	Campaign Project:	Campaign Project:	Campaign Project:
Find Speakers			
Call Reporters			
Make News Advisory			
Find Location for Event			
Write up Talking Points			
Make Press Release			
Visuals			

Organizing with residents to clean up and prevent pollution since 1987.

At Toxics Action Center, we envision a world where everyone can breathe clean air, drink clean water, and live in healthy, sustainable communities. Since 1987, we have organized side-by-side with over 675 communities from across New England, helping them clean up and prevent toxic pollution in their neighborhoods. When dangerous industries are polluting our air and water, when toxic pesticides are threatening our children's health, when unresponsive bureaucracies are slow to enforce our environmental laws, we are here to help citizens protect the health and safety of their communities.

Through our group consultations, conferences and events, expert referrals, networking opportunities, and information guides, Toxics Action Center will help you wage effective campaigns to protect the health and safety of your community.

Consultation sessions available for your group:

- 1 Campaign Planning
- 2 Group Building
- 3 Fundraising
- 4 Interpreting Test Results
- 5 Public Hearings
- 6 Message & Materials
- 7 Media Events
- 8 Community Votes



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