

Lower Shore Citizen Engagement Hub

Where communities become engaged, educated,
and empowered



Presented by the Lower Shore Regional Collaborative

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Photo: Fair Farms

Background

There are a growing number of citizens interested in working to address the economic, environmental, and social issues of the Lower Shore. The divided nature and difficult political landscape of the region make creating a large and effective citizen engagement effort difficult to achieve. To remedy this, a group of six nonprofits working on the Lower Shore, (dubbed the Lower Shore Regional Collaborative), proposed the creation of a Lower Shore Citizen Engagement Hub that would serve as a resource for both citizens and organizations seeking to promote policies and practices in line with our collaborative's vision.

The hub could help give environmental and social justice groups in the region a one-stop shop for assistance. Proposed hub guidance may include issue-specific information, outreach and administrative support, event planning, communications and fundraising assistance, grassroots organizing, TV, radio and print media information and training, venues information, networking opportunities, political landscape navigation help, and volunteer coordination. The hub should establish programs and access to resources that will empower, educate, and engage communities.

The Lower Shore Citizen Engagement Hub should be a place where diverse, engaged communities work towards policies and practices that promote resilient, healthy, and just economies, communities, and environments.

Method

To research and ultimately create the Lower Shore Citizen Engagement Hub, the Lower Shore Regional Collaborative (made up of Assateague Coastal Trust, Waterkeepers Chesapeake/Fair Farms, Socially Responsible Agricultural Project, Surfrider Foundation, Future Harvest, and CATA-Farm Workers Support Committee), was tasked with reviewing example hubs from around the United States.

After collecting 15 viable hubs to choose from, the Collaborative settled on five to thoroughly research. This research included discussions with hub organizers, a collection of what each offers and how they offer it, a review of how each is funded and sustained, and the purpose and basic structure of each. Many do not fit squarely into what a preconceived notion of a hub is yet they offer valuable insights.

In selecting the five final prospects, the Collaborative attempted to encompass a suite of different types of hubs with contrasting websites, legal statuses and roles. This methodology helps select the best kinds of hubs and parts of hubs to emulate.

The Collaborative does not seek to choose one hub to mirror, rather as we move forward, we will take the best from each and attempt to replicate that on the Lower Shore.

The following analysis includes the profiles, structure, and offerings of each hub, provider, user, and relevant party profiles, and conclusions from this effort.

Hub Profiles

Mid-South Peace and Justice Center

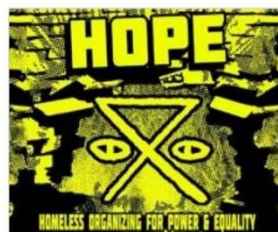
Mission: Founded in 1982, the Mid-South Peace and Justice Center is a multi-issue, multi-race organization whose mission is to engage, organize, and mobilize communities to realize social justice through nonviolent action. Their existence was prompted by the chronic problems of social and economic injustice prevalent in the Delta South and especially in Memphis. For 35 years, the Mid-South Peace and Justice Center has worked to educate and train new community leaders to lead campaigns for racial, economic, environmental and social justice. Current programs of the Mid-South Peace and Justice Center work to assist the diverse needs of impoverished communities and address the root causes of injustice in Memphis. The organization believes the response to the challenge of violence can only be found by addressing inter-related causes of injustice such as poverty, racism, and unequal access to resources necessary to meet basic human needs.

Structure: Mid-South Peace and Justice is not a hub in the traditional sense and serves as its own stand-alone entity that supports its mission. However it serves other related non-profits and startups through training programs, workshops, team building, sponsoring organizations, event coordination, grassroots organizing, and issue-oriented coalition building. It's a 501(c)(3) with a 9-member staff and Board of Directors. Mid-South Peace and Justice is funded through memberships, donations, and grants.



G.O.T. Power

Grassroots Organizers
Training for Power



H.O.P.E.

Homeless Organizing for
Power & Equality



Memphis United



MBRU

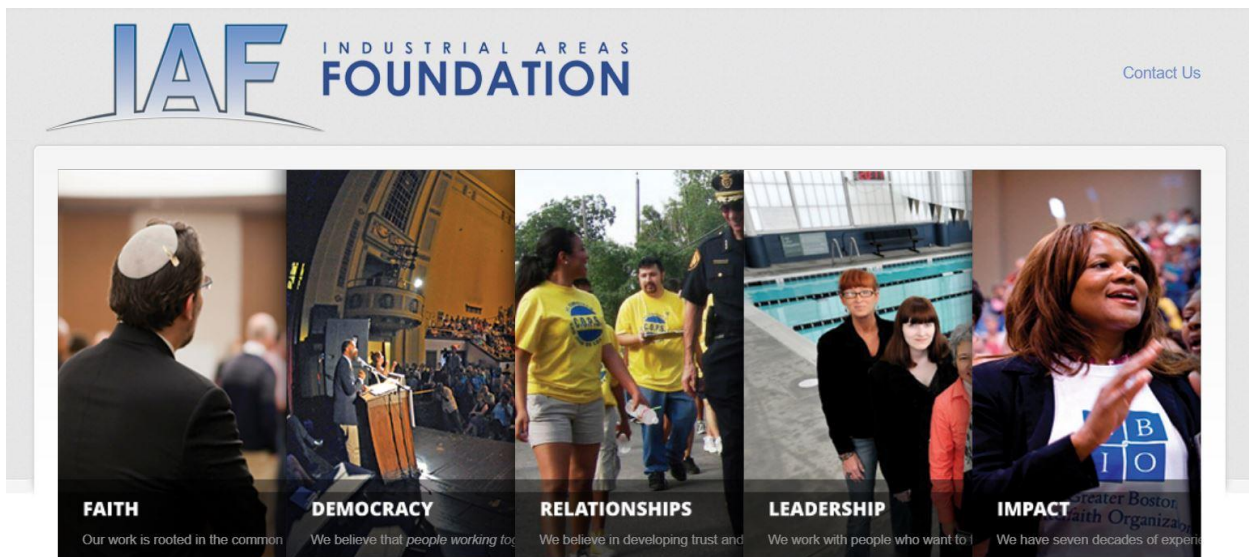
Memphis Bus Riders Union

Industrial Areas Foundation

Mission: Founded in 1940, the Industrial Areas Foundation is the nation's largest and longest-standing network of local faith and community-based organizations. The IAF partners with religious congregations and civic organizations at the local level to build broad-based organizing projects, which create new capacity in a community for leadership development, citizen-led action and relationships across the lines that often divide communities. The IAF created the

modern model of faith- and broad-based organizing and is widely recognized as having the strongest track record in the nation for citizen leadership development and for helping congregations and other civic organizations act on their missions. The IAF, which includes the West/Southwest IAF and Metro IAF, currently works with thousands of religious congregations, non-profits, civic organizations and unions, in more than 65 cities across the United States, Canada, Australia, the United Kingdom, and Germany.

Structure: The Industrial Areas Foundation has affiliates but helps most related non-profits. It is a 501(c)(3) membership organization. It serves as a hub for faith-based organizations and assists with community building, criminal justice, environmental protection, education, healthcare, housing, immigration, senior issues and voter engagement. It has affiliates organizations in 25 states.



Maryland Non-Profits

Mission: Maryland Nonprofits began in 1991 with a broad dialogue among nonprofit leaders that expressed the need for an organization that could encourage nonprofits to “band together in promoting, enhancing, and strengthening their services to the people and communities of Maryland.” “For nonprofit organizations to operate more effectively,” they reasoned, “they must become more visible and develop ways to work together on common problems.” Since then Maryland Nonprofits has worked to promote a thriving and effective nonprofit sector. Through their Standards for Excellence program, education, resources, and consulting, they help build strong organizations at every stage of the lifecycle, from start-up to growth to peak performance and renewal. Maryland Nonprofits leads public policy advocacy, raising a collective voice for needed investments, governmental transparency, and community empowerment. Maryland Nonprofits' goal is to strengthen organizations and networks for greater quality of life and equity.

Structure: The 501(c)(3) Maryland Nonprofits is one of the most active nonprofit associations in the United States, serving over 1,200 members. Maryland Nonprofits' members represent

every county in the state and all sectors of the nonprofit community, including human services, health, educational, cultural, environmental, religious, and other charitable organizations and foundations. Their members range from all-volunteer organizations to major institutions whom they help by providing resources to increase capacity and functioning.

Non-Profit Resources Network (Santa Barbara)

Mission: The Non-Profit Resources Center (Santa Barbara) serves as a bona fide hub that is mostly an up-to-date website that provides information for the non-profit sector in the Santa Barbara region. It displays various training opportunities, related jobs, a funder database, volunteers, and contractor lists, grant-tracking information, contact information for other non-profits in the region, meeting venues, a human services provider database, a non-profit blog, on-line forum and FAQ section. The site refers to itself as “the digital hub for the Santa Barbara non-profit community.

Structure: This hub is a website with pertinent information for regional non-profits. Based on its up-to-date content it is clear that it is highly used. There is no fee for membership and it is funded by a regional collaborative of non-profits. To contact the hub, one must fill out an email form and send a question or comment. The structure, offerings, and heavy use of this hub make many aspects of it desirable for emulation on the Lower Shore.

AARP

Mission: AARP is a 501(c)(4) non-profit organization with a mission to enhance the quality of life for Americans as they age. The association advocates for positive social change and delivers value to members through information, advocacy and service. With nearly 38 million individual, corporate and non-profit members, AARP is one of the most powerful lobbying groups in the United States. AARP is widely known for addressing issues affecting older Americans through a multitude of initiatives, including lobbying efforts at the state and national governmental level. AARP also provides extensive consumer information, volunteer opportunities, and events.

Structure: AARP is not a hub in the traditional sense and serves as its own stand-alone entity that supports its mission. Because of AARP's vast membership, it is able to generate its own income without being dependent on government grants or private donors, though it does receive both of these for specific programs. AARP's largest sources of income are 1) royalties for the rights to use AARP's intellectual property 2) membership dues and 3) advertisements placed in its publications.

Hub structure evaluation

Hub	Website	Purpose	Structure	# of users	How funded?	What we like	# of staff	Membership?	Pay to participate?	Is its own active organization?	Annual budget
Mid-South Peace & Justice Center	https://midsouthpeace.org/	To engage, organize, and mobilize communities to realize social justice through nonviolent action	501 (c)(3)	unclear	Membership Donations Grants	Has similar goals as Lower Shore hub. It's a successful grassroots organizer and community engager.	9	yes	yes/no	yes	\$212,000
Industrial Areas Foundation	https://industrialareasfoundation.org/	Partners with religious congregations and civic organizations to build broad-based organizing projects for justice	501 (c)(3)	hundreds to thousands	Membership Donations Grants	Clear and easy-to-use website allows you to click on an issue you wish to explore. Has similar goals as Lower Shore hub. Appears to have the capacity to build broad coalitions.	3 IAF Affiliates 120	yes	no	no	\$650,000
Maryland Non-Profits	https://marylandnonprofits.org/Home.aspx	Works to promote a thriving and effective nonprofit sector	501 (c)(3)	> 1,300	Donations Grants Memberships	The site is the archetype for providing non-profit needs. It provides practical and timely info for capacity building, education campaigns and creating and maintaining nonprofits.	17	yes	yes/no	yes	\$1.9 million
Non-Profit Resources Network (Santa Barbara)	https://nprnsh.org/	Works to support, engage, and improve the Santa Barbara-area nonprofit sector	website	4,292	Non-profit consortium	Offerings are wide. Cost is low. Website is user-friendly. Has no staff and gives practical help for nonprofits. Can share resources and connect with colleagues. http://ntroneetworks.com/html/	0 contractor	yes	yes/no	no	\$100,000
AARP	https://www.aarp.org/	To enhance the quality of life for Americans as they age	501(c)(4)	38 million	Royalties Membership Advertisement	Unique model set up as 501(c)(4). Website is easy to navigate with proven structure. Fundraising model could be emulated. Has clear target audience.	>100	yes	yes	yes	\$1.6 billion

Individual hub offerings

Hub	Mid-South Peace & Justice	Industrial Areas Foundation	Maryland Non-Profits	Non-Profit Resources Network (Santa Barbara)	AARP
Campaign assistance	yes	yes	yes	yes	no
Financial assistance	no	no	yes	no	no
Meeting space	yes	no	yes	yes	no
Fundraising education	yes	no	yes	yes	no
Topical information/data	yes	yes	yes	yes	yes
Policy training	yes	yes	yes	no	no
On-line resource center	yes	yes	yes	yes	yes
Capacity building	yes	no	yes	yes	no
Legal information	yes	no	yes	yes	yes
Legislative updates	no	yes	yes	no	yes
Partner profiles/links	yes	no	no	yes	yes
Administrative assistance	no	no	yes	no	no
Other consultation	yes	yes	yes	yes	yes

Cumulative hub offerings

Below are the total offerings from the 15 original hubs analyzed*

1. Accounting help
2. Activism/Advocacy
3. Board of directors training
4. Budget policy
5. Contractors list
6. Crowdfunding
7. Criminal justice
8. Discrimination info
9. Education training
10. Elected contact info
11. Environmental issues page
12. Evaluations training
13. Events planning/advertising
14. Financial management training
15. Funder database
16. Fundraising info/training
17. Govt. regulations
18. Grant options
19. Grant writing
20. Grassroots organizing
21. Health insurance coverage
22. Healthcare and ACA information
23. Housing information
24. Human resources information
25. Immigration information
26. Insurance info (liability etc.)
27. Issues directory
28. Job postings
29. Latino engagement
30. Leadership development
31. Legal counsel
32. Legal non-profit landscape navigation
33. Lobbying rules
34. Marketing training and assistance
35. Media/Communications training
36. Meeting spaces
37. Member benefits
38. Non-profit management 101
39. Non-profit start up
40. Organizing tools
41. Outreach assistance
42. Recruitment tools/assistance
43. Relevant govt./elected official info
44. Service providers
45. Social services information
46. Taxes navigation information
47. Venues information
48. Volunteers
49. Voter registration
50. Websites relevant to hub

*Some hubs mostly help users find where to get assistance. Others provide it. Most are a mix. The LSCEH plans on choosing from these options.

Providers (Lower Shore Regional Collaborative)

These “providers” make up the founders of the Lower Shore Regional Collaborative. These are the entities that have agreed to manage the Lower Shore Citizen Engagement Hub as described in the Background section.

Assateague Coastal Trust: ACT promotes and encourages the protection of the health, productivity, and sustainability of the coastal bays watershed of Delmarva through advocacy, education and conservation.

Waterkeepers Chesapeake/Fair Farms campaign: A campaign of Waterkeepers Chesapeake, Fair Farms is a grassroots movement of Marylanders working together for a new food system that’s fair to farmers, invests in homegrown, healthy food, advocates for food production transparency, and restores waterways instead of polluting them.

Socially Responsible Agricultural Project: SRAP works throughout the U.S. helping communities protect themselves from the negative impacts of factory farms, officially called Concentrated Animal Feeding Operations (CAFOs). SRAP gives family farmers, ranchers, and other rural citizens the tools needed to develop and sustain ecologically sound, economically viable, humane farming alternatives to industrial-scale agriculture.

Surfrider Foundation (Ocean City Chapter): The Ocean City Chapter of the Surfrider Foundation is made up of surfers, non-surfers, and beach lovers who make up an activist network that ensures our oceans, waves, and beaches are clean and accessible for all to enjoy.

CATA - El Comité de Apoyo Los Trabajadores Agrícolas (Farmworkers Support Committee): CATA – The Farmworkers Support Committee – is a non-profit membership migrant farmworker organization that is governed by and comprised of farmworkers who are actively engaged in the struggle for better working and living conditions within a legal and economic system that is structurally biased against them. CATA’s mission is to empower and educate farmworkers through leadership development and capacity building so that they are able to make informed decisions regarding the best course of action for their interests.

Future Harvest (Chesapeake Alliance for Sustainable Agriculture): Future Harvest CASA’s mission is to provide education, networking, and advocacy to help build a sustainable Chesapeake foodshed, where food flows from farm and fishery to table in ways that strengthen farming and the regional food economy; protect our land, water, and air; and provide healthy, nutritious food that sustains the region’s communities and cities. Our members come from all walks of the Chesapeake foodshed: farmers, chefs, grocers, food distributors, agricultural professionals, landowners, and consumers.

Hub Users/Clients

The Lower Shore Regional Collaborative envisions the following entities as clients for the Lower Shore Citizen Engagement Hub. Each has been contacted and most have expressed a willingness and eagerness to participate in the one-stop shop for guidance and organization. They also indicated the need for a vehicle that brings them together for collaboration on timely issues and information.

Concerned Citizens Against Industrial CAFOs: The group works to change policy related to confined animal feeding operations in order to protect the environment, public health, and the welfare of confined animals on the Lower Shore.



Delmarva Farmers Union: Part of the National Farmers Union, the Delmarva Farmer's Union (DFU) represents family farmers and watermen across the peninsula. The DFU stresses co-operative rights, fair market access for farmers, and helps the family farmer address profitability issues and monopolistic practices. Focusing on thriving rural communities, farmer's unions have been influential in the development of rural health systems and the creation of a national standard for what production practices qualify as organic.

Lower Shore Progressive Caucus: The mission of the Lower Shore Progressive Caucus is to identify, recruit, and elect progressive candidates and to promote fairness in the social, environmental, and cultural arenas.

Rachel Carson's Eastern Shore organizer: This local division of the Rachel Carson Council promotes Carson's ecological ethic combining scientific concern for the

environment and human health with a sense of wonder and reverence for all forms of life in order to build a more sustainable, just, and peaceful future.

Showing Up for Racial Justice Delmarva: SURJ Delmarva is part of the national Showing Up for Racial Justice movement and is dedicated to organizing all Delmarvans to push for racial and gender equality on the Lower Shore.

Indivisible Worcester: This policy group is an informal but active amalgam of those who want to work together to prevent the rollback of civil rights, environmental protection, worker's rights and citizens' rights in Worcester County, Md.

Eastern Shore Political Action Committee for Social and Economic Justice: The newly formed nonpartisan PAC supports political candidates on the Eastern Shore of Maryland who stand for healthy and prosperous communities and ensure fair and equitable treatment for all including, prosperous rural economies, a quality healthcare system for everyone, high-performing schools, and healthy air, land, and water for Eastern Shore communities.

Eastern Shore Community Action Network: This is an activist group created to bring about positive change in Eastern Shore communities and government through citizen participation. The group's events support positive and peaceful ideas and inspirations to elicit civic action.

Eastern Shore Network for Change: This network is an allied resource for existing community-based programs, local government, social service institutions, public schools, higher learning institutions, the department of corrections and local courts. ESNC raises awareness of issues and creatively works with the community to inform, educate, and foster change that leads to social and economic empowerment.

County NAACPs: The NAACP is the nation's oldest and largest grassroots-based civil rights organization. Its more than half a million members and supporters throughout the United States and the world are advocates for civil rights in their communities, campaigning for equal opportunity and conducting voter mobilization.

Wicomico Environmental Trust: The Wicomico Environmental Trust advocates for policies and programs that preserve and protect nature in Wicomico County and the Chesapeake Bay region. The Trust works with other nonprofits, government, businesses, and individuals to keep local water, forests, and farmland healthy.

Nanticoke Watershed Alliance: Through dialogue, collaborative outreach and education, NWA seeks to foster partnerships and progress in conserving the natural, cultural, and recreational resources of the Nanticoke watershed. In 1992, Maryland and Delaware conservation organizations reached across state lines in a formal agreement to create the Nanticoke Watershed Alliance. The NWA is a consortium of nearly 40 organizations made up of foresters, industries, small business owners, government agencies, environmental

groups, land trusts, realtors, academicians, fishermen, restoration groups, farmers, and citizen groups.

Accomack Interfaith Crisis Council: The ACC provides monetary assistance to the needy in Accomack County through a partnership of individuals, churches and civic organizations.

Citizens for a Better Eastern Shore: CBES is committed to promoting sustainable development, economic prosperity, natural resources preservation, and social responsibility on Virginia's eastern shore.

Preserve Our Shore: This Virginia citizens' group is dedicated to promoting smart growth, protecting the Virginia Eastern Shore's natural and cultural heritage, improving water quality and limiting CAFO expansion to inappropriate areas.

Protecting Our Indian River: This Delaware citizens' group is focused on protecting the Indian River and communities facing expansion of poultry slaughterhouses and CAFOs.

Keep Our Wells Clean: This Delaware citizen's group is fighting a chicken processing effluent land application proposal in Sussex County.



New partners/Relevant parties

These potential partners and providers have the capacity to assist with the hub and its clients in a variety of ways including providing input into hub function and form, funding, dirt-moving and education projects, volunteers, non-profit support and capacity building. The entities below have been contacted and/or expressed an interest in involvement.

CFES (Community Foundation of the Eastern Shore): The Community Foundation of the Eastern Shore connects people who care to causes that matter for the common good of the Lower Eastern Shore. The 501(c)(3) has a history of fostering charitable endeavors, and has provided more than \$67 million in grants and scholarships to the local community since 1984. They support local nonprofits through grants and resources.

Tri-County Council: The Tri-County Council for the Lower Eastern Shore of Maryland was formed by an Act of the Maryland General Assembly in 2001. The purpose of the Council is to facilitate regional planning and development in Somerset, Wicomico and Worcester counties. The Council membership is made up of municipal, county and state elected officials as well as the county administrators from the three counties. The Council works closely with the Economic Development Administration (EDA) of the United States Department of Commerce and United States Department of Agriculture (USDA) Rural Development and partners with the Maryland Department of Business and Economic Development.

USDA Rural Development: This federal program exists to improve the economy and quality of life in rural America. Rural Development offers loans, grants and loan guarantees to help create jobs and support economic development and essential services such as housing, health care, first responder services and equipment, and water, electric and communications infrastructure. They promote economic development by supporting loans to businesses through banks, credit unions and community-managed lending pools. They offer technical assistance and information to help agricultural producers and cooperatives get started and improve the effectiveness of their operations. Rural Development also provides technical assistance to help communities undertake community empowerment programs, and they help rural residents buy or rent safe, affordable housing and make health and safety repairs to their homes.

Maryland Sea Grant: Maryland Sea Grant, part of the University System of Maryland, plays an important role in the network of organizations working to preserve and restore the Chesapeake Bay and Maryland's coastal waters. Sea Grant serves as a bridge between scientific expertise and the needs of people who manage, conserve, enjoy, and make their living from the Chesapeake Bay. Their mission combines scientific research, education, and public outreach. Working with a variety of public and private partners, Maryland Sea Grant act as an "honest broker" to spread science-based, useful, unbiased solutions to a wide audience through research, education, communication, facilitation, and scientific synthesis. Maryland Sea Grant, founded in 1977, is administered by the University of Maryland Center

for Environmental Science. Funded by NOAA and the State of Maryland, Maryland Sea Grant forms part of a network of 33 university-based Sea Grant programs around the country.

Delaware Sea Grant: Delaware Sea Grant's goal is to promote the wise use, conservation, and management of marine and coastal resources through high-quality research, education, and outreach activities that benefit the public and the environment. In 1966, Congress established the National Sea Grant College Program. In 1976, in recognition of its academic excellence and a strong foundation of statewide support, the University of Delaware was named the nation's ninth Sea Grant College, and the administration of the new program was assigned to the UD College of Marine Studies. Currently, Delaware Sea Grant is conducting research in priority areas ranging from seafood safety to coastal hazards, preparing the next generation of environmental leaders through hands-on research and educational activities, and sharing information on coastal topics with people from all walks of life.

MD/DE/VA Cooperative Extension: Cooperative Extension is a statewide, non-formal education system within state college systems. Extension educational programs and problem-solving assistance are available to citizens and are based on the research and experience of land grant universities. In Maryland, for example, UME employs approximately 200 faculty and approximately 200 support staff and contractual employees located at the University of Maryland, College Park; University of Maryland Eastern Shore; 23 counties; Baltimore City; and four research and education centers. Extension in all states engages and educates in the arenas of youth activities, environment, public health, finance, agriculture, health, home, and gardening.

Maryland League of Conservation Voters: Founded in 1979, the Maryland League of Conservation Voters (LCV) is a non-partisan, 501(c)(4) known as the political voice for the environment. They are a full-time, staffed organization that is governed by a volunteer board of directors. Maryland LCV regularly alerts the public and the media about key actions of elected officials and closely monitors agencies and executive appointments. Maryland LCV also works with the environmental community to push for sound conservation laws. Additionally, they work to educate and mobilize the public to lobby for protective conservation policies and funding. During elections they make endorsements, run strategic campaigns aimed at electing pro-conservation candidates, mobilize volunteers, educate voters, and elevate environmental issues.

Common Cause (Maryland): Common Cause Maryland is a nonpartisan, grassroots organization dedicated to restoring the core values of American democracy, reinventing an open, honest and accountable government that works in the public interest, and empowering ordinary citizens to make their voices heard. Founded in 1974, Common Cause Maryland is one of the state's most effective watchdog groups and has been a strong force for reform at the state and local levels. They engage in strategic advocacy, research, and outreach.

1000 Friends of Maryland: 1000 Friends addresses issues of poorly managed growth and development, decaying urban and village centers, congested roads, degraded natural resources, declining agricultural economy, and inadequate transportation choices. They support socially, economically, and environmentally viable patterns of development. 1000 Friends of Maryland informs and involves the public in issues related to growth, builds partnerships with concerned citizens, organizations, businesses, and decision-makers, provides information, advocacy, and technical assistance, and challenges public and private investment choices and policies which are anti-smart growth.

Churches: Churches play an important role in organizing groups of people with like belief structures. They could play an important role in furthering the goals of social and environmental justice.

Salisbury University: Salisbury University, a member of the University System of Maryland, is a regionally accredited four-year comprehensive institution offering 58 graduate and undergraduate programs, located on the Eastern Shore.

University of Delaware: The University of Delaware exists to cultivate learning, develop knowledge and foster the free exchange of ideas. State-assisted yet privately governed, the University has a tradition of distinguished scholarship, research, teaching and service that is grounded in a commitment to increasing and disseminating scientific, humanistic and social knowledge for the benefit of the larger society.

Chesapeake Bay Foundation: Serving as a watchdog, CBF fights for effective, science-based solutions to the pollution degrading the Chesapeake Bay and its rivers and streams. The familiar "Save the Bay," is a regional rallying cry for pollution reduction throughout the Chesapeake's six-state, 64,000-square-mile watershed. With offices in Maryland, Virginia, Pennsylvania, and the District of Columbia, CBF leads the way in restoring the Bay and its rivers and streams. For more than 50 years, CBF has educated the region about the Bay's poor health, engaged public leaders in making commitments to restore the Chesapeake, and fought successfully to create a new approach to cleanup that features real accountability—the Chesapeake Clean Water Blueprint.

Talbot Rising: Talbot Rising is a nonpartisan progressive grassroots volunteer organization using the power of peaceful resistance, education, and issue advocacy for economic, social, racial, and environmental justice on Maryland's Eastern Shore. Talbot Rising engages in peaceful, active resistance to threats to American democracy. They engage in education and issue advocacy to promote the public good and social welfare.

Chesapeake Legal Alliance: CLA grew out of the perceptions that (1) there is a large unmet need for legal resources to enforce and strengthen the laws that govern pollution and development that adversely affects the Chesapeake Bay, and (2) there exists a substantial and largely untapped resource of lawyers who care about the health of the Bay and are willing to contribute time and effort, *pro bono*, toward its improvement. CLA's principal function is to serve as a catalyst and clearinghouse, identifying lawsuits, administrative proceedings, law

reform efforts and other legal initiatives whose goal is to reduce pollution in the Chesapeake or otherwise contribute to improving the quality of its waters. CLA solicits the *pro bono* efforts of private law firms and individual lawyers, matching them with matters that require legal skills. A 501(c)(3), CLA was incorporated in Maryland in February, 2009.

University of Maryland Eastern Shore: The University of Maryland Eastern Shore (UMES), the state's historically black 1890 land-grant institution, has its purpose and uniqueness grounded in distinctive learning, discovery and engagement opportunities in the arts and sciences, education, technology, engineering, agriculture, business and health professions. UMES is a student-centered, doctoral research degree-granting university known for its nationally accredited undergraduate and graduate programs, applied research, and highly valued graduates. UMES provides individuals, including first generation college students, access to a holistic learning environment that fosters multicultural diversity, academic success, and intellectual and social growth.

United Way: The United Way is engaged in nearly 1,800 communities across more than 40 countries and territories worldwide. They are focused on creating community-based and community-led solutions that strengthen the cornerstones for a good quality of life: education, financial stability and health. The group boasts 2.8 million volunteers and 9.8 million donors.

Eastern Shore Land Conservancy: The Eastern Shore Land Conservancy (ESLC) is a private, nonprofit 501(c)(3) charitable corporation that has a full time staff of eighteen. The organization works with local, state and federal entities and landowners to protect land in Dorchester, Talbot, Queen Anne's, Kent, Cecil, and Caroline counties.

Lower Shore Land Trust: The Lower Shore Land Trust, located in Snow Hill, Maryland is dedicated to preserving rural lands, to promoting vibrant towns, and to building a more healthy and connected Eastern Shore. The Trust works with land owners, county and the state in Worcester, Wicomico, and Somerset counties.

Virginia Eastern Shore Land Conservancy: The VES Land Trust was formed by local landowners in 2003 to preserve the Eastern Shore's prime farm and forest land, its scenic, fragile water front and rural byways, its historic resources and traditional land use patterns, and its natural resources and wildlife habitat. The Trust works with landowners, their families, public agencies and communities in both Accomack and Northampton Counties to promote voluntary land protection options, such as conservation easements. The Trust also educates the public about the value of protecting land in perpetuity, retaining and enhancing wildlife habitat, wetlands and other productive natural resources, protecting ample supplies of safe drinking water, preserving historic resources and providing recreational opportunities on land and water.

Delaware Hispanic Commission: The Delaware Hispanic Commission advocates and pushes for resources for Delaware Hispanics, the fastest-growing population in the First

State. The Commission is committed to improving delivery of services, raising awareness of issues at state agencies, suggesting solutions to state leaders and agencies, and keeping the Hispanic community informed of state assistance available for all Delaware residents.

Delaware Center for the Inland Bays: Delaware's Inland Bays were designated an "estuary of national significance in 1988 by the U.S. Congress, and subsequently, the Center for the Inland Bays became one of 28 National Estuary Programs (NEP's) in 1994. The Center oversees the implementation of the Comprehensive Conservation and Management Plan for Delaware's Inland Bays (CCMP) and promotes the wise use and enhancement of the Inland Bays watershed by conducting public outreach and education, developing and implementing restoration projects, encouraging scientific inquiry, sponsoring needed research, and establishing a long-term process for the protection and preservation of the watershed.

Maryland Coastal Bays Program: The Maryland Coastal Bays Program, part of the EPA's National Estuary Program, exists to protect and conserve the waters and surrounding watershed of Maryland's coastal bays to enhance their ecological values and sustainable use. The program engages federal, state, local partners and the public in defining the health concerns and conservation needs of the Coastal Bays and their watersheds; implements management strategies defined in its Comprehensive Conservation & Management Plan; and promotes responsible stewardship and actions through public outreach and education.

La Esperanza: La Esperanza's mission is to integrate Latino individuals and their families into the community through education, advocacy and support services. La Esperanza is the only bicultural and bilingual multi-service nonprofit agency in Sussex County, Delaware that provides free culturally and linguistically appropriate programs and services in the areas of family development, immigration, victim services, and education for Hispanic adults, children, and families.

Virginia Latino Advisory Board: Since 2003, the Virginia Latino Advisory Board has served as a body of community leaders who educate and engage Virginians about the state's Latino community and advise the governor on issues of concern affecting the health, economic, professional, cultural, and educational prosperity of Hispanic and Latino Virginians.

Interfaith Partners Chesapeake: Interfaith Partners for the Chesapeake (IPC) educates, supports and inspires people and communities of faith to advocate for the waters of the Chesapeake through policies and practices that promote a healthier environment and healthier people.

Interfaith Power and Light: Interfaith Power & Light is mobilizing a religious response to global warming. The mission of Interfaith Power & Light is to be faithful stewards by responding to global warming through the promotion of energy conservation, energy efficiency, and renewable energy. This campaign intends to protect the earth's ecosystems,

safeguard the health of all Creation, and ensure sufficient, sustainable energy. IPL helps thousands of congregations address global warming by being better stewards of energy.

Maryland Biodiversity Project: Maryland Biodiversity Project (MBP) is a 501(c)(3) organization focused on cataloging all the living things of Maryland. Their goal is to promote education and conservation by helping to build a vibrant nature study community. The project was started in June 2012 by Bill Hubick and Jim Brighton. They have cataloged over 17,000 species and feature the work of more than 800 naturalists and photographers.

Chesapeake Harvest: Chesapeake Harvest actively manages the marketing and sales of source-identified food products from local and regional producers to satisfy wholesale, retail, and institutional demand. Chesapeake Harvest is working to build a vibrant local food economy on the Eastern Shore. They are committed to sourcing local, clean, and diverse ingredients that fuel the growth of a regional Chesapeake Cuisine. Chesapeake Harvest seeks out farmers who show their commitment to regenerative agricultural practices that protect the future of the Chesapeake Bay.



Conclusions

In the summer of 2017, a group of six nonprofits, called the Lower Shore Regional Collaborative, proposed the creation of a Lower Shore Citizen Engagement Hub that would serve as a resource for both citizens and organizations seeking to promote policies and practices that would make the Lower Shore a greener and more just place to live.

While this research began with a relatively nebulous idea of how outcomes might look and how practical they might be to implement, the effort has solidified into a bona fide enterprise the Collaborative believes could breathe new life into struggling social justice and environmental organizations on the Lower Shore.

We learned a lot after three months of extensive analysis. After researching 15 hubs to choose from, the Collaborative settled on five to intimately dissect. To avoid overlap, we chose a diversity of hub types—ones that differed in size, region, offerings, funding mechanisms and basic structure. This methodology allowed the Collaborative to select the best kinds of hubs and parts of hubs we would like to emulate. Some, like AARP and Maryland Non-Profits don't fit into traditional notions of a hub yet as umbrella organizations united under a basic cause they offer insights into what a traditional hub might offer and how it might offer it.

This research included discussions with hub organizers, potential users, possible additional providers, interested parties, and as shown in the previous pages, a collection of what each hub offers and how they offer it.

While the Collaborative desires to take the best from each hub and attempt to replicate that on the Lower Shore, we found the Industrial Areas Foundation and the Non-Profit Resources Network to possess the form the Lower Shore Citizen Engagement Hub might take. Each has a website that's practical to navigate, engages its target users, and has a variety of offerings to strengthen, focus, and motivate its affiliates.

With adequate funding, the Collaborative is now well positioned to proceed with the Lower Shore Citizen Engagement Hub. We are prepared to meet with organizers of a selection of the model hubs, conduct listening sessions, draft the charter and organizing documents of the hub, recruit new members, and build the website.

The growing number of groups interested in working to address the economic, environmental, and social issues of the Lower Shore need a place to get help and to get organized. They need a resource that gives them a one-stop shop for non-profit guidance, hard data, grassroots organizing, networking opportunities, political landscape navigation, and capacity building. They also need a vehicle that brings them together for open communication and collaboration to discuss and choose timely issues and information, and to have their voices heard.

The Lower Shore Citizen Engagement Hub will create such a place--where resilient, healthy, and just economies, communities, and environments thrive.

Sincerely,

Kathy Phillips, Assateague Coastal Trust
Matt Heim, Assateague Coastal Trust
Billy Weiland, Assateague Coastal Trust
Betsy Nicholas, Waterkeepers Chesapeake
John Weber, Surfrider Foundation
Shelby Kalm, Waterkeepers Chesapeake/Fair Farms campaign
Alicia LaPorte, Waterkeepers Chesapeake/Fair Farms campaign
Leila Borrero-Krouse, CATA-Farmworkers Support Committee
Jessica Culley, CATA-Farmworkers Support Committee
Caiti Sullivan, Future Harvest CASA
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