

A Pipeline Fighters' Guide

by Ron Enders

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**A Pipeline Fighters' Guide
can be downloaded
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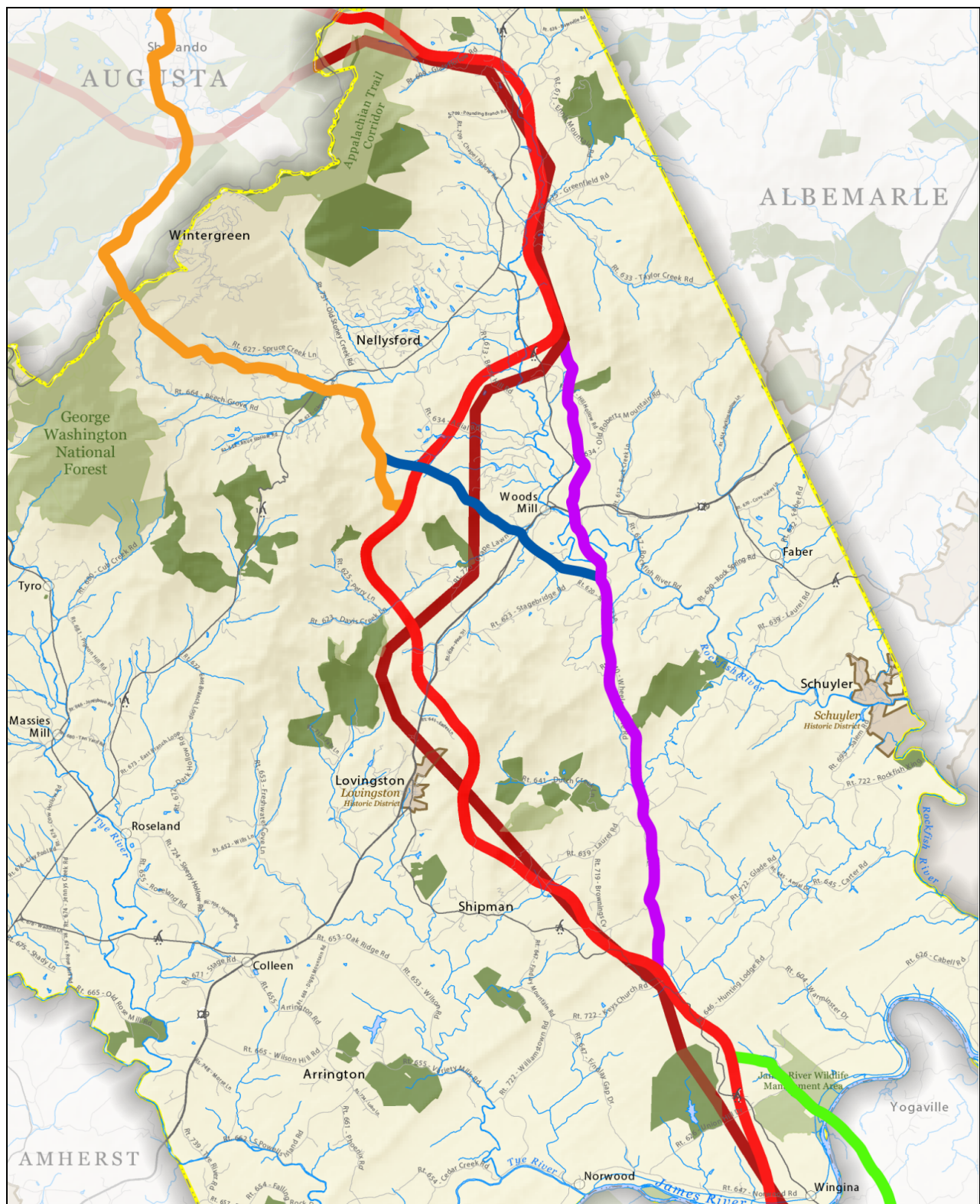
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Map composite, from maps by Piedmont Environmental Council, Atlantic Coast Pipeline, and Ben Cunningham, shows proposed pipeline route variations and changes in Nelson County.

Forward

David and Goliath and the Battle over the Atlantic Coast Pipeline

*Written by Doug Wellman
September 26, 2022*

In many of the articles written about the battle over the Atlantic Coast Pipeline (ACP), the story is framed as a David v. Goliath contest, with Goliath as the powerful utilities pushing the proposal and David as the rural communities who opposed it. The utilities appeared to have overwhelming advantages. But appearances can be deceptive, as shown by the results: our community won.

Conventional understanding of David's historic victory is that it was a miracle, and that it must mean that a higher power favored the shepherd boy and the Israelites. In his book, "David and Goliath: Underdogs, Misfits and the Art of Battling Giants," Malcolm Gladwell offers a different perspective. After close examination, he concludes that the contest was not as lopsided as customarily thought, and David's victory was not dependent on a higher power.

The warlike Philistines sought to establish a position near the center of the young Kingdom of Israel that would enable them to conquer and enslave the Israelites. King Saul's army met them at the Valley of Elah. The armies faced each other on the ridges above the valley, and neither could attack without being slaughtered by the enemy holding the high ground. To end the stalemate, the Philistines sent their strongest fighter, Goliath, to meet an Israeli warrior in single combat, a common practice in that era. The losing warrior's army had to accept defeat. For the Israelites, that would likely be the end of the Kingdom of Israel.

Goliath was well known as an unbeatable killer in hand-to-hand combat. None of Saul's men was willing to fight him. But failing to confront and defeat Goliath would be catastrophic. Finally, the shepherd boy David volunteered. He dismissed Saul's offers of weapons and armor, saying that he had never used them and did not need them. David insisted that with his sling he had all he needed to fight Goliath.

David selected five round stones, and with his shepherd's staff ran down to the valley floor to meet his huge, armored and heavily armed opponent. David positioned himself a short but safe distance from Goliath, selected one of his stones, placed it in his sling's pocket, and attacked. His stone hit Goliath in his one area of weakness—between the eyes, where his helmet did not protect him—and knocked him out. David then used Goliath's sword and cut off the giant's head. Israel was saved.

Gladwell explains how this surprising event came to pass.

Goliath was indeed invincible against an opponent who played his game, but David had no intention of engaging in hand-to-hand combat. As David ran down to the valley to face him, Goliath never seemed to realize that his opponent was going to play by different rules than were customary in single combat.

Goliath's huge size likely was the result of acromegaly (gigantism), a serious disease that causes overproduction of human growth hormone. His size and strength made him unbeatable in one-on-one, close combat. But his medical condition left him with poor eyesight, and he was too weighed down with armor and weaponry to have any chance of chasing down the young shepherd.

In skilled hands, the sling was a devastating weapon. David was highly competent with his sling, having honed his skill defending his flock against bears and mountain lions. The rocks he carefully chose were especially dense and heavy. In the hands of someone skilled in using a sling, these stones would hit with the impact of a .45 caliber bullet.

What had looked like certain death for the shepherd boy was nullified by Goliath's limitations and David's advantages, neither of which were obvious before the event. David's victory was not a miracle, but rather the outcome we might have predicted if we had fully understood the combatants' respective strengths and weaknesses.

How does the struggle over the ACP fit the story of David and Goliath?
What were some of the respective strengths and weaknesses of the pipeline's proponents and the citizens defending their property and surrounding environment?

The Pipeline's Proponents: Goliath

At the outset of the battle over the ACP, the pipeline's advocates looked very powerful, as if they couldn't possibly lose. This is just what they sought: to cow landowners whose property they wanted to cross into thinking they had no chance and would be wise to take whatever they were offered for the easements the builders needed. They made every effort to convince those opposed to the pipeline that it was a "done deal." Many people in the communities along the pipeline's route were resigned to the ACP being built.

Powerful Corporations with Political Clout. In 2014, when the ACP proposal was unveiled, pipeline sponsors Dominion Energy and Duke Energy were two of the most profitable and politically connected public utilities in the United States. They were accustomed to getting what they wanted. Since Dominion had majority ownership of the ACP and most of the pipeline was to be in Virginia, they took the lead in pushing the project. Dominion has long dominated energy policy in Virginia. For years Dominion had funded politicians—of both parties—so they would tend to align with Dominion's interests. They also cultivated local communities across Virginia with contributions to various public and charitable organizations.

Strategic Planning. Dominion appears to have considered approval of the ACP a slam dunk: the Virginia governor was enthusiastically on board and could bring along state regulators; many local leaders were hungry for promised good new jobs and increased tax revenues; and there was little doubt the Federal Energy Regulatory Commission (FERC) would provide the essential permit that would allow them to obtain easements through eminent domain.

Captive Regulatory Agency. FERC, the agency that issues the critical "certificate of public convenience and necessity" for proposed interstate pipelines, was then dominated by

pro-industry commissioners. The saying that FERC had “never seen a pipeline proposal it didn’t like” was pretty close to the truth—FERC approved virtually all the pipeline proposals they reviewed between 2010 and 2020. FERC was widely viewed as a “captured agency,” a regulatory agency dominated by the industry it was supposed to regulate.

Natural Gas as a Bridge Fuel. At the time the ACP was announced, many national leaders, including President Obama, bought into the idea that natural gas was the “bridge fuel” that would keep our economy humming while we moved our electricity supply away from dirty coal and toward clean wind and solar. Only later did we come to understand that methane, a prime component of natural gas, is many times more damaging for climate change than carbon dioxide, particularly in the first years after its release. Methane can be considered a “clean” energy source only in comparison with coal in their final burning at power plants. In the time frame when the world must stop releasing carbon into the atmosphere, methane is far more damaging to the climate than carbon dioxide. Leaks at every stage from the fracking fields to the power plants make natural gas no better than coal in its overall contribution to climate change.

Politics. Fossil fuel interests have long wielded immense power in federal energy policy, so Dominion and Duke started with a big advantage in Washington. With the advent of the Trump administration, the pressure to build the ACP accelerated. All the ACP’s advantages were apparently enhanced by the president’s obsession with “energy dominance” and his antipathy toward environmentalists. The agency leaders he appointed pushed hard for the ACP, doing what they could to shortcut and weaken the professional reviews mandated by the National Environmental Policy Act, Endangered Species Act and other pro-environment federal laws and regulations.

How did Dominion’s apparent advantages play out over the course of the six-year struggle? The following three accounts are illustrative only; a comprehensive analysis of the ACP’s demise is far beyond the scope of this account.

Self-inflicted Wounds. Dominion was apparently overconfident of getting what they wanted—a huge (600 mile long, 42 inch diameter, high pressure) pipeline that would produce massive profits for a half-century or more transporting natural gas from one of the largest shale plays in the country to rapidly growing Southeastern markets and, in all likelihood, to liquid natural gas (LNG) export terminals on the Atlantic coast. They showed their overconfidence by spending almost no time mapping the route of the huge pipeline; essentially, they drew a straight line through rural areas, perhaps thinking the easements would be cheaper and the communities would be less capable of resisting. But their quick and dirty route planning left the ACP open to challenges based on prospective damages to clean air and water, wildlife populations, landslide-prone steep slopes, environmental justice communities, and protected public lands like the national parks and forests. In addition, it led to many route changes, and each change aroused new opposition.

Rise of Renewables. As the pipeline saga unfolded over the six-year struggle, wind and solar energy rapidly became competitive with coal and natural gas. Mass production of wind turbines and solar panels brought costs down dramatically. The calculable costs of solar and onshore wind dropped below the costs of coal and gas—and those calculable fossil fuel costs

do not include damages to human health and climate change caused by burning fossil fuels. All this blew the “bridge fuel” idea out of the water.

Political Change. Dominion’s clout in Richmond weakened when the pro-pipeline governor finished his term in office and was succeeded by a governor who, over time, proved to be more even-handed about the pipeline. Dominion also faced increasing criticism over excessive rate increases, dismal efforts to encourage energy efficiency, and inflated projections of energy demand. The game changed in 2020 when the general assembly passed and the governor signed into law the Clean Economy Act, which made it clear the commonwealth was serious about shifting from dirty to clean energy. Many stakeholders, including Dominion, participated in crafting this legislation. Part of what Dominion got from their involvement was support for their proposal to build a massive offshore wind farm in the Atlantic off the Virginia coast. That support gave Dominion an opening to undertake a major shift away from fossil fuels and toward renewable energy. They canceled the ACP and sold their entire pipeline business to Berkshire Hathaway.

The Pipeline’s Opponents: David

Every locality in the country has its own character, and each has specific attributes on which local citizen groups can build their defense. The key is to know who you are and how you can leverage your strengths and find help where you have weaknesses. More and more help is available, as the push to move toward clean energy gathers momentum.

“A Pipeline Fighters’ Guide” lays out in detail the many ways we sought to stop the ACP. But it is worth highlighting a few key elements that we believe were crucial in stopping the ACP.

First, see if there are *pro bono* environmental law firms that might take up your cause. You should assume that any such firms will be more likely to engage if they are convinced that your group has strong community support and can be counted on to stick with their opposition over time. We were fortunate to be adopted by two such firms, the Southern Environmental Law Center (SELC) and Appalachian Mountain Advocates (Appalmad). Appalmad is a relatively small law firm that emerged in the fight against mountain-top removal in the coal mining areas of West Virginia. SELC is a large, well-funded law firm with the resources to take on big, expensive cases. Both law firms were engaged throughout the struggle against the ACP, but SELC brought most of the lawsuits, many of which were successful, that forced multiple reassessments by federal and state regulatory agencies. Those reassessments slowed the ACP’s momentum and raised its cost.

Second, and closely aligned with the first point, seek to collaborate with other communities affected by the proposed pipeline. Friends of Nelson joined with 12 regional environmental organizations and 28 local citizen groups in the Allegheny-Blue Ridge Alliance (ABRA). ABRA was formed to protect the heritage, resources and economy of the Allegheny-Blue Ridge region, and challenging the ACP was its focus. ABRA’s board of directors was created with representation from seasoned environmental activists, local community leaders, representatives of environmental protection and energy justice organizations, and attorneys. ABRA leaders convened regular information and outreach meetings of the community group leaders to inform them about unfolding legal issues and share news and views of interest.

These meetings were immensely informative and helped keep the member groups focused on timely topics.

Third, recognize that time is both your enemy and your friend. Although the fight against the ACP was a marathon, it often felt more like a long sprint. It took time for our advantages to manifest themselves. Early on, we struggled to develop our understanding of the entire environmental review process and learn enough about fracking, pipeline safety, projected energy needs and other aspects of the proposal, so that we could effectively challenge many of the proponents' claims. We challenged everything we could think of. The key strategy was "death by a thousand cuts," laid out at the very beginning of the campaign by a retired environmental attorney. Our collective resistance, combined with the multifaceted review process required by the National Environmental Policy act, the Endangered Species Act, and other laws, gave our pro bono law firms time to find the project's weak spots and mount a series of successful lawsuits. The pipeline proposal's vulnerability to lawsuits under the Administrative Procedures Act was increased when the Trump administration sought to manipulate the federal agencies charged with reviewing the project, and also by state regulatory agencies' misjudgments. The courts found clear evidence of "arbitrary and capricious" behavior in the agencies' rulings, and forced the agencies to re-do their studies, which added to the time and expense of the project and helped undermine pipeline investors' confidence.

Stopping the ACP was a collective effort that entailed a great deal of hard work and faith that we could prevail if we never gave up. Had we not hit the ground running from the very beginning, and then continued to fight when the "done deal" mantra was all around, we likely would not have enjoyed the advantages that became evident and important in the later stages of the six-year struggle. The purpose of "A Pipeline Fighters' Guide" is to help other communities who suddenly find themselves in similar situations get started as quickly and strongly as possible, with the hope that they will have positive outcomes.

Doug Wellman is a retired professor of natural resources. He joined the steering committee of Friends of Nelson in 2015, after much of the early work detailed in this guide had been done. When he reviewed a draft of "A Pipeline Fighters' Guide," it occurred to him that the guide's detailed focus on how threatened communities can organize quickly and effectively for both short and long-term opposition would be complemented by an overview of how the battle unfolded and some of the factors that contributed to the defeat of the proposal. The viewpoints in this Foreword are the author's alone, and do not represent those of the Friends of Nelson steering committee or our parent non-profit, Virginia Organizing.



Top: Protest at Nelson County Courthouse, February 2017. **Bottom left:** Hands (and paws) Across the Appalachian Trail, September 2016. **Bottom right:** After a protest, November 2015.
(All photos courtesy of Friends of Nelson, Kathy Versluys)

Section I: Introduction

We Won and So Can You

You just got a strange letter in your mailbox asking for your permission to survey for a clear cut and bulldozed swath of destruction, the width of a four-lane highway, through your property. You don't understand it. Is it junk mail that you just throw away, or something more important? You are uneasy, confused, and maybe already a little angry—all at the same time.

It is a friendly letter with assurances from a large energy corporation. It uses phrases like: “a new natural gas pipeline ... researching as a possibility ... your property has been identified as being in this corridor ... working closely with all landowners and neighbors who may be affected ...to be sure we meet your needs... and surveys will be conducted on your property.”

In bold type it says: “We will appreciate your signing the enclosed copy of this letter indicating your permission to conduct the necessary project surveys on your property.”

And then you learn the for-profit company will have the power of eminent domain from the Federal Government to enter your property—and even take it from you for what they claim is “public use,” just as the government would take private land for a public road or school.

Suddenly, to save your property from a powerful corporation, you need to form an organization of unknown people, many strangers, with nothing more in common than being selected by a random line of destruction, currently invisible, drawn across a map of your county.

You may feel like you just entered the “twilight zone,” armed only with a slingshot, facing Godzilla.



RESOURCE


Other Pipeline Fighting organizations:

- **Energy Justice Network**
energyjustice.net
- **Appalachian Mountain Advocates**
appalmad.org
- **Wild Virginia** - wildvirginia.org
- **Bold Nebraska** - boldnebraska.org
- **Southern Environmental Law Center**
southernenvironment.org

We have been in your shoes—and won!

Just after Memorial Day 2014, landowners in Nelson County, Virginia, received similar certified letters about the Atlantic Coast Pipeline (ACP), to be built from West Virginia to North Carolina through our properties.

Six years and one month later, on July 5, 2020, the ACP announced they were canceling construction and would not build the pipeline. It was a truly epic struggle between David and Goliath, and while we cannot say “we stopped the pipeline,” we slowed them down, gave the lawyers time to win in court, and our community won—*before* most parcels were affected by tree cutting or bulldozing.



RESOURCE

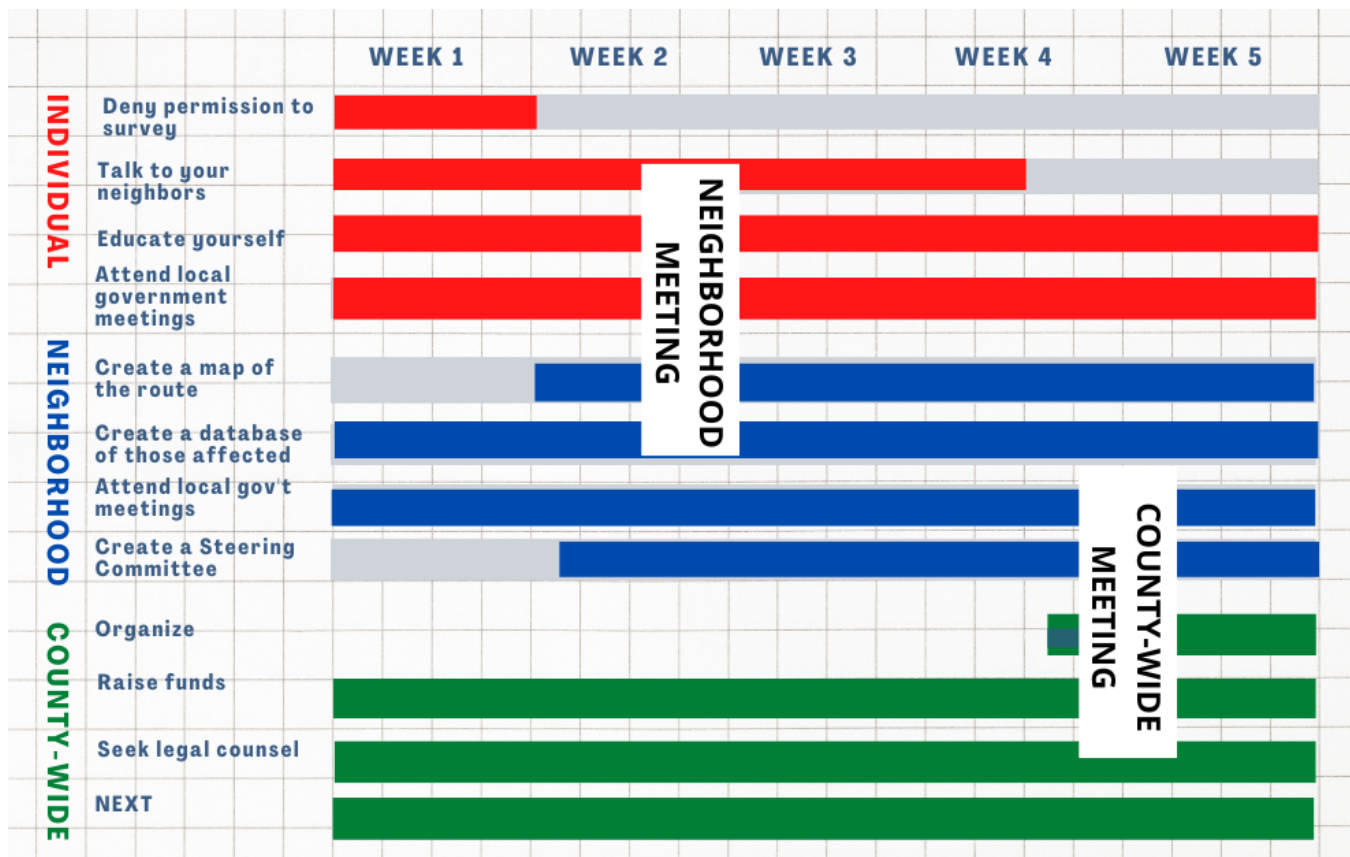
The Property Rights and Pipeline Center (PRPC) works to end the use of eminent domain for oil & gas pipelines. Go to PipelineCenter.org for resources & information landowners need to fight for their land.

Let Our Experience Help You

This guide was written to share what we learned from our six-year struggle to help you and your neighbors get organized more efficiently. It is organized to show you what you can do at an individual level, at a neighborhood level, and at a county-wide level. While it is written linearly, most of the efforts described happen simultaneously, overlapping each other. This illustration gives you a beginning sense of what there is to do and when it needs to be done.

Each of the categories in this illustration is described in more detail in the guide following the illustration. You will also find tips for working most efficiently, resources you may find helpful, and a detailed list of the volunteer tasks you may find necessary.

Pipeline Fighters' Timeline Guide



Above: This graphic illustrates how, over a 5 week period, multiple actions are occurring across the individual, neighborhood and county-wide levels.

Jump to: **Working at the INDIVIDUAL Level** by clicking [here](#).

Jump to: **Working at the NEIGHBORHOOD Level** by clicking [here](#).

Jump to: **Working at the COUNTY-WIDE Level** by clicking [here](#).


Section II: Working at the **INDIVIDUAL** Level

"Never doubt that a small group of committed individuals can change the earth: indeed, it is the only thing that ever has."

-attributed to Margaret Mead

Immediately Deny Permission to Survey

First and immediately, **respond to your letter and deny permission to survey**. The letter almost certainly doesn't tell you that if you don't reply to it within two weeks, your lack of response could be considered "giving permission" for the survey. You need to reply quickly to the letter and deny the company permission to survey your property.


BRIGHT IDEA

Whenever you speak of the proposed pipeline or route, call it that: the *proposed* pipeline or the *proposed* route. Make it clear with your language that this is *not* a done deal.

We learned about a ruling by our state Attorney General saying the pipeline companies could enter onto and survey property if the landowner had been notified just 7 days in advance and had not objected to the survey. We had a report of a surveyor turning up at a large property exactly one week after the letters were received. Ask your state's Attorney General about the law in your state, but if you don't get an immediate answer (it may take weeks) you should **reply by certified mail to the person who wrote you the letter**.

Your response should say:

1. You **do not** give the pipeline company, or any of their agents, permission to enter your property at this time to survey or for any other purpose.
2. You want time to get legal advice to learn about your rights.
3. You want the pipeline company to hold a public meeting responsive to the landowners to publicly answer all their questions, including questions about the public need for the project, the company's environmental record, and the property owner's rights with respect to the use of their property.

4. Send your letter by certified mail; keep your copy and the receipt in a safe place in case they say later they have not received your letter. Send a copy to your volunteer **Librarian** (see Section VI, “Volunteer Tasks”).

Why Should You Send a Certified Letter?

According to the USPS, “Certified Mail provides the sender with a mailing receipt and electronic verification that an article was delivered or that a delivery attempt was made.”

What Good Will This Letter Do?

The pipeline company will use your permission to survey to indicate community support for the route and use their survey results in their request to the Federal Energy Regulatory Commission (FERC) to demonstrate their selected route is feasible.

First, denying permission takes away their claim of community support. As you communicate with your neighbors (see “Neighborhood” section) and the percentage of people denying permission increases, it will communicate to the public and to FERC (which would issue the company a permit to build the pipeline) that the community does not support the pipeline or the route. This begins with your letter but can grow quickly. When the percentage goes above 50%, most of the rest of the landowners will follow quickly. This makes a great news release as the percentage increases, reporting X percent of property owners on the route have refused to allow the pipeline to survey their land. As the number and percentages of people refusing to allow the survey increases, it will create a sense of community and collective resistance to the project.



RESOURCE

The “Landowner’s Guide to Pipelines from Pipeline Safety Trust” from PSTrust.org provides information about “the pipeline system, how pipelines are operated and regulated, the rights and responsibilities” of current or future landowners with a pipeline on their property, and where to find more information.

Second, denying permission slows the company’s progress and gives you time to:

- find out if you have any endangered plants or animals on your property or other impediments to the proposed route, such as cemeteries, archeological ruins, or historical or geological factors that would make your land the wrong place for the proposed pipeline.

- learn what conditions you can place on the surveyors such as: no large equipment, no vehicles off roads, a schedule, appointment times, proper notification, identification, how many people will be allowed on your property and how often, what can be cut, dug, moved, removed, etc.
- understand your rights.
- allow your community to learn about the process, research the company's claims that there is a need for the pipeline, get organized, plan your opposition, get more outside help, inform your local media, and demonstrate the community concerns and opposition to the pipeline.

Not allowing the surveys may give you the time to tackle all of this.

Slowing down the pipeline allows the lawyers more time to develop and move their legal cases through the courts to stop the pipeline.

In our case, in Nelson County, the pipeline company was reluctant to take property owners to court to be able to conduct the survey. Eventually they did so, but it was a major delay for the company to get through the FERC process.



RESOURCE

Lawyer Carolyn Elefant wrote a legal guide to the FERC certification process and how you can participate. "Knowing and Protecting Your Rights When an Interstate Gas Pipeline Comes to Your Community, is available at <https://lawofficesofcarolyn elephant.com/reports-publications>.

Other Immediate Tasks

Still working at the **INDIVIDUAL LEVEL**, what else should you do immediately?

1. **Post “No Trespassing” signs** on all sides of your property. The surveyors could enter from any adjoining property, not just by your road or driveway. The sheriff might not be able to enforce your rights if the land is not posted. If you find surveyors on your property without your permission, call the sheriff.
2. **Call your local Sheriff’s office** and report that you have posted your property to keep the surveyors out and that you will be calling the Sheriff’s office for help if the surveyors trespass on your land. After they get a number of these calls, they will pay attention and may respond more quickly when needed. If your property is not posted, the Sheriff will not have the authority to arrest trespassers.



VOLUNTEER

A task name in **boldface** is a Volunteer Task that you can volunteer for. Those tasks are described in more detail in the appendix "Volunteer Tasks." It takes a large team to handle the many challenges of this fight, and everyone is needed!

3. **Talk to your neighbors.** Immediately contact your neighbors to find out which two properties adjoining you also received the letter. Continue talking to your neighbors until you have identified and talked to everyone adjoining your property, as well as those in the potential blast zone. Get their names, address, phone and especially their email address and give that information to the **Keeper of the List** (see “Volunteer Tasks” in Section VI). The neighbor whose property the pipeline comes from, the one it goes to, the adjoining neighbors on both sides, and those within the blast zone comprise your support group of approximately 8 properties, and if they are couples, your support group may be 16 people. Ask them to join with you, to be part of your support group, and to come to a meeting to find out more about the pipeline. As you talk to them and gather contact information:
 - Explain to your neighbors why you are posting “No Trespassing” signs on your property. Ask them to alert you if they see anyone near your property.
 - Ask them to post “No Trespassing” signs on their own property. (Even if they did not receive a letter, explain that if the pipeline company alters the proposed route, then the route might run through their property).
 - Ask your neighbors to call the Sheriff if they see the surveyors enter your property when you are not at home. Ask if they are willing to take a photo of the trespassing surveyors and their vehicle.

- Share your letter with your neighbors, and give them a copy. Explain to them how pipelines companies often alter the route in the surveying and planning process and even a slight change in the route could put the pipeline through their property or put them in the blast zone (the area within which there is a reasonable risk of incineration, injury or even death in the event of a pipeline explosion).
 - Tell neighbors about this guide, provide the URL to download, and suggest they begin finding others in their neighborhood who also received the letter or live close to those who did.
4. **Continue contacting additional neighbors in both directions** on the pipeline route until you meet people from another neighborhood doing the same
 5. After blocking out any personal info you don't want to disclose, **share a copy of your letter on social media** including Facebook, TikTok, Instagram, Twitter, and NextDoor. Ask people who got letters to let you know how to get in touch with them. Give any information you learn to the **Keeper of the List**. Give a copy to your **Librarian**.
 6. **Attend meetings of your neighborhood and your county organization**. This is how you will network, get to know the other people involved, coordinate with people volunteering for similar tasks and make some wonderful friendships working together to protect your land and your community. Bring some cookies, flowers, wine, or something else for the host and others attending.
 7. **Attend any local government meetings**. You can go alone or take some of your neighbors with you. You don't have to speak or ask questions. Be polite and calm. Your quiet presence will alert your elected representative that this is an important issue. Introduce yourself and get the email address and phone number of others present at the meeting for the same reason. You have now started organizing and made your presence recognized.
 8. **Show up**. Attend when there is a gathering to meet an elected official, for a demonstration, a march, to take a picture, or at a meeting. It gives other people more energy to keep on going and gives the media something to photograph and write about.
 9. **Make a personal sign** to bring to events that may be photographed, shown on the evening news, or to greet an elected official. Be creative, colorful and different, while expressing your thoughts. Together you and all the signs will make a wonderful picture for TV, newspapers, media, and your elected officials.
 10. **Write a letter** to your favorite elected official expressing your concerns and send copies to your friends to encourage them to do the same. Give or email a copy to the **Librarian**.
 11. **Make a pledge** for a significant contribution to your local organization when it is established and can accept tax deductible contributions. Tell your local neighborhood **Money Person** or your **Treasurer**. In the beginning, make a cash contribution to get the organizing started.
 12. **Start and maintain a personal journal and folder** to begin documenting your actions and communications to build your future legal case. Record date, names, statements, responses, and keep a copy of the communications sent and received.



RESOURCE

$$r = 0.685\sqrt{pd^2}$$

Use this equation to calculate the Blast Zone for your proposed pipeline, use the formula where p is the max operating pressure (psi) and d is the diameter of the pipeline (in). The result is the radius of the Blast Zone in feet.

https://www.xylenepower.com/Pipeline_Stephens%20Study.pdf

A Model For Sizing High consequence Areas Associated With Natural Gas Pipelines prepared by Mark J. Stephens.



RESOURCE

Mark J. Stephens of C-FER Technologies developed a simple and defensible approach to sizing the area potentially affected by a worst-case ignited rupture of a high-pressure natural gas pipeline. Look online for "A Model for Sizing High Consequence Areas Associated with Natural Gas Pipelines."

13. **Sign up as an intervenor with FERC.** If you are on the route, adjoining the route, in the "high impact area," or on a proposed access road, you should apply to become an intervenor to be able to play a more formal role in the FERC's process.
- This will keep you informed about the FERC proceedings and give you an option to make a formal statement in the proceedings.
 - An absolutely vital part of getting "legal standing" and building a legal case (you must have "exhausted your administrative remedies" which includes filing as an intervenor,)
 - Your comments including violations, wrongs, inadequacies, intimidation, compromised characteristics of your property, actions taken by the company or its

agents, will be considered "on the administrative record".

- [Step-by-Step Instructions on Completing the Intervenor Process](#) is a helpful guide provided by the organization [Wild Virginia](#). As is this [guide](#) by the [PennEast Public Action Center](#) (devoted to issues around the proposed PennEast Pipeline, which was canceled in September 2021).



RESOURCE

www.ferc.gov/how-intervene gives detailed instructions for applying and being an intervenor, including FAQs. Being an intervenor allows you to participate in and comment on FERC proceedings with regard to your specific docket.

14. **Consider your skills and interests.** Pick one or more of the volunteer tasks that need to be done. Remember the organization you are forming has no staff, no office, no officers, but it is going to be formed fast and you want to be a part of making it happen. Tell the **Volunteer Coordinator** and the **Maintainer of the List** what you are volunteering to do.



VOLUNTEER

Do not wait to be asked! Jump in! Perhaps you can be the Volunteer Coordinator. If not that, what can you offer? Check Appendix, "Volunteer Tasks," for more details about what each task entails.

What to Do if Land Agents or Surveyors Appear

- **Be kind, but firm.** They may be independent contractors hired by the pipeline company who may live in another state and spend months away from their family, while staying in rented quarters as they move along the route of the pipeline. Recognize they are human and doing their job, and they may return to visit you and your neighbors many more times.
 - Introduce yourself to them, be friendly, smile, listen politely and remember their names. There is nothing to gain from being rude or threatening. Each time they call or return, you may gather some useful information, such as the route of the pipeline through your and your neighbors' properties, their schedule, and timelines, what they do on the survey, alternative routes, and other useful information.
 - Offer them a drink of ice water if it is hot. If it is raining, invite them onto your porch. If there are chairs on your porch, offer them a seat. Provide some chairs and sit under a shade tree. Tell them how much you love your land and how many generations you have lived here. Be human and treat them politely.
 - You should remain firm and clear that you have not given consent to the survey, are denying them access to your property, and will call the sheriff if they trespass on your property without your permission.
- **Have pen and paper and/or your cell phone available** to take notes, to take pictures, and perhaps record the conversation. It is best to have someone with you during these visits as a witness to what takes place. There will probably be two or more of the survey crew for the same reason. If you are by yourself, politely say this is not a good time and arrange a time when they can return (and you have your witness). Your witness could discreetly take pictures of your guests, their vehicles and tag numbers, take notes of the conversation, and may be able to record the entire conversation on their cell phone. Consider that the agents could also be recording the conversation or future telephone calls. Share what you learn with the **Librarian** (See *Volunteer Roles and Tasks*).
- **Ask for their identification** and how you can get back in touch with them later. Write their contact information down fully and clearly. Take a picture of their identification if they will allow.
- **Do not sign anything** they present or make any verbal agreements. Be clear, but firm, that you are not giving them permission to survey or access your property at this time and you want time to learn about the process and your legal rights. It is your right to deny access to your property for any reason. A standard comment you can use is, "I want to talk to my lawyer before I make any agreements." Tell them your property is posted with no trespassing signs and the Sheriff has been notified.
- If they insist on entering your property or will not leave, **tell them you will call the sheriff** and report them for trespassing. But smile while doing so, rather than threatening.
- If they enter your property or will not leave, **call the Sheriff immediately** and report that you have posted no trespassing signs on your property (the signage is required if you want

the authorities to enforce no trespassing charges) and the agents are trespassing on your property without your permission and against your instructions.

- When they leave, **watch your property** so they don't return to survey or inspect your property later when you are not home or through another direction, such as your neighbor's property.



RESOURCE

You might get some ideas from the video "June 2014 Footage: Front Porch Pipeline Education Series," one in a series of real conversations with a Right of Way Representative. Watch the video here:
youtube.com/watch?v=iKyl132ajAo

[Watch Here](#)



Dom photo by Eleanor Amidon in July 2015

Begin Educating Yourself

Finally, at the **INDIVIDUAL LEVEL**, you can begin the ongoing task of educating yourself. You are not alone, and you do not have to start from scratch. There are many communities who have fought this battle, and there are many resources to help you. Throughout this guide, we've highlighted important resources. Follow those links and discover your own.

Tips for Additional Research

- Research and learn about the company or companies behind the pipeline. It could be a utility, a construction company, a pipeline operator, or one company doing it all.
- Research the relationship your local, statewide, and national elected officials have with the companies building, operating, or benefiting from the pipeline. They will need to hear a lot from you.



RESOURCE

Brush up on your legal terminology. This article at <https://www.stimmel-law.com/en/articles/ eminent-domain-basic-law> covers “taking,” “The Fifth Amendment’s public use clause,” “due process,” “just compensation,” and “remedies.”

- Search for an insider, a professional, who knows all the financial aspects of the pipeline and the utilities. Perhaps you will be lucky and find someone. We did.
- Learn about the permitting and construction processes, so you have a full understanding of what is involved and what is happening.
- Blast Zone links for more information

[High Consequence Areas, Blast Zones and Public Safety Along the Atlantic Coast Pipeline](#)

[Blast Zone: Natural Gas and the Atlantic Coast Pipeline: Causes, Consequences and Civic Action](#)

Section III: Working at the **NEIGHBORHOOD** Level

*"It is your interest that is at stake when your neighbor's wall is ablaze."
-Horace*

Organize Your Neighborhood

While you are taking the individual steps to deny permission and temporarily protect your individual property, **you must simultaneously help organize your neighborhood**. Start by talking to your neighbors today, whether you know them or not. Call them, email them, walk to their house, drive up their driveway and knock on their door or find them on social media. **You and they are not alone.**

You have already spoken to your adjoining neighbors and created a small group of supporters. Now branch out to your whole neighborhood. If your neighborhood has 10 properties on the pipeline route, you might have 20 adjoining property owners, and 30 more in the blast zone. And if all the owners are couples, you could have a neighborhood support group of a hundred people.

Find and share information with them to identify the route and encourage them to join with you to protect your homes, property rights, property values, viewsheds and even your lives. Include everyone on the route, adjacent to the route, and in the blast zone. Remember, the pipeline company often revises the route, so people could easily be on the direct route later, even if they aren't now.

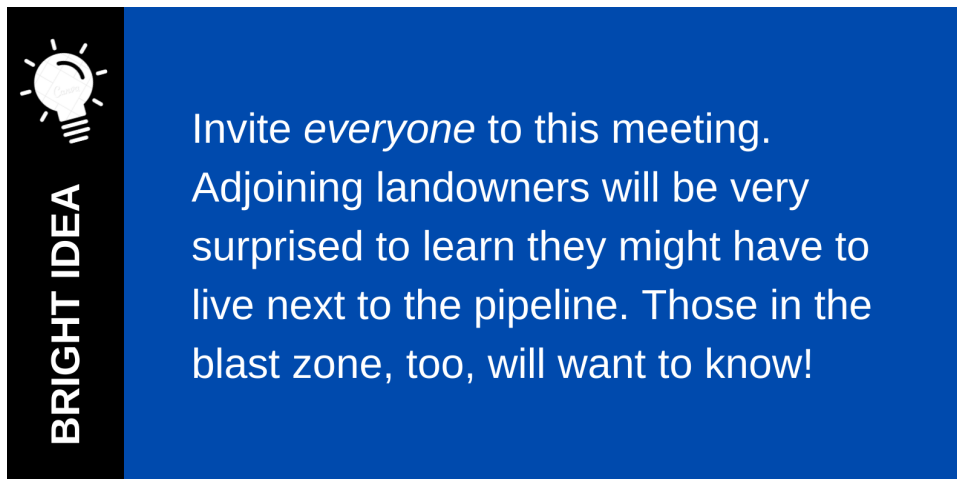
It is important to act quickly, as the surveyors can move quickly. Possibly **the** most important task is to **get the name and email address of everyone in the pipeline corridor**. This is for building your organization, communicating so no one feels left out, mapping the route, and building community. Some people are reluctant to provide their email address. Explain to them that it will be kept private and that they can unsubscribe to anything being sent, but that it is the only efficient way to keep everyone informed. Email addresses are the most important information gathered!

Plan a Neighborhood Meeting

Don't wait for others to organize. As you speak to neighbors, form a committee to plan a neighborhood meeting. **Schedule a meeting as soon as the afternoon or evening of the second Sunday after you received the letter from the pipeline company.**

You want to get the word out quickly. Get help from your closest neighbors in contacting others in your expanded neighborhood. Use social media, call people using the Whitepages or other similar web sites, make a list using county property maps, and drive up to houses and knock

on doors. Put notices up in the neighborhood and on neighborhood social media, such as NextDoor and Facebook groups.



The group of affected people (impacted landowners) are probably not a homogeneous group of people with a history of working together in harmony. This group may be of different races and ethnicities, political and religious beliefs, and they may have differing views on eminent domain, private property rights, and environmental stewardship. The potential impacts will vary between landowners depending on many different factors: how close their house is to the pipeline, the size and uses of the property owned, whether they live on the property or in another state, their reasons for owning the land, and their available resources.

The group being organized has been randomly chosen by a line drawn on a map. But it will feel wonderful to be working together to protect your community and your properties.

One of your primary challenges will be to organize quickly—surveyors may begin to appear within 7 days—while including everyone who wants to be included. Acknowledging this tension between speed and inclusion right from the start will help.

Your committee also needs to plan the agenda of the meeting and determine who will facilitate the meeting, take the minutes, gather the contact information of those who attend, including their property number and whether they are on the route, adjoining the route or in the blast zone. Perhaps people fill out a form when they arrive (we have more specific instructions for this for the county-wide meeting). Someone else can be a greeter, offering name tags and making introductions.


The venue for this meeting should be local: a school, church or other meeting house, business, someone's home, or a library.

Hold the Neighborhood Meeting

This should happen at the end of the second week after receiving the letter. You will still be working on denying permission to survey, still gathering information about your neighbors. That's okay; remember, many of these tasks are concurrent and overlapping. It is important to organize quickly.

During this meeting, your main goals will be to:

- **Get to know each other and build community.** Often pipelines are proposed in rural areas, because the land is cheaper, there are fewer people to resist, and it is more difficult for their opposition to organize. People in rural areas are often more private, self-reliant, and homes may be widely scattered, making it harder to organize. But we know from experience, families in rural areas can join together to become strong neighborhoods.
- **Get everyone's contact information.** Create a central database, such as a spreadsheet.
- **Encourage everyone to pick a volunteer task from the list** and start to do it. A couple of key tasks include:
 - **Volunteer Coordinator**
 - **Librarian** – Collect and organize copies of correspondence, documents, reports, etc.
 - **Keeper of the List** – to keep track of the database of names and contact information
 - **Communication Organizer** – to set up and manage a group email list
 - (See "[Volunteer Tasks](#)" in Appendix)
- **Create a team of people willing to help map the proposed pipeline route.** This team will research the route in both directions until they meet a group from another neighborhood doing the same, and then combine their results.


VOLUNTEER


Ask one member of the community to be the Keeper of the List and create this database via Excel or Google Sheets.

Begin to Map the Proposed Pipeline Route

The committee formed at the neighborhood meeting should immediately begin researching and mapping the proposed route of the pipeline.

The pipeline company knows the proposed route, but do not expect them to help you find the route or the names of the property owners on the route. They don't want to help you organize or work with each other.

The pipeline company may have used sophisticated software to access the various county electronic property records on their random line to create the list of names and addresses of the property owners on the route. You do not have that luxury. At this stage of development, boots on the ground and knocking on doors will get the information you need faster than technology. The pipeline had months to plan – you have one week.



RESOURCE

You can probably download a map of your property from your county's Geographic Information System (GIS). You can also do an internet search for GIS + the name of your county.

Work to identify all the other property owners in your neighborhood who received the same letter. This will expose the proposed route of the pipeline. and identify the people you will want to join with to protect all your properties. Begin to organize this information in route order. (See more information under the “Mapping the Route” team in Volunteer Tasks.)

You may find that some neighbors on the route did not receive the letter and others that did not respond. There are many reasons for this: for example, the land might have been sold, and the tax records have not been updated. This would mean the letter was mailed to the previous owner who did not reply because they no longer own the property. Finding out this kind of information is crucial to debunking the pipeline company's story that no reply to a letter means the landowner has given permission for survey. Gather these examples to use in public communications.

Attend Local Government Meetings in Numbers

Perhaps you attended the first local government meeting alone. Now you have met some neighbors also affected by the proposed pipeline. Bring them with you to the next meeting. You could attend with a sign you made and quietly stand around outside, in front of the building entrance, with others to have your picture taken. Now your county will know this is an important issue and others who received the letters will reach out to you. Keep coming back to future meetings and bringing more of your neighbors, and their signs, with you. When there is no sitting room and a lot of people, perhaps the pipeline topic will be dealt with first on the agenda. Keep returning, be polite and patient; you are voting with your feet, and elected bodies move slowly.

Find out about other local or state level public meetings or hearings, such as the Air Board, Water Board, or Board of Commissioners. Everyone should bring their sign and attend. The news media needs to see and report large numbers of attendees. You don't have to speak, but everyone needs to show up.



The Defenders, anti-pipeline sculpture created by Mark Schwenk and Cheryl Langlais, May 2019

Section IV: Working at the **County-Wide** Level

"If you want to go quickly, go alone. If you want to go far, go together." – African Proverb

You might discover at this point that you have several neighborhoods working in parallel. You have many people wanting to help. It's time to bring those efforts together. If you are lucky, some people have stepped forward wanting to organize this larger meeting. If not, ask for help.

Whether you or someone else takes on a leadership role as this unfolds, the goals of the leadership will be not to direct but to empower people and other groups by raising funds, providing a communication structure, sharing information, and avoiding duplication of effort and resources.

Plan the County-Wide Meeting

At your smaller neighborhood meeting, you scheduled a larger, county-wide meeting. That meeting should happen by the 4th Sunday after receiving the letters. This gives individuals time to protect their own properties from being surveyed, neighborhoods time to get organized, and time for the word to spread via neighbors, social media, and local news. Look in Section VI for a listing of volunteer tasks in organizing and holding the County-Wide Meeting and in the Appendix for more details.



BRIGHT IDEA

We found Sunday afternoons to be the most convenient days for meetings for most working people, avoiding kids' sports practices and many religious observances.

During or before the 3rd week after receiving the letter from the pipeline committee, the Steering Committee should work to plan this county-wide meeting. You might still be working to deny permission to survey and gather information from neighbors. Neighborhood groups may continue to map their portions of the proposed route. Remember, these tasks overlap. Do not wait to finish mapping the route, for example, before holding your next, larger meeting.

Your Steering Committee should reach out, if you have not already done so, and be sure to include representatives from all of the neighborhoods. Tell all neighborhoods about the meeting and invite everyone. Hold the meeting in a central location or rotate the meetings between different neighborhoods. Try to ensure the members of the steering committee represent a wide range of skills including law, real estate, politics, accounting, writing, business, environment, nonprofit, industry, etc. The Steering Committee should select a temporary facilitator for each meeting to organize the agenda and maintain decorum in the meeting. If the numbers attending are too large for discussion and decision-making, divide the group into committees around different tasks and hold simultaneous meetings of the various committees, getting back together at the end of the meeting to report on progress.

Keep the meetings open and encourage participation from any of the landowners affected by the route. If membership on the steering committee is limited, allow any of the affected landowners or others to participate in the first part of the meeting, then limit the discussion to those on the Steering Committee, unless invited to speak on a topic being discussed. Postpone the selection of a permanent chair until it is required to complete the application for a nonprofit company, and even this selection could have a limited term.

The Steering Committee's first main job is organizing a county-wide meeting to be held 4 weeks after the receipt of the letters. It's important that this first larger meeting be well organized.

You will need help:

- finding and reserving a venue
- selecting speakers
- creating an agenda
- determining the structure of the meeting—for example, will you break into smaller groups after the initial whole-group meeting? (this is useful for bringing people together who have been working on similar tasks in their neighborhoods to form a county-wide committees)
- choosing or being the facilitator or MC

Recording accurate attendance and contact information is crucial at this larger meeting. We suggest that you:

- Position a few check-in tables on either side of the entrance and have a greeter at the door to direct the flow.
- Ask people to fill out a form upon entering. We suggest the form should ask for:
 - o Name, email, phone number, address
 - o Did you receive a letter (Y/N);
 - o Do you live next to/adjoin someone who received a letter (Y/N/don't know)
 - o Are you willing to volunteer? Skills you can share?

If it looks like there's a line forming, have clipboards ready and head along the line so people can start filling out the form while waiting. Have people take the completed form to the next table to receive a name tag.

- Collect the filled-out forms at a name-tag table and **check that the email and/or phone number are legible**. Then give the attendee a blank name tag to fill out.
- As the meeting progresses, circulate and give a form to everyone who does not yet

have a name tag and again check for legibility and provide a name tag once the form is filled out.

A second function of this county-wide meeting is to combine efforts. Create time for people to network with those people in other neighborhoods doing the same volunteer tasks. Encourage these groups to form a committee and figure out how to combine their efforts to make the county-wide organization work more efficiently. Have them choose a coordinator.

In this meeting, again, you may be working with people with whom you have little in common except the effect of this pipeline. Rather than being an obstacle, however, we found it to be an emotional high to work together across all the issues that often divide: poor and wealthy, small parcels with a small home and large estates, those interested in private property rights and communitarians, politically conservative and liberal, young and old, males and females, timid to pushy, white, black, Hispanic and Latina/Latino, environmentalists, those opposed to eminent domain, those worried about explosions and pollution—all working together to figure out how to save our community.

As you continue working to protect your property from the proposed pipeline, you might find that some groups choose to stay separate from you and work in parallel. Having some separate organizations may be very useful and productive, especially if they are not competitive and are cooperative. Other separate groups might include:

- People who are not landowners on the route of the pipeline focusing on community education about environmental issues
- Already-existing groups such as community centers, incorporated communities, tribal groups, communal groups, churches, and more.

These groups should be treated as partners. There may be some other existing neighborhood groups, ad-hoc or organized, that could also be partners.

If there are people who want to plan for different types of covert action or passive resistance, this would be better under a different umbrella where it would be less visible and not threaten the legal status of the 501(c)3 organization, assuming you form one.

Determine Your Organizational Structure

When we began our fight against the proposed pipeline, we had no inherent organizational structure. There were fewer than a dozen people involved. Most of the tasks needed to be completed immediately. Yesterday. There was no one in charge, and if there had been, there was no staff to direct. Many of us had just met one another, so we didn't have a history of working together.

You need at least one formal organization that can legally raise funds, accept tax deductible contributions, solicit grants from foundations, make contracts, hire staff, open a bank account, and be recognized in the community. There can be other groups that are more informal,

smaller, unincorporated, which act on their own, but all can still work together on common goals and objectives. Don't waste valuable and limited time and resources duplicating efforts.

There are many possible ways to organize your community for this long fight against the proposed pipeline. Explore these options and choose the one that works best for your community.



Top: Protest at FERC, Washington DC, May 2015. **Bottom:** Nelson County community united against the Atlantic Coast Pipeline, RVCC June 10, 2015.
(Friends of Nelson, Kathy Versluys)

Ad Hoc Groups – Informal groups, working together

Pros	Cons
<ul style="list-style-type: none">• You can begin immediately.• No cost or approval needed.• You're a small group working with a limited focus on something you care about.	<ul style="list-style-type: none">• Limited focus means you might miss other, important tasks• Small size might limit impact• Difficult to grow larger and broader• Difficult to garner contributions

Find a Fiscal Sponsor – Find another 501(c)(3) nonprofit willing to include your group.

Pros	Cons
<ul style="list-style-type: none">• You can begin immediately.• No incorporation needed.• You receive administrative support, including accounting, banking, and more.• You'll have insurance for your events.• Donors can make tax-deductible contributions.• You can apply for grants.• You don't need to know how to run a nonprofit.• You can set up social media.• You do not need Board and Officers Insurance (you are not a Board of Directors).	<ul style="list-style-type: none">• You give up some independence.• You pay a percentage of your contributions (5% - 15%) for administrative costs.• Finding a Fiscal Sponsor may be difficult.• You cannot open your own bank account.• Procedures are not as flexible and may need prior approval.• Donors must write checks to your sponsor and put your group's name in the memo line.<ul style="list-style-type: none">◦ Some donors may not want to write a check to your sponsor.◦ If donors make out the check to you, it must be returned and corrected.

Become a nonprofit – This is a state process.

Pros	Cons
<ul style="list-style-type: none">• Easy to apply.• You can take contributions.• You get a state Employer Identification Number (EIN).<ul style="list-style-type: none">◦ With an EIN, you can open a bank account.◦ With an EIN, you can apply for 501(c)(3) status.• Can help create legal "standing" in filing a lawsuit• Together you have more resources than individuals acting alone.	<ul style="list-style-type: none">• Each state has its own process.• You need a name and a written purpose.• You need articles of incorporation and by-laws.• You need a first meeting of the Board of Directors.• You must make annual state reports and pay a registration fee.• There are administrative tasks, such as reports, permits, taxes, and accounting.• You need Board and Directors Insurance.• You may have to pay taxes.• It is not immediate; it takes time to prepare, apply, and get approved.

Become a 501(c)(3) nonprofit – This is a federal process (through the IRS) after state incorporation.

Pros	Cons
<ul style="list-style-type: none"> • Donors may make tax-deductible contributions. • Your organization is exempt from income tax; the tax exemption is backdated to the date the articles of incorporation were filed. • Some protection for the Board of Directors. • You have 27 months to complete the process. • Reduced postal rates. • Easy to apply and qualify for tax-exempt status. • Incorporating helps your local organization avoid intimidation from the pipeline company (they may threaten personal lawsuits). 	<ul style="list-style-type: none"> • Takes longer. • Form 8976, Notice of Intent to Operate Under Sec 501(c)(3), submitted electronically. • Annual State and Federal Tax Reports. • Initial fee of \$50. • You have limited time to file after state incorporation (27 months). • More complicated. • Requires more record keeping. • Requires annual filings. • Requires Board and Liability Insurance. • Requires administrative volunteers or staff.

Find a Fiscal Sponsor, become a nonprofit, and apply for 501(c)(3) status.

Pros	Cons
<ul style="list-style-type: none"> • You can begin immediately. • You have all the benefits of a Fiscal Sponsor and 501(c)(3) status. • Allows for the evolution of the organization. 	<ul style="list-style-type: none"> • Requires more effort. • May complicate relationship with Fiscal Sponsor. • You will have two legal identities (part of Fiscal Sponsor and state corporation with 501(c)3 status). • Requires IRS annual reports. • Could be confusing to donors and the public.

Resources:

For help forming a 501c#, go to “How to form a Nonprofit Corporation (All 30 States)” at <https://incorporationguru.com/form-a-nonprofit-corporation/>

For additional information on Fiscal Sponsors, try:

<https://nonprofitquarterly.org/fiscal-sponsorship-a-balanced-overview/>

<https://www.councilofnonprofits.org/tools-resources/fiscal-sponsorship-nonprofits>

<https://learning.candid.org/resources/knowledge-base/fiscal-sponsorship>

Your Board should meet in a central location or rotate the meeting among different neighborhoods. Encourage participation of volunteers, members and contributors in the early part of the meeting, limiting participation (not attendance) in the later part of the meeting and meeting in executive session at the end of the meeting if needed. You want to encourage participation to encourage volunteers and recruit future board members. If the board grows too large, then organize an executive committee to handle decisions that need to be made between meetings of the board. There are so many tasks and everyone is a volunteer. Leadership needs to empower and celebrate the volunteers who may be difficult to direct but need to be encouraged and appreciated. Everyone should have a task, not attend to just vote.

Fill in the Gaps on the Map of the Proposed Pipeline

As individuals and neighborhood teams, you have knocked on doors, made phone calls, and tried to determine the proposed route in your neighborhood by ascertaining who received a letter. If you have worked in both directions, you may have run into other volunteers doing the same thing in other neighborhoods. Each neighborhood should have a volunteer who created a spreadsheet with the information about the property owners on the route (on, adjoining, or in the blast zone). There may be missing segments of the route, and the spreadsheets may be laid out differently.

Now it is time to combine those efforts and fill in the gaps.

At the county-wide meeting, organize a group to map the proposed pipeline route. A paid person could perhaps do this task in a couple of months working full-time. But at this time, you may not even have a formal organization.

You need a TEAM of volunteers to identify the route and the people along it. This team could include (see **Route Mapping Team** in the Appendix of Volunteer Tasks for more details about each job):

- **The Keeper of the County List** - Combines all the neighborhood spreadsheets into one, creating a format which allows the list to be sorted by route order as well as in other ways
- **GIS Researcher** - Uses the county GIS system on the internet to find the gaps in the known pipeline route.
- **Researcher** – Finds contact information for missing property owners using the Internet.
- **Coordinator** - Works with the neighborhoods to get their info to the **Keeper of the List** or to the correct team member.
- **Courthouse Liaison** – Works with courthouse employees to find missing information
- **Writer** - Writes to those landowners for whom you have no information but the name and address on the tax records. Could also include writing emails and articles.

Write Your First Press Release

A press release has a specific form which the media recognizes. Include quotes from individuals. Provide an email address and phone number of a contact person who should be immediately available 24/7 for at least 2 days to respond to media inquiries and questions.

Begin to publicize the neighborhoods' resistance to the pipeline. Use data to show what percentage of landowners do not give permission for the surveys. Use examples gathered from conversation to prove that a non-response is not the same thing as permission. For example, you might find instances where the land was sold, and the letter went to the previous owner. Or there was a typo in the address, and the letter was lost. Perhaps the property is in foreclosure, or the owner has died. Perhaps the owner is out of the country for a month on business. Gather these and other specific examples to prove the many reasons for a non-response to counter the pipeline company's assertion of permission. Perhaps when confronted with negative news coverage, the pipeline company will agree to not survey without explicit permission of the property owners.

Demand a Public Meeting with the Pipeline Company

The pipeline company will be wanting to talk to the local government to get their support for the pipeline. You will want this meeting to be open to the public, not private discussions out of earshot of the property owners on the route.

Demand an open meeting where property owners can ask questions directly to the officials of the pipeline company and everyone can hear the answers. Communicate with your Board of Supervisors or elected officials and tell them that you won't accept a meeting that is structured by and run by the pipeline company. Try to get buy-in for an equitable and participatory meeting from your representative ahead of time.

Two things to look out for:

1. Do not allow the company to get their friends to arrive early for food and drink and sign them up to speak first while the press is still attending, thus leaving less time to hear from all the people with concerns because the time has run out.
2. Do not accept a structure where the pipeline company has a lot of tables set up for different subjects and all the conversations are one-to-one and you cannot hear the questions or answers because they are private.

Try this: Prepare and get consensus on a list of questions and give the list to the company in advance of the public meeting. Ask for written answers before the meeting is held. Then prepare your follow-up questions to their answers for the public meeting. This will help avoid the situation where they say they don't have an answer but will get back to you. In the meeting, you could alternate between a question from the floor and one of your revised follow-up questions (based on their answer or lack of an answer). Share your written follow-up questions with the press (they may leave early) and those who attend the meeting.

This might be your only public meeting in your county with officials of the pipeline company. The next one may be for several counties with even less time for individual questions. Don't let it become just a conversation between the pipeline representatives and your local elected officials with the landowners passively attending. Invite your state elected officials to attend.

Use the media to build a crowd. Do a press release, and if possible hold a press conference on the steps of the courthouse prior to the meeting. Identify key spokespeople and citizens to speak. Also be available to the media after the meeting as well.

Attend Pipeline “Open House” Meetings

The pipeline company may host an “open house” about the proposed project. FERC requires the pipeline company to hold a public meeting. The company may try to schedule such meetings at inconvenient times or places—during work hours or at a distance from the actual pipeline route. They may not schedule one in your county but instead may expect you to attend one 2 counties over, or they may pick a venue with limited seating that excludes many from participating.

This meeting will be structured to tilt the public and press in favor of the pipeline. Sometimes there's an “aw shucks we're all just good country people” tone to the event. But make no mistake about it, every aspect of the meeting is intentional, from the demographics of the pipeline company staff who are selected to speak even to what they are wearing. It is all geared to produce the most soothing effect upon the gathered audience.

The meetings or Open Houses tend to be rather formulaic. Often the company has a slick video that shows them “restoring” land or shows their geologists or other scientists “studying” to make sure the proposed path is in the “best” location possible. Another common tactic is the pipeline company will send their people to staff different “Information Tables” and answer—separately and in private—questions about “family cemeteries, historical structures,” at one table, about “water crossings” at another table, about “easements” at yet another table, “environmental restoration” at yet another. All of this is a divide-and-conquer tactic.

Even if the company structures its Open House like this, you can still take back the meeting in several ways. You can record or film the representative's responses. You can brainstorm some creative ways to shift a meeting like this to be more genuinely responsive to all the attendees. Be sure to have your attendees out front early with their signs, sign-up tables, and handouts for your resistance movement, including a prepared press release. Your presence, and that of your neighbors, makes a difference.

Embrace Opportunities to Show Your Resistance Using Art and Music

In our six years of battling the pipeline, music and art played an important role. Local musicians wrote anthems and donated their music to be used in videos. Artists produced art to illustrate the threatened species, lands, farms, families. Art activists with experience in street theater and producing protest events developed puppets, banners, and thematic

displays to be used at marches. Poems were written and placed inside art installations on threatened properties. Environmental organizations hosted groups to tour these works and learn about the pipeline threat to these special places. Special jewelry was designed with sales proceeds going to #NoPipeline causes. Here are just a few examples: [ARTivism Virginia](#) (street theater, art, music, and the Circle of Protection); [Won't Pipe Down](#) (video trailer); [The Defenders](#) (moveable sculpture); [Put Art in Your Arsenal](#) (assemblage and poetry; collaborative art); [We Don't Want Your Pipeline](#) (video of a terrific anthem); the [1000 Flags](#) collaborative art.

Remember to involve the artists in your community and they will probably form their own committee or subgroups and can help enliven all your public meetings, using their skills to show the public what is at stake. The human connection and drama of protest theater helps bring in new members and communicates well in the media.




Lobby Day at Virginia State Legislature, January 2016 (Friends of Nelson, Kathy Versluys)

Section V: Important Information for the Fight Ahead of You

Understanding the NEPA Process and Scoping Meetings

At one of our early meetings, we were fortunate to have a retired Navy environmental lawyer who had lived in our county give us excellent advice. From his advice, we adopted the strategy of “death by a thousand cuts.” He spoke at one of the earliest county-wide meetings and gave an overview of the Federal Energy Regulatory Commission (FERC) process and answered questions about what the steps would be to provide real input for the preparation of the Environmental Impact Statement and to slow down the process of pipeline approval.

The pipeline company is applying to the FERC for a permit to build their proposed pipeline. Both FERC and the pipeline company must comply with the National Environmental Policy Act (NEPA) provisions before FERC can issue a permit to build the pipeline. Every agency has a slightly different process for complying with NEPA. The applicant has to follow certain steps and FERC has steps to follow. It is a complex process, diagrammed at the FERC website under [Pre-Filing Environmental Review Process](#).


RESOURCE

Eminent domain refers to the power of the government to take private property and convert it into public use. This is a Cornell Law School article on the subject:
law.cornell.edu/wex/eminent_domain

In other words, before the pipeline company (sometimes referred to below as the “proponent of the proposed action”) can even file for permission to build, it must adhere to certain procedures that include required periods for public comment. Both FERC and the applicant for the pipeline permit must do everything correctly or it can give lawyers, environmental groups, and the public an opportunity to ask for it to be done again, thus slowing the process down.

This information might seem overwhelming, but it is one avenue to success. Most of the legal cases our community won, which contributed to the pipeline being canceled, involved environmental (including environmental justice) or procedural issues. We also pursued other ways of demonstrating that the route was highly problematic (economic study, steep slope study) and some eminent domain issues such as denying access for surveys, opposing the approval of permits, and not accepting low-ball offers. All of these efforts

contributed to delaying the process and increasing the build cost for the pipeline company investors. But it was these procedural and environmental requirements where the lawyers' victories were most impactful. Being aware of the steps in the process is very helpful.



RESOURCE

The Federal Energy Regulatory Commission (FERC) is the US agency that regulates the transportation of oil by pipeline in interstate commerce. FERC also reviews proposals to build interstate natural gas pipelines FERC must approve the pipeline company's plans for the project to go forward. Go to FERC.gov.

1. **Notice of Intent (NOI).** Sometime after the Open House, FERC will issue an NOI. It will be sent to landowners who may have the pipeline coming through their land, neighbors, state and local legislators, and known interested parties.
2. **Scoping Period.** The Scoping Process lasts for an identified period, usually 60-90 days. Members of the public can provide comments about all the important issues they want discussed in the Environmental Impact Statement (EIS). These comments can be provided in writing or verbally at the scoping meeting. ALL local organizations (environmental, social justice, civic, citizen groups, your neighborhood association, and more) that have concerns should participate in this scoping process; failure to participate may cause you to lose your ability to sue if that becomes a requirement further down the road. Seek comments from local specialists – geologists, soil and water experts, wildlife biologists, archeologists, historic preservation professionals, all potentially impacted communities and concerned citizens.
3. **Draft Environmental Impact Statement (EIS).** FERC issues the Draft EIS. All the citizens and organizations who commented and new participants and community groups should carefully review the draft to see if it complies with their concerns and addresses all the required aspects of an EIS.

An EIS for a proposed pipeline that will be built in a new undisturbed corridor and that will be many miles long and cross multiple streams and rivers requires the Agency (FERC in this case, but possibly also the National Forest Service and other affected Federal Agencies) to consider many factors that need to be addressed at length—for example, environmental impacts associated with water and air quality, natural resources, soils, wildlife, health and safety, and socioeconomic impacts.

- a. **The Endangered Species Act:** Because there are other federal environmental laws that must be complied with, the EIS also must discuss endangered species (plants and animals), historic and archeological resources, and impacts that may result to minority

communities (known as Environmental Justice). The EIS's must also address the potential impacts to climate change that would be caused by the proposed action. (This may have recently changed – check with your local environmental organizations).

Note that the Federal Endangered Species Act can be used to stop a proposed action from being implemented. The Supreme Court has upheld legal rulings enjoining Federal actions that would violate the Endangered Species Act. It is critical for local organizations to identify, on their own, the likelihood that listed endangered species may be or are in the proposed pipeline right-of-way.

- b. **Other Federal Agencies** that may need to grant permits must be involved. It is very important that the local organization ensures that all federal agencies that are involved in a proposed action (like the building of a pipeline) fully participate in the EIS and review the documentation prior to granting potential permits. For example, the Corps of Engineers and state water control organizations often are required to issue permits to allow a pipeline to cross streams, rivers, and wetlands. These permitting organizations are *required* to participate in the EIS process before granting their permits. Section 404 of **the Clean Water Act** requires the Corps of Engineers involvement for permitting pipelines or other activities in the “Waters of the United States,” which has been broadly interpreted.

Other federal permitting agencies may include the **US Forest Service**, located in the Department of Agriculture, or the **Department of Interior**, sometimes involving **The Bureau of Land Management (BLM)**. These organizations have a responsibility to comply with NEPA and often use the FERC EIS process as their own. Ensure they have fully complied with their legally mandated responsibilities.

- c. **EIS must consider alternatives.** One of the most significant requirements of an EIS is that it provides and fully analyzes alternatives to the proposed action. These alternatives always include the “No Action” alternative, but other reasonable alternatives must also be included and addressed. This is typically a huge area of failure on the part of the agency. They either ignore or pay lip service to this requirement and it is one that all local organizations and their counsel should carefully review.



BRIGHT IDEA

Check online for tips on how to write an effective comment during the scoping process. The article "NMCG Overview of Gas Pipeline Permitting Process" includes a section on "How to Write NEPA Scoping Comments."

4. **Draft EIS Review Period.** Once the Draft EIS has been provided to the public, there is a 60- to 90-day review process. Typically, agencies try to limit the amount of time for public review, so local organizations need to be ready to *demand additional time* if the EIS is very lengthy and complicated. They do this by contacting FERC, their congressional delegation, and their state legislators, including the Governor's office.

It is recommended that for very complex documents the local organization pays professional lawyers or experts to review and comment on the various sections of the document.

The comment process again is required if the organization believes that legal action may be required at a future date.

5. **Preparation of the FEIS.** Once the Draft EIS stage is complete, FERC goes about preparing a Final EIS (FEIS). This EIS usually is a shorter process and may take a few months. Once complete, the FEIS is published/provided to the public for one last review and comment opportunity. **This comment period is generally 30 days, which may be extended to 60 days with public pressure.** The FEIS is supposed to address all the SUBSTANTIVE comments received by FERC. If the comments are not substantive, they do not need to be addressed. The review should ensure that all substantive comments were considered and addressed.
6. **Record of Decision (ROD).** The final step in the NEPA process is the Record of Decision (ROD). The FERC Commissioners will review the FEIS and supporting documentation and write a formal decision about the proposed action. This should include mitigation measures and the rationale for approving the proposed action or one of the alternatives.

Legal Proceedings

Once the ROD has been issued, the local organization has the right to sue the agency for non-compliance with NEPA or other appropriate federal legislation. If NEPA is the main cause of action for the suit, the judge will review the administrative record associated with the EIS process to determine if the federal agency has properly complied with the NEPA law or not. If the judge rules in favor of the local organization, the court will likely send the document back to the agency with instructions on how to properly comply with NEPA. An injunction is usually requested and granted until such time as the agency has complied with the NEPA mandate.

Apply Pressure and Publicize the Cause

Your local organization should apply as much pressure to politicians as possible during this process. Seek publicity about the reasons for opposing the proposed pipeline. Raise money for future expert or legal assistance. Stay focused and remember: this is a marathon, not a sprint. The longer the NEPA and follow-up processes take for the pipeline company, the greater the likelihood that politics or the economics of the proposal will change, and the company will no longer pursue their proposal.

FERC rarely denies a permit, but sometimes the pipeline company drops its request and abandons the proposed project.

Finding Legal Counsel

Seek out legal advice. In one of our first meetings, an environmental lawyer explained the legal permitting process and the need to slow down the pipeline to give the lawyers time to get the cases through the courts. This is the strategy that ended up working for us, although we couldn't have known that at the time. While a lot of our donors and volunteers were interested in property rights (eminent domain), the court victories were mostly about environmental and procedural issues. You are going to want to explore many approaches and hear from (and get assistance from) many kinds of legal experts.

Once you create a 501c3, you can **create a Board of Directors** to oversee matters. It is very helpful to have a lawyer on your Board, but there are limits to the level of detail and advice a volunteer Board member can be expected to provide. The lawyer on the Board would not be expected to give legal advice to the general members of the organization or the people in the community. Still, a lawyer volunteering on the Board could be the lead Board member to advise the Board on legal affairs.

Set up a Legal Fund to accept assessments and contributions from members and the public. There will be people willing to contribute to a legal fund when they know the funds will be restricted for legal affairs. And there may be some who will only contribute to a legal fund.

Find a volunteer (does not need to be a lawyer) to:

- serve as "Legal Clerk"
- help the board lawyer
- help the treasurer manage the Legal Fund
- coordinate with participating landowners and lawyers
- make presentations to potential donors
- perform other administrative duties

Over time, this could be a part-time paid position.

Create a Landowners' Legal Committee

While you are raising funds to hire a lawyer, consider ways to work together to explore your common legal questions. Joining together, you can get to know some different lawyers, experience how they work and evaluate their advice. If a group funnels questions to a lawyer, it should be cheaper than each landowner paying their own lawyer to answer the same questions, and it can be a learning experience to hear what everyone else's questions are. By joining together, you may be able to get advice from a specialist rather than paying a generalist. The issues will change as the project enters different stages. Later, you might select one or more of these lawyers to represent you, separately or as a group.

The Landowners' Legal Committee could consist of 5 to 9 landowners from different parts of the pipeline route. This committee could:

- work to overcome the attitude that the pipeline is a “done deal” and everyone must go it alone to get the most they can
- ensure that all can get the legal advice they need at a price they can afford by sharing the cost together, and
- reduce the feeling of aloneness by providing a way to work together.

The committee chair could be the lawyer on the Board or could be chosen from among the landowners serving on the committee. Among other duties, the committee might:

- process questions for the lawyers
- coordinate with other landowners along their section of the route
- participate in selection of the lawyers
- set the fees or cost allocation among participating landowners

The Committee would have the flexibility to take a different approach at each stage in the pipeline struggle. At the Survey stage, for example, landowner questions will focus on issues of trespass and property rights. The committee would search for, select, and contract with lawyers who have specific knowledge of state property laws. The committee could interview the prospective lawyers before selection. There may also be some experts in the community who would be willing to provide pro bono advice.

The committee or Clerk could poll the participating landowners for their legal questions, organize and rank the list, and select and contract with a lawyer(s). The lawyer(s) could first respond in writing, and then in a meeting with the participating landowners for follow-up questions and discussion.

Some landowners on the route might have specific questions about their property that could be addressed towards the end of the meeting, perhaps in small groups, or they could make special arrangements with the lawyers to address specific questions. This would be a closed meeting and only those landowners participating and contributing to the group Legal Fund would be invited.

Through this process landowners could get to know some lawyers, learn about legal issues they are facing at the present time (at economical group cost), and get to know and share information with other landowners in similar circumstances. As issues turn into court cases, they would know they have the support of the Landowner's Legal Committee to help them be represented in court. For example, in time, the pipeline company will probably bring a case against some of the landowners and a court summons will be issued. The landowners being sued could select the lawyer(s) to represent them and the legal fund could be used to pay the lawyers. This use of the legal fund is reasonable because the precedents set in the first case would be used in subsequent cases. In a situation where the group is going to court, perhaps for an injunction, then the landowners with the best cases would be selected for the court case.

At later stages, depending on your geography and environment, the same approach could be used for other legal challenges—that is, joining with other groups to hire an environmental

legal firm to challenge a permit being granted from a local or state governmental agency. Or joining with other groups to hire a lawyer specifically qualified to challenge another issue in the courts. In each case, working as a group, sharing questions and costs could allow you to work with specialists rather than generalists.

Create a Legal Fund

Legal costs throughout the fight to oppose the proposed pipeline could be covered by a legal fund comprised of contributions from the participating landowners and other contributors. To establish the fund, each landowner who wished to participate could sign up with an entry fee and a monthly subscription fee. The group would need to find some way to arrive at equitable amounts, because all landowners are not affected equally, nor do they have the same ability to pay. Perhaps the Clerk could be empowered by the Landowner's Legal Committee to negotiate equitable fees, subject to guidance and approval of the committee. This should be considered a valuable benefit because legal advice is not inexpensive.

For each landowner on the route there may be six (or more) property owners adjoining or in the blast zone who might be willing to also participate to have their legal questions answered at a lower contribution level. They may not have "legal standing" as those on the route do, but they certainly will have concerns and might also make contributions to the Legal Fund to support their neighbors. They might also recognize the possibility that a shift in the pipeline route could result in the pipeline coming through their property. Their amounts would be much smaller but there may be six times as many of them. Because of the numbers of people involved, and the lower participation levels, they might not be included in all the meetings with lawyers.

The legal advice and defense obtained this way could far exceed what a single landowner could obtain if they hired their own lawyer, and the cost could be far less. Specialists could be hired to assist contracted lawyers. The Clerk could help reduce the administrative cost of the lawyers.

The organization could contract with and pay the participating lawyers or experts from the Legal Fund. The Landowner's Legal Committee of property owners would monitor the Legal Fund.

The Legal Fund would need to pay the administrative cost of the organization as well as the cost of the clerk.

A Word About Eminent Domain Lawyers

Shortly after you receive your first letter about the pipeline, or at the first public meeting in your community, you may be contacted by eminent domain lawyers wanting you to sign up for their services. They may tell you their services will cost you nothing because they will take only half of what the lawyer will get for you above the pipeline company's first offer. But the first offer may be a ridiculous "low ball" offer. And what happens if you are not satisfied with

the lawyer's performance and want to terminate the agreement? The important thing to remember is that **you have time to learn about, interview and select an eminent domain lawyer.**

There may be many other legal challenges and issues to work through before you end up in court determining what the pipeline will pay for crossing your land. **You have time** to learn about the eminent domain process before signing a contract with an eminent domain lawyer.

Until FERC has approved the pipeline company's proposed route (after the EIS has been approved and record of decision made) the pipeline company has no federal powers of eminent domain to force you to enter into negotiations. **Take this time** to study the eminent domain process, including quick take, tolling orders, taking, and tree cutting to learn about your choices, rights, and potential lawyers to represent you.

Hiring a lawyer is a very personal experience and each landowner will have some specific personal concerns. But also, together, the group could hire an eminent domain lawyer (or firm) in a manner that meets each landowner's personal concerns, resulting in a better settlement at lower cost. Different groups could also hire different lawyers. A landowner could participate in a group while hiring a specialist for certain personal aspects. Regardless of your personal decision to contract as an individual or a group, the process could help you make the wisest decision for your circumstances.

Needing Money and How to Raise It

You need a lot of it. And you need it now. And there is never enough.

Where do you find it? What do you have to do to get it? And where do you put it? On an ad hoc basis, you can spend your own money to pay for something the group needs, for example a deposit on a large meeting space, a centrally located post office box, or pizzas for a meeting. There are things needed today before you have a formal organization. So be generous and thoughtful to make things go forward smoothly and quickly. But let others know what you are doing – for coordination and to avoid duplication. Keep your receipts in case it becomes possible for the group to reimburse you in the future.

The quickest way to get set up to receive contributions is to operate under another organization's 501(c)(3) status (see "Pros and Cons" in Section IV. **Determine Your Organizational Structure**). Contributors can then write a check made out to the sponsoring organization with the name of your organization in the memo line. This arrangement could make people's contributions tax deductible to the maximum allowed by law. Because the sponsoring organization may have already established relationships with some foundations, you may be able to immediately apply to those foundations for grants. Early grants would help you set up your organization immediately while later you may apply for your own 501(c)(3) nonprofit status.

Whether you have your own 501(c)(3) organization or operate under another sponsoring organization, set up the ability for your contributors to have the option to designate what

project or purpose their contributions go to in your organization. Why?

- There will be people who will not contribute significant funds if they cannot designate the use of the funds. And they may give a lot more if their contribution can be designated, such as contributions to a legal fund or specific environmental or economic research projects.
- Designated funds can be used as matching funds for grants, and those grants may be restricted to specific projects.
- Some may wish to restrict their contribution to private property issues (eminent domain) vs environmental issues (natural gas, fracking).
- Without the ability to designate their contributions to projects they are interested in (example adding endangered species to the issues), some people may organize another group to meet that need.
 - If a sub-group of people wants to do a specific project, they should first have the project approved and a designated fund established, and then they can solicit contributions and hold fundraising events for that specific project. This involves more people in fundraising and increases involvement in the project.
- Insufficient donations will put undue stress on the board to allocate the available funds (there are never enough unrestricted funds for everything) while the ability to restrict the contributions may encourage more and larger contributions.
- These procedures may help you diversify your funding and avoid betting on only “one horse.”
- These procedures may help you become a larger organization, lower your administrative costs by avoiding duplication, and retain your members and supporters.

Allowing contributors to designate their contributions may encourage more people to contribute more funds. Encouraging people to fund raise for the project they are interested in encourages more people to be active in the fundraising. And having one organization will reduce the administrative overhead, attract more groups of people to join together to pursue more ideas and areas of mutual interest together. In your fundraising, you can emphasize that you also need unrestricted funds. People will understand the need and may give some extra unrestricted donations.

People and businesses need to know they have the option to be anonymous and keep their contributions private. Keeping the records to reflect their choice allows you to publicly list and thank your contributors while at the same time protecting the privacy of your supporters.

A percentage of all designated contributions should be set aside for administrative costs (5 to 15%). Either deduct administrative cost from the amount designated to the project fund or apply the administrative cost as an expense of the project. The first is easier and may be required if operating under a sponsoring organization.

You will never have the funds equal to what the pipeline company can spend. If you keep challenging your contributors to support well thought out projects, and get them personally involved in the projects, you may find they keep giving what you need, again and again.

Technology Needs

Technology is your friend. Select from among the many available tools what best fits your group needs and budget. It is better to choose things that many people could use effectively than something so complex that only a very few people can understand and use.

Software & Services

A wide range of software, some free and some very expensive, is available for nonprofit organizations for many different organizational tasks: to keep track of your members and contributions, manage your projects, organize your records, support your website, process your emails and newsletters, provide your forms, handle your phones, and much more. Such software is often referred to as CRM software (Customer Relationship Management). The more sophisticated will handle multiple tasks. However, you can use other software specialized for one task. Your needs will evolve over time, so consider your options carefully.

Simple, Stand-Alone Software

Pros: Free or cheap. Can start small and grow over time. Can use off the shelf. Easy for volunteers to learn how to use. Less centralized. Easier to back up. Lower probability of having serious loss of data or corrupted data. Easier to pass tasks to new volunteers.

Cons: Duplicated data entry into separate software. May be more difficult to scale up as numbers grow. More volunteers needed. Less centralized. Needs more coordination.

Complex Do-It-All Software Packages. Examples: Salsa Labs, Salesforce

Pros: fewer data entries, ease of scaling up data over time, flexibility, centralized, multi-purpose. Large organizations that have dedicated paid staff may find the software very useful, efficient, and cost-effective.

Cons: Expensive, complicated, not always as flexible as needed, something important might not be possible, requires someone in charge to train volunteers, may require paid staff to keep the system running, complicated to correct when something goes wrong, and who trains the trainer when the trainer quits? To find a volunteer to spend the amount of time required learning how to use the software is possible, but difficult, and when they turn over it may be difficult to replace them. If something goes wrong in the meantime, everything could come to a standstill. The cost of paid staff to keep the system running may cost more than the software.

It may be better for new volunteer organizations to use more commonly available organizational tools, but over time they may want more sophisticated solutions if they have paid staff or qualified technical volunteers.

Web Site

One of the most common programs is WordPress, which has many bells & whistles for experienced and accomplished users. Volunteers are going to maintain the website, and when they turn over, someone new must be found. Keeping the design of the site simple

makes it easier to find a new volunteer to maintain it. Different volunteers can maintain the various tabs to spread the effort and allow easy transition as volunteers change.

Mailpoet, A Plug-In for WordPress

Currently, you can start for free for up to 1000 people and templates are provided. Site visitors can subscribe to your newsletter, and you can build your mailing list. Your weekly newsletter can be easily designed to be a compilation of your front-page articles for the week containing links for the readers to follow for additional information.

CiviCRM is open-source software with relationship management options that could be useful to send out information quickly.

MailChimp is an all-in-one marketing platform. Their free plan includes up to 2,000 contacts and 10,000 sends per month, with a daily send limit of 2,000.

SendGrid is a sending service, something like MailChimp, to send your newsletters and announcements of events. You can start for free.

Google Manager Workspace for nonprofits - If you have a Gmail account, you may be familiar with what Google offers. There are different [plans](#) at so much per person per month. You get:

- Unlimited Gmail accounts that end in @yourdomain.com, vs @gmail.com
- Google Drive, Docs, Sheets, Slides, etc.
- 30GB of space (up from 15 in personal accounts) for Drive documents and email hosting
- Standard support
- Admin access over all your organization's accounts

A qualified 501(c)(3) nonprofit can set up its organization starting with a domain name and registration, email address for people in the organization, a calendar for events, membership records, emailing, and much more. **Fiscally sponsored organizations and separate departments within the same organization are not eligible.** (See Section IV **Determine Your Organizational Structure Find a Fiscal Sponsor**).

For an established nonprofit organization with some staff and established volunteers, Google for Nonprofits could be a wonderful set of programs and features including calendar for events, membership records, emailing, spreadsheets, communications, and much more. However it is complex and challenging for a new organization with no staff or established leadership roles to set up from scratch. It is needed immediately and Google is not renowned for their support.

Google requires the non-profit organization to be a 501(c)(3) to qualify for Google for Nonprofits. The IRS gives non-profits immediate temporary status of a 501(c)(3) when a state incorporated non-for profit corporation applies for 501(c)(3) status. The time between receiving the first letter from the pipeline company and the letter from the IRS will vary.

Idea: Before the next pipeline comes along a group of pipeline fighters could join together to seek and obtain a grant to design the steps between the pipeline announcement letter and transitioning the organization to Google for Nonprofits. This could include setting up sample

forms, spreadsheets, letters, procedures and common methods that could be used immediately; the procedures to qualify to open a Google for Nonprofits Account; and transitioning to and operating with Google for Nonprofits. A detailed user's guide with sample forms, spreadsheets, letters, etc. would be the product. This could be accomplished with an experienced computer savvy person or it could be a great project to work on with a small university or community college involving various disciplines, political science, computer programming, accounting to be prepared for the next pipeline.



Above: Painting Heidi Cochran's barn, 16 May 2015. (Friends of Nelson, Kathy Versluys)

Section VI: Volunteer Tasks

This guide has covered a lot of very different topics while encouraging you to get involved in creating an organization to oppose a large corporation threatening your homes, property, and community. This is not a simple matter.

Regardless of the strategic direction your organization follows, you must quickly develop a modern communication system to unite people who have not yet been identified, most of whom do not know about the threat. This communication system will be the source of your membership, volunteers, leaders, contributions, ideas and emotional support. And you need this communication system NOW, before you have a legal organization, a sponsoring 501(c)(3), a bank account, officers, strategy, or agreed-upon plans and actions.

If you had a rich benefactor, you could hire a team: a coordinator, a computer whiz, an outreach person, data person, a writer, and a secretary. They could probably get the job done in a hundred days for an estimated cost of \$60-75K. Maybe. But the land agents and surveyors may show up next week. A large number of part-time volunteers can accomplish this quickly through cooperative, bottom-up organizing **while** the organization is being formed.

The following is a list of possible volunteer tasks with very brief descriptions. You can find much more detail in the Appendix. Tasks are generally discussed here in time sequence: neighborhood organizing, county-wide organizing, and ongoing operations—with the exception that some topics include all time periods and evolve over time as the organizing moves from individual to neighborhood to county-wide efforts. You will also see three important teams: the Virtual Office, Route Mapping, and Development teams. Look through the discussion for tasks that interest and match your abilities and time available. Pick one or two and get started today.

At the Neighborhood Level

1. **Volunteer Coordinator** (organizes the diverse group of neighbors and roles in the group)
2. **Maintainer of the List of Volunteers** (detail oriented, organizer willing to get to know folks)
3. **Volunteer Trainer** (explainer and educator)
4. **Neighborhood Meeting Organizer** (a socializer who brings folks together)
5. **Greeter** (at the neighborhood meeting)
6. **Meeting Announcer** (make a flier to announce upcoming meetings)
7. **Canvasser** (find places to post fliers and post them)
8. **Meeting Facilitator** (keeps agendas moving forward productively)
9. **Neighborhood Secretary** (detail oriented and meticulous record keeper)
10. **Spokesperson for the Neighborhood Group** (articulate, calm, tactful and willing to voice group ideas at public speaking opportunities)
11. **Nextdoor Contact** (find others who received a letter)
12. **Facebook Host** (Use Facebook to find others who received a letter)
13. **Twitter Host** (Use Twitter to alert neighbors of letters received from Pipeline company)
14. **Keeper of the Neighborhood List** (start and maintain a list of all the neighborhood people on the route, adjoining, in the blast zone, or others who want to help)
15. **Data Entry** (enter information into various spreadsheets)
16. **Newsletter Editor** (compile a weekly digital newsletter to keep neighborhood informed)

17. **Links Newsletter Editor** (receive, organize, and compile links to useful information and create a newsletter, so that everyone is not sending everyone else every link)
18. **Door Knocker** (find out who else received the letter and begin getting contact info and mapping the route)
19. **Telephone Contactor** (find out who else received the letter and begin getting contact info and mapping the route)
20. **Telephone Tree Manager** (build a telephone tree for people who do not have or use electronic communications)
21. **Emailer** (set up and maintain list(s) of names and email addresses for your neighborhood)
22. **Neighborhood Researchers** (research key topics to educate neighbors)
23. **Neighborhood Writers** (write sample letters for others to emulate, articles)
24. **Neighborhood Photographer** (take pictures at events, meetings, and interviews)
25. **Neighborhood Reporter** (write reports of events)
26. **Neighborhood Videographer** (make a video about landowners and the route, how the pipeline will affect their lives and property)
27. **Neighborhood Artist** (make sample posters, protest art, design t-shirts, letterhead)
28. **Neighborhood Graphic Designer** (help make artistic designs for announcements of events, meetings, postings on Facebook or Instagram)
29. **Neighborhood Money Person** (before you have an official treasurer, be in charge of collecting money or pledges at neighborhood events and reimbursing expenses)
30. **Neighborhood Representatives on the county-wide Steering Committee to form a legal organization** (Two or three people are needed from each neighborhood to begin planning immediately for the county-wide meeting to be held two Sundays after the neighborhood meeting.)

At the County-Wide Level – Combining Neighborhood Efforts

1. **Steering Committee** (The Steering Committee supports the neighborhood groups where the organizing is taking place. There are some key county-wide tasks that need to be done early where a volunteer could lead.)
2. **County-Wide Meeting Coordinator** (plan a county-wide meeting two Sundays after the neighborhood meetings. This will take a team.)
3. **Searcher for a Name** (survey your group for consensus on a name for your organization needed for web site and incorporation)
4. **Website Manager** (establish a webpage for the county-wide organization.)
5. **Google Manager** (set up a Neighborhood account in Google Groups.)
6. **Incorporation Expert** (lead the discussion among the Steering Committee on the procedures necessary to become a state non-profit corporation and to apply for the Federal 501(c)(3) status)
7. **nonprofit Sponsor Searcher** (lead the search for possible 501(c)(3) sponsors)
8. **Post Office Box Finder** (take responsibility for renting a PO Box in a central location)
9. **Neighboring Counties Liaison** (make contact and be a liaison with the contiguous counties)
10. **Researcher for Press Releases** (develop a mailing list of all the organizations, media, corporations and officials you would like to send press releases to)
11. **Keeper of the Keys** (keep key information organized and safe [passwords, renewal dates, state report dates, tax report dates, etc.] or know who has them)

12. **Creator of Questions List for 1st meeting with pipeline company**
13. **Envisioner** (interview people involved and develop a list of ideas, objectives, goals, strategies and purposes)
14. **FERC Librarian** (maintain a library of all the information from FERC)
15. **Librarian** (collect and organize all publications and articles, electronic and paper, having to do with the pipeline company or our organization)
16. **Archivist** (collect, organize, and protect materials to document the group's history)
17. **Nonprofit Networker** (look for other not-for-profit organizations which could be your partners)
18. **Make a list of Ten Reasons to Oppose the Proposed Pipeline**

Virtual Office Team

In the beginning, you don't have a physical office with administrative staff, a filing cabinet, an office, a phone line, desks, copy machine and other items a normal office has. But, even so, you do need an administrative plan for dealing with communication. This is a structure that worked for us.

1. **Mail Carrier** (pick up the contents of the P.O. Box and deliver it to the **Mail Person**)
2. **Mail Person** (receive, sort, and distribute the mail by scanning and distributing)
3. **Thank You Person** (be sure that all contributors, pledges, volunteers, participants, writers and attendees are recognized and appreciated)
4. **Recorder of Contributions** (keep a protected record of all donations, gifts, membership fees, cash, or in-kind gifts)
5. **Keeper of the Membership List**
6. **Correspondence Writer**. (Some mail needs an answer.)
7. **Keeper of the Scans**. (You are the electronic filing cabinet.)
8. **Information Auditor** (compare lists, talk to volunteers, figure out what is going wrong and propose corrections and solutions to the Virtual Office Team)
9. **Researcher** (identify and list agencies, environmental organizations, other groups opposed to the pipeline, involved lawyers, sources of information on the internet, information on the pipeline company)

Route-Mapping Team

The goal of this team is to combine neighborhood efforts and fill in the gaps in information.

1. **The Keeper of the County List** (combine all the neighborhood spreadsheets into one)
2. **GIS Researcher** (learn to use the county GIS system on the internet to find the gaps in the known pipeline route)
3. **Researcher – Finding People** (find contact information for people using the Internet)
4. **Coordinator** (work with the neighborhoods to get their info to the **Keeper of the County List**)
5. **Courthouse Liaison** (work with courthouse employees to find missing information)
6. **Route Mapping Team Writer** (write to those landowners for whom you have no information but the name and address on the tax records)

The Development Team

A team to develop relationships in the community to share information, identify resources,

and develop operational funding.

1. **Money Person** – (collect all the donation pledges from the neighborhood **Money Persons**)
2. **Extraordinary Banker** - (speak with county business leaders about your new organization, establish a relationship, and ask for significant pledges of support to be honored when the organization becomes a legal 501(c)(3))
3. **Significant Development** (meet with large landowners on the route and keep them informed about the development of the nonprofit organization, invite them to participate, and ask for support)
4. **Helping Hands** (become a resource for landowners in your neighborhood)
5. **Dynamic Development** (reach out to community leaders)
6. **Legal Clerk** (explore how to face legal issues together, cooperatively, for better advice and defense at a lower cost with better results)



Above: Bi-weekly protest at Dominion's Charlottesville Headquarters, December 2015 (Friends of Nelson, Kathy Versluys)

Section VII: More About Our Fight

This guide has sought to provide tips for your resistance to the pipeline in your area. The resources provided are general information. If you would like to hear and see more about our specific battle and what we learned from it, these resources might interest you.

Friends of Nelson produced a series of videos documenting our six-year fight against Dominion Energy's ACP and the lessons learned from that struggle. The videos cover five general topics that viewers can choose to watch as a complete series or as individual segments.

- [Friends of Nelson Lessons Learned Complete Series](#). This is a one-hour compilation followed by five individual lessons (between 9 and 15 minutes each).
- [Friends of Nelson Lessons Learned Interviews](#). This comprises the extended interviews, 19 in all. Each one can be played separately.

Here is the Friends of Nelson website, to give you an example of what might be included and how it can look: <http://friendsofnelson.com/>

Here are some additional resources specific to our fight against the Atlantic Coast Pipeline:

- Records of the Western and Central Virginia Resistance to the Atlantic Coast Pipeline, 2014-2022. Digital and paper materials from individuals, groups, and organizations in western and central Virginia documenting the defeat of the ACP, gathered, organized, and transferred to the Library of Virginia for public access. Contact the Library of Virginia for access information, <https://www.lva.virginia.gov/>.
- Nelson County Historical Society Materials about effect of the ACP on registered historic districts in Nelson County, held at Nelson County Historical Society's Oakland Museum, PO Box 474, Lovington, VA 22949, 434-263-8400, <https://nelsonhistorical.org/>
- [10 Reasons to Oppose the ACP](#). This is a Friends of Nelson video designed and produced by Charlie Hickox.
- [The Fight Against the Atlantic Coast Pipeline: A Chronicle](#): Produced by Lewis Freeman, Executive Director of the Allegheny-Blue Ridge Alliance.

Section VIII: Conclusion

We could hope that we defeated the last pipeline through rural America, but even today, the oil and gas industry is planning thousands of miles of new pipelines to carry CO₂ removed from the air to be used to extract more gas and oil from existing wells. CO₂ is a poisonous gas, and accidents can kill people, cause vehicles to stop running, and people to run for their lives.

It will be left for the historians to determine why the Atlantic Coast Pipeline quit.

Rick Cornelius, a retired Navy environmental lawyer, who advised us about NEPA and FERC processes at one of our earliest meetings, should be considered our prophet for explaining how we could slow things down to give the lawyers time to work their cases through the courts. The citizens groups in Buckingham, Nelson, Augusta and Highland counties took the issues to the press, the public, the politicians and the various levels of government and delayed the pipeline construction giving the lawyers the time and support to get their cases through the courts. Greg Buppert and his team of lawyers at the Southern Environmental Law Center (its headquarters located in our neighboring county) deserve immense credit for the many cases they won in court.

My wife, Ellen Bouton, an archivist, managed our website and archived our records for the Virginia State Library, and provided much useful information and assistance.

Woody Greenberg, who, with me, interviewed dozens of people involved in the six-year struggle, edited the interviews filmed by Bill Noel to produce the wonderful videos linked in this guide.

Many people helped by reading, editing, and commenting on the guide including: Ellen Bouton, Woody Greenberg, Jeff Hellerman, Leslie Hellerman, Doug Hornig, Jonathan Mingle, Ernie Reed, Katrien Vance, Doug Wellman, Amelia Williams and Ned Woodhouse.

Nelson County has a history and culture of protecting the county from a nuclear plant, a large storage project, the Ground Wave Emergency Network (GWEN) towers, and now a pipeline. We benefited from those before us.

Hopefully, this guide can be a living document, and in the future, pipeline fighters across the country will participate in updating this guide.

I dream of the day when we can generate our own energy, use it to take the CO₂ out of the air, and turn it into a material to be used in 3D printers to make the things we need - all locally.

Appendix - Details on Volunteer Tasks

Organize Your Neighborhood – You are Not Alone

Volunteer Tasks

Introduction to Volunteer Tasks

This guide to volunteer tasks is meant to be just that—a guide. It should be adapted to your needs, community, and the circumstances of your battle against a large, well-funded corporation that is threatening your homes, property, and community. Some of these ideas we stumbled upon and others we only wish someone had suggested in the beginning.

Regardless of the strategic direction your organization follows, your goal is to quickly develop a communication system to unite people who have not yet been identified, many of whom do not know about the threat from the proposed pipeline in your area. Do not allow yourselves to feel overwhelmed by the situation. If money were no object, you might be able to hire a team (coordinator, computer whiz, outreach person, data specialist, writer, secretary, and a legal strategist) who could probably get the job done quickly. But a large number of very part-time volunteers can accomplish great things quickly through cooperative, bottom-up organizing **while** your formal organization is being formed.

Your team of volunteers will develop a communication system that will be the source of your membership, volunteers, leaders, contributions, ideas and emotional support. And you need this communication system NOW, before you have a legal organization, a sponsoring 501(c)(3), a bank account, officers, strategy and agreed upon plans and actions.

How to Use this List:

These tasks are generally presented here in time sequences: Tasks which everyone should do, neighborhood organizing, county-wide organizing, and ongoing operations—with the exception that some topics include all time periods and evolve over time as the organizing moves from individual to neighborhood to county-wide efforts. Organizational concepts will be explored to effectively utilize your volunteer effort. Look through the discussion for tasks that interest and match your abilities and time available. Adjust your volunteer duties and commitment over time.

Each listed role name and job description is merely a suggestion, so change the names and rewrite the descriptions to suit the needs of your community and potential volunteers. Details are included but can and should be adapted to the needs of your situation. Suggestions are made here, but you should decide for yourself how to proceed—your way may be better.

If you are a meeting organizer, you could break the list up and make handouts with just the tasks you want volunteers to choose so that attendees can review the list and pick something to do to help.

The list of challenges you are facing is long, real, and will at times be overwhelming. Ignore that, and just pick one or more thing(s) to do that suits your available time, mood, energy level, and skill set. Remember, many pipeline battles take place over years. Some volunteer roles might be filled by one person for many years or may change hands several times as people's lives change and they need to step back and turn a role over to a fresh volunteer. Recruit another volunteer to assist you so you have a backup and hopefully a future replacement.

1. **Volunteer Coordinator**

- a. Encourage everyone to pick a volunteer task.
- b. When they accept, give their name, tasks, and email address to the **Thank You Person** and the **Maintainer of the List of Volunteers**.
- c. Check back with the volunteer to see how things are going, what help they need, what problems need to be addressed, and ask if they have suggestions.
- d. Identify additional volunteer tasks and write a brief description. Solicit additional volunteers as needed.
- e. Solve problems that arise and rewrite the job description and procedures as needed.
- f. Provide tokens of appreciation, public recognition, and thanks through the newsletter and in meetings.
- g. When volunteers have finished their tasks, work with them to select a new task.
- h. Network with the Volunteer Coordinator in the other neighborhoods and help introduce your volunteers to others doing the same tasks in their neighborhood for their support, learning together, and forming a network across the pipeline route.

2. **Maintainer of the List of Volunteers**

- a. Assist the **Volunteer Coordinator** by keeping a roster of the volunteers with the tasks they are doing and how to contact them. On the list provide your contact info and encourage people to keep you up to date. These volunteers are your organization's staff. When people need to know whom to contact about something, they can ask you.
- b. Revise and publish the list frequently. Date and number each edition.
- c. Give a copy to the email person.
- d. Distribute the list at meetings.
- e. Every now and then give the **Newsletter Person** a list of all the volunteers and what they are doing and ask to include the information in the newsletter.
- f. Value and appreciate what the volunteers are offering and accomplishing.

3. **Volunteer Trainer.** Some people might volunteer for jobs if someone could train them. Work with the **Volunteer Coordinator** to train people to do some of the jobs or to assist or replace someone.

4. **Neighborhood Meeting Organizer.** Think of your first meeting as forming a mutual support group for the times ahead. Each meeting will be an opportunity to get to know your neighbors who are experiencing the same anxiety, fears, and concerns you have. Bring your family and get to know all your neighbors facing similar challenges. There is not much time. The land agents, the surveyors and the eminent domain lawyers may already be knocking at your doors.

- a. Organize the first meeting of your neighborhood. Recruit some team members.

- b. Pick a date (suggestion: Sunday afternoon/evening on the second Sunday after the letters from the pipeline company are received). Perhaps it could be a potluck to attract more people for an early evening event.
- c. Find a place to meet (someone's home, a church, school, library, fire department, office building, commercial space or local brewery).
- d. Plan an agenda, set times for agenda items, find a MC to facilitate the meeting (**Meeting Facilitator** is also a volunteer task).
- e. Plan the program and gather speakers.
- f. Arrange for beverages, snacks, or potluck.
- g. Network with all the other neighborhoods on the pipeline route to arrange a county wide meeting two Sundays later. There will be a lot of interest in these first meetings.
- h. Include those landowners adjoining the route, in the blast zone or close. You will need all the help you can get and inviting and including them early will make them feel part of the organization.
- i. Learn what is happening.
- j. Ask for volunteers to help.

Note: Everyone will be in some shock after receiving the letter and quite surprised that no one seems to know what is happening. The first couple of meetings you need to get to know each other and begin to get organized. It will take time, so focus on inclusion and support for everyone in the same situation. Get to know each other and start building trust. You don't want someone to take control yet. But you will need someone to facilitate the meeting.

5. Greeter

- a. Work with the host and the meeting coordinator to set up a table where people check in when they arrive. Recruit some team members to help. Depending on the size of the meeting, you may need several helpers, some of whom you could recruit from early arrivals. Have several stations (tables) so a line does not back up.
- b. Have name labels, markers, registration forms, pens and clipboards available.
- c. Design a registration form asking for their name(s), email, phone and address. Did they receive a letter? Do they live next to (adjoin) someone who received a letter, or are they close (blast zone)? Do they have skills or knowledge or experiences that would be useful?
- d. Ask them to fill out the form and then take it to the next greeter, who will make out their name label and collect the forms.
- e. Have the person making the name tag check that the name and email is provided and legible. If not, fill it in and make it legible.
- f. If someone is not wearing a name label, it could indicate that they missed the greeting table. Walk around the meeting rooms with a clipboard, registration forms, and name labels and help them register to ensure you have captured contact info for all attendees.
- g. Make copies of the completed registration forms and give a copy to the **Secretary** and the **Keeper of the Neighborhood List**. Help with the registration at the county-wide meeting a couple of weeks later.

6. Meeting Announcer

- a. Make a flier to distribute and post in your neighborhood announcing the meeting place, time, purpose, and who is invited. Explain that the meeting is for introductions,

support, sharing of information and discussing the surveyors, land agents, eminent domain lawyers, organizing for mutual interest, and other topics.

- b. Design the poster so it will be easy to change for future meetings in different locations.
- c. Put your telephone and email on the flier for people to call with questions about the meeting and to RSVP so you will have some idea how many people may be attending.
- d. Publish the flyers on Facebook, Nextdoor, Twitter, and in your local newspaper.
- e. Call and email people to invite them.
- f. Repeat this process in your neighborhood for the county-wide meeting.

7. **Canvasser**

- a. Search for and identify all the places in the neighborhood you can post posters or fliers and find all the places that have something like a neighborhood bulletin board that would allow a poster or announcement of public meetings about the pipeline.
- b. Coordinate with the **Meeting Announcer** to design posters and meeting announcements.
- c. Post the fliers in the places you found. Recruit volunteers to help you.
- d. Collect the old notices when you put up new ones.
- e. You can cooperate with the canvassers in the other neighborhoods for county-wide and other special meetings in the future.

8. **Meeting Facilitator** for the neighborhood meetings as well as for the county-wide meeting

- a. Facilitate the meeting: introduce speakers and volunteers, follow agenda and times to move the meeting along productively
- b. Recognize people who wish to speak.

9. **Neighborhood Secretary**

- a. Take the minutes of your neighborhood meeting: record the ideas generated, who was present, decisions, agreements of what people would do, next meeting plan, major questions people have, how clear the known route is in your neighborhood, what useful expertise people have to offer, suggestions, etc.
- b. Prepare notices of other meetings and give them to the **Emailer and Newsletter Editor**.
- c. Keep records of all communications, reports, newsletters, notices, etc. for the record.
- d. Work with the **Librarian** to maintain a knowledge base and a record of your files. This will also help with secure backups.

10. **Spokesperson for the Neighborhood Group**. This is a tricky job. It is not for you to speak for yourself but for your neighborhood group. There is no clear structure yet to your group, but it is helpful for the group to speak with one voice. This person is the spokesperson, not the leader of the group.

- a. Based upon discussions in Neighborhood Meetings, identify several main points of agreement among the attendees. Draft your points (these will become the spokesperson's talking points) and circulate them among your group for feedback. You can ask a lot of questions to the members of your group. You are looking for consensus agreement.

- b. Speak to the news media, print and TV, elected officials, governmental employees, local businesses, and others.
- c. Be articulate, tactful, well informed, and committed to saying only what the group would support.
- d. You'll need to think fast on your feet and enjoy a challenge.

11. **Nextdoor Contact**

- a. Go on Nextdoor and start a discussion about the letter.
- b. Contact others who have received the letter or know about other people receiving the letter or want to be kept informed about the pipeline project.
- c. When you contact people who have received the letter or want to be kept informed, give their contact information to the **Keeper of the Neighborhood List**.

12. **Facebook Host**. You may have already shared your letter from the pipeline company (after removing your personal information) on Facebook. This volunteer task asks an experienced Facebook user to create a Facebook group or page for your effort. On this page, you would:

- a. Ask anyone who also received a letter to contact you.
- b. Explain that adjoining property owners and others in the blast zone don't receive notices and you will add them to the email list if they would like.
- c. Share news about your community efforts.
- d. Post announcements about meetings and events.
- e. Acknowledge volunteers.
- f. Ask for people in other areas to let you know who is organizing a Facebook page for those other neighborhoods.
- g. Share information between neighborhoods.
- h. Provide any information you gather to the **Keepers of the Neighborhood and County Lists**.
- i. When the county-wide organization is formed, cooperate with the Facebook volunteers in other neighborhoods to set up an organizational Facebook page and continue to post links, announcements, pictures, and recognize other volunteers.

13. **Twitter Host**

- a. Set up a Twitter account for your organization.
- b. Post on events, progress, meetings, news media, and other noteworthy stories.
- c. Gather a following and create momentum.

14. **Instagram Host**

- a. Set up and post/maintain your organization's account on Instagram.
- b. Collect pictures taken at all events, activities, demonstrations, surveys, meetings, pipeline representatives, public meetings.
- c. Post as appropriate on Instagram.
- d. Coordinate with **Photographer** and **Librarian**.

15. **Keeper of the Neighborhood List**. This should be a detail-oriented person to start and maintain a list of all the neighborhood people on the route, adjoining, or in the blast zone.

- a. Information gathered should include:
 - i. Their name, email address, landline phone, cell phone

- ii. If they will allow email and text messages
 - iii. Parcel number (if available)
 - iv. If they sent their letter denying survey
 - v. If they live somewhere different than the property on the route
 - vi. If they wish to be kept informed
 - vii. If they are on the route or are adjoining property owners or in the blast zone (their “relative” number, 1 – 5—see discussion in **GIS Researcher**)
 - viii. The names of the property owner the proposed pipeline crosses before entering their property and the name of the property owners the pipeline enters after crossing their property. (Some of this information you can find on the county GIS page.)
 - ix. Add a column for route order (xxxx.xx) and relative (x) (see discussion on **GIS Researcher**). If neighborhoods do this before combining into a county list, it will be useful.
 - x. On the far left, add a column for a unique record number, 4 digits, starting with 0001 and assign a number for each entry. Whenever a person is added, they get the next available number. (This is the unique number assigned to each contact to communicate with the team and to correct duplicates.)
 - xi. On the far right, have a large comment section which can help in working with the **GIS Researcher** and others.
- b. Add other interested people and organizations who want to help and be kept informed.
 - c. Protect your list from being used for any other purpose than fighting the pipeline. If people don’t trust that their email address will be kept private, they will refuse to provide it. If you share a list with anyone for valid purposes, ensure they pledge to keep it private. If it is released improperly, it will go viral in your community and harm your organizational efforts.

16. **Data Entry.** Volunteer to enter information into one or more of the spreadsheets.

17. **Newsletter Editor**

- a. Write a weekly newsletter to keep your neighborhood informed about what is happening.
- b. Introduce the new volunteers.
- c. Report on what existing volunteers are working on.
- d. If you can find out what is happening in other neighborhoods, exchange information for your newsletters.
- e. Cooperate to combine efforts and send to both neighborhoods. Eventually, there will be one newsletter for the entire county.

18. **Links Newsletter Editor.** As you and your neighbors work together and educate yourselves, you will have a lot of information to share. To save valuable time and inbox space, create a central place where you can send links to articles and information you think are important. You need one or two volunteers who will:

- a. Agree to receive and organize the links
- b. Create a newsletter to send to those who are interested. The newsletter would include that day’s (or week’s) new links: the title of the article, a very brief description, and a link to the source.

People can then choose what to read, how much time to devote, and retain the newsletter for future reference. If you have a volunteer willing to create a webpage for your efforts, the newsletter can be a tab on the webpage, and back copies can be archived for future reference.

19. **Door Knocker.** When you knock on enough doors, you will find people who received the letter. Each time, that will help you figure out the most likely doors to knock on next. Use your county's property deed and parcel map online (GIS) to help figure what houses to visit. If you are not on the **Route Mapping** committee, be sure to share your information with them.

- a. Go door-to-door in your neighborhood. Just drive up each driveway, knock on their door, and ask them if they received the letter.
- b. If no one is home, leave a note with your contact information and go back another time.
- c. Get their contact information, especially their phone and email. If they did not get the letter, ask them if they would like to be kept up to date on what is happening.
- d. Point out that the pipeline route may change many times and a slight change up the line might make the route cross their property. Explain how they may be affected by living close.
- e. Give the information you gather to the **Email Address Keeper** and the **Emailer**.

20. **Telephone Contactor**

- a. Call your neighbors and ask if they received the letter. If they didn't, ask if they would like to be kept informed. If so, get their email address and other contact information.
- b. Give their email address to the **Neighborhood Emailer** and the **Email Address Collector**.
- c. Coordinate with the **Door Knocker**.

21. **Telephone Tree Manager.** Recruit some volunteers to build a telephone tree for people who do not have or use electronic communications. (Postal mail is slow and expensive and takes a lot of volunteers' help to write and address.) Especially recruit those who don't use email to participate in calling others. If they don't use email, they probably have an excellent rolodex and know how to use the local telephone book), so they will be helpful in calling neighbors who might not have been contacted.

22. **Emailer**

- a. Set up a list(s) of names and email addresses (from the **Keeper of the Neighborhood List**) for your neighborhood.
 - i. Set up an alias (group name) for group lists of up to 75 (maybe 100) email addresses in each list to protect your email from being considered spam by yours or your recipient's ISP. If you receive bounce messages from your provider (not the recipient) lower the maximum number of email addresses in your group (perhaps no more than 50 in each group).
 - ii. Alphabetize your list (by email address) in order to notice duplicates.
 - iii. If you have more than one list, divide the list by alphabetical email addresses to avoid duplicates.
- b. Send out information provided to you by others, such as the Newsletter, meeting notices and the Links Newsletter.
 - i. Send your contents to one list at a time.

- ii. Start each subject line with something like "SOC:" (for Save Our Community) and then stick with it for everything you send out. This will identify the organization and people will know it is not spam.
- iii. Control the frequency of communications, so people are not overwhelmed with email. By sending attachments, you can send several items in one email. In the body of the email say briefly what is attached then you could attach several items, such as the general Newsletter, the Links Newsletter, a meeting notice, and a report of some kind. Try to limit the number of emails per week.
- iv. Naming the attachments as serials with date and # is a good practice. The rest of the subject line can also have some standard words like NL#004 (for the fourth edition of the newsletter). Look for consistency and abbreviations.
- v. The same advice should apply to the attachment names. The reader can file them and find them later.
- vi. Remember when using group emails to always put the alias for the group in the "bcc" line, not the "to" line to protect the privacy of everyone's email and to ensure that the recipients cannot reply to all. Put your name in the "to" line.
- c. As you find **Emailers** from other neighborhoods, cooperate together. Eventually, you will find better methods of sending out your news. Perhaps you can get the paid version of Mail Chimp, especially if a technical person will volunteer to help set it up Mail Chimp. Eventually, if you become a 501(c)(3) it may be better to move to Google Docs for nonprofits (501(c)(3) status is required to qualify).
- d. If someone says they want to be removed from your list, honor their request and notify the **Keepers of the Neighborhood and County Lists** to code them as not wanting to receive the item. Later they may change their mind.

23. Neighborhood Researchers

- a. Eminent Domain - Develop a list of all the subjects to be included in an Eminent Domain agreement.
- b. Survey Information - Learn and write a paper about all the things that can be included in the agreement to allow a survey. Examples: no heavy equipment, by appointment, who, how many people, how many visits.
- c. Share your information with the **Newsletter Editor** for wider dissemination.
- d. If you are comfortable, share what you've learned at neighborhood meetings.

24. Neighborhood Writers

- a. Write a sample "no to the survey" letter for others to use as a starting place.
- b. Write a report on the neighborhood meeting and give it to the **Emailer** to send out.
- c. Write some sample content that gives others thoughts to include in their Letters to the Editor and their elected officials.
- d. Help others write their letters. Encourage people to make their letters unique; they will be more effective if they are not copies. A lot more people will write if they have some help, advice, and encouragement. Have copies sent to the **Librarian**.
- e. Write articles for the newsletter on events or meetings planned. Give these to the **Newsletter Editor**.
- f. Write about the volunteers in your neighborhood and give it to the **Newsletter Editor**.
- g. Write a welcome letter to new people just joining your neighborhood group.

- h. Write sample thank you letters for contributors, pledges, volunteers, and give them to the **Thank You Person**.

25. **Neighborhood Photographer**

- a. Take pictures at all events, meetings, and interviews.
- b. Photograph the people affected by the pipeline, including landowners on their land.
- c. Photograph features on the route that will be destroyed, including nature, the people affected, domestic animals and wildlife.
- d. Seek out and cooperate with the **Photographers** in other neighborhoods.
- e. Work with the **Facebook** and **Instagram Hosts**.
- f. Give copies to the **Librarian** and **Archivist**.

26. **Neighborhood Reporter**

- a. Write reports of events.
- b. Interview volunteers, leaders, elected officials, lawyers and others.
- c. Interview and write about a landowner, how the pipeline will affect their life and property.
- d. Give reports to the **Emailer**, **Newsletter Editor**, **Facebook Host**, **Twitter Host**, **Instagram Host**, and others as appropriate.

27. **Neighborhood Videographer**

- a. Make a video about landowners and the route, how the pipeline will affect their lives and property.
- b. Share as appropriate with local news media, social media, **Press Releaser**, and others.

28. **Neighborhood Artist**

- a. Make up sample posters which people could alter and use at different occasions such as community-wide meetings, neighborhood meetings, special events, demonstrations, etc.
- b. Help people design their own posters.
- c. Make special artistic creations for display in public places.
- d. Work with other artists and theater people on a committee to make protest art for demonstrations to raise awareness.
- e. Help landowners learn how to make protest art and art trails for their properties.
- f. Design t-shirts for fundraising.
- g. Design a letterhead for print and electronic communications.
- h. Get other artists involved. Be creative.

29. **Neighborhood Graphic Designer.** Help make artistic designs for announcements of events, meetings, postings on Facebook or Instagram.

30. **Neighborhood Money Person.** From day one, there will be a need for funds for small expenses such as: paying for stamps, printing flyers, registering a domain on the internet, paying a filing fee for incorporation, buying a lot of “No Trespassing” signs, reserving meeting rooms. pizzas for the neighborhood meeting, renting a P.O. Box, small items

needed like clipboards and name tags, as well as that lock box and hat you are going to bring to all the meetings to be passed around during the meeting.

- a. Perhaps you could establish a separate checking account at your local bank, or you just go buy a portable metal cash box with a small padlock and bring it with you to meetings.
- b. Buy a standard receipt book and give people a receipt if they give you cash or checks.
- c. Bring an appropriate hat to pass around at meetings (you will be surprised how generous people will be).
- d. Make a nice-looking donation jar to have at meetings.
- e. Talk to people about the future and collect donation pledges from everyone to be paid when the county-wide organization can accept tax-deductible contributions. Some people will be willing to make some cash contributions earlier (before they are deductible).
- f. When you find someone else doing the same in other neighborhoods, form the finance committee together for the county wide organization.
- g. Give the names, email addresses and amounts given or pledged to the **Thank You Person** and the **Recorder of Contributions**.
- h. Give names and any contact info to the **Keeper of the List**.
- i. Make reports and file them with the **Secretary** and the **Librarian**.
- j. When you begin to combine efforts into a county-wide organization, help form a Finance Committee and share information with other neighborhoods.

31. **Neighborhood Representatives on the county-wide Steering Committee to form a legal. organization.** Two or three people are needed from each neighborhood. They should have different skills and talents to strengthen the Steering Committee and keep the neighborhood up to date on their activities and progress. The Steering Committee must begin planning immediately for the county-wide meeting to be held two Sundays after the neighborhood meeting.

For all of these tasks, an important item on your to-do list is to **recruit an assistant** who can cover for you when you are not available and perhaps take your place in the future.

County-Wide Volunteer Tasks – Combining Neighborhood Efforts

The neighborhood tasks don't stop, but at some point people doing a volunteer task in their neighborhood can join with others doing the same task and form a county-wide organization. You will be creating a strong organization with a lot of experienced organizers, writers, recorders, database keepers, and many others. Fill in any gaps you have between neighborhoods.

1. **Steering Committee.** Continue to find leaders, thinkers, experienced organizers, and representatives from all the neighborhoods to form a county-wide Steering Committee. The Steering Committee supports the neighborhood groups where the organizing is taking place. There are some key county-wide tasks that need to be done early where a volunteer could lead.

2. **County-Wide Meeting Coordinator.** Each neighborhood should have a volunteer(s) to coordinate with the other neighborhoods to plan a county-wide meeting two Sundays after the neighborhood meetings. This will take a team, so ask for volunteers to help.
 - a. Find and reserve a meeting facility.
 - b. Find speakers and an MC. These could include experts, reports from neighborhoods, and acknowledgment of volunteers.
 - c. Arrange for sound and video.
 - d. Arrange for chairs and tables (for registration)
 - e. Arrange food; perhaps it could be a potluck to attract more people for an early evening event.
 - f. Organize registration (see **Greeter** volunteer task from the Neighborhood list). Gathering accurate contact information is very important.
 - g. Create an agenda or structure for the meeting. For part of the meeting, a small group session could be held for volunteers from all the neighborhood groups working on similar tasks to help build county wide committees. Some small groups could be offered for people who have not chosen a volunteer task. Create some topics for some other small groups. This would facilitate introductions and build relationships for further collaboration.
3. **Name Researcher.** First your organization needs a generic name like “The Steering Committee” or “Concerned Citizens” while you are searching for a consensus on a name. The name is needed early to become a nonprofit organization, to set up a domain for a webpage and email addresses, to open a bank account, to register a Post Office Box, to use in your letters to the Editor, and for your press releases.
 - a. Ask a lot of people for their suggestions. Make a list and ask people to rank their top 5. Analyze the results, drop the lowest performers, and continue to ask people for their feedback and suggestions until a preferred name becomes apparent. Including everyone is important, but you have to balance that with moving efficiently, so that you can use the name quickly.
 - b. If you want it to be a county-wide organization, don't name it after your neighborhood. If you think you may want to include neighboring counties, don't name it after your county. If you want to include a wide number of people don't pick a name related to just one narrow aspect or purpose. The more people you get involved, the stronger the support for the organization will be.
 - c. Be sure your name has not been used by some other organization and a similar website domain name is available. Google will help.
4. **Website Manager.** The challenges with doing this early are that there are some expenses in setting up a webpage, and the URL should include your organization's name. Getting a webpage is very helpful for publicity and organization. If you proceed before you have an agreed upon name, research the difficulty in making later changes.
 - a. Establish a webpage for the county-wide organization. Having a website means others who are looking for information can find your group and subscribe to a mailing list. WordPress is a very common tool to use for the web page.
 - b. Make the page simple so that volunteers can manage it without significant technical training, and remember that volunteers will turn over. MailPoet is a newsletter plugin for WordPress. CiviCRM is open-source software with

- relationship management options that could be useful to send out information quickly.
- c. The webpage should have a front page where the latest news or articles are shown.
 - d. A weekly newsletter can be sent to all subscribers by automatically combining the front-page posts for the previous week.
 - e. The webpage should have tabs for Landowner Information, In the News, Contributions, and Activities, all with appropriate links.
5. **Google Manager.** Google for nonprofits offers a lot of potential useful services at low cost. But it is complicated to set up, and Google is not known for having a quick response to customer questions. A volunteer would be needed to oversee the Google Group.
 - a. Set up a nonprofit account in Google Groups. This could include a domain, webpage, sheets for landowners, members, newsletter production and distribution, email lists, donor records, etc.
 - b. Oversee the overall use and management of the account, not generate content.
 - c. Help others figure out how to use Google to complete their task.
 6. **Incorporation Expert.** Find someone with experience in state incorporation procedures to lead the discussion among the Steering Committee on the procedures necessary to become a state corporation and to apply for the Federal 501(c)(3) status.
 7. **Nonprofit Sponsor Searcher.** This person would lead the search for possible 501(c)(3) sponsors. (See Possible Organizational Strategies.)
 8. **Post Office Box Finder.** You need an address so that people can send you money. You may need an individual to take charge of this until you have the organization structure to take over the lease and payment.
 - a. Find one in a central location.
 - b. Check with the post office.
 - c. Rent the box at first and change the lease later to add the organization name. The address could be something like the temporary name of the group: Concerned Citizens of the Pipeline, P.O. Box #, city, zip. Later, the registration of the P.O. Box number and the name can be changed. Ask the Post Office about the procedures.
 - d. Keep copies of all forms, payments and receipts to update the records later and to be reimbursed when the organization is approved by the state and there is a treasurer to pay you back.
 - e. Give all information to the **Keeper of the Virtual Keys** regarding signed documents, receipts, who has the keys and future renewal dates.
 9. **Liaison to Neighboring Counties.** Make contact and be a liaison with the county on each side of yours. If successful, reach out further. Discuss with the neighboring counties how to cooperate, their interest in merging, or forming an umbrella organization.

10. Researcher for Press Releases

- a. Develop a mailing list of all the organizations, media, corporations and officials you would like to send press releases to. Include electronic and mailing addresses.
- b. Write or find someone to write the press releases as they are needed.

11. Keeper of the Keys

- a. There are a lot of special things that need to be kept organized and safe—for example:
 - i. The contract, renewal date and spare key for the Post Office Box
 - ii. The registration of a domain name and due dates for payment
 - iii. The password for the Google account
 - iv. The date and amount to be paid annually to the state for your nonprofit corporation
 - v. Tax reporting requirements
 - vi. Contracts for software.
- b. Ferret all these kinds of things out and maintain a complete file with a calendar for due dates. Gather the information now and later share it with people that need to know. When questions arise, people will know to come to you for the right key, password, or correct date.
- c. Alert people when something needs to be done. In organizations with many volunteers and people changing roles, this is an important task.

12. Creator of Questions List for 1st meeting with pipeline company. Ask people for suggestions, compile them, share them, and ask for additions and improvements in the questions. With creativity, you can come up with a spectacular list of questions and follow-up questions when pipeline officials dodge the original question. You can send the list to them in advance and ask for written answers. Then you can ask follow-up questions at the meeting for those questions they really didn't answer. You can keep refining the questions until close to the meeting date.

13. Envisioner

- a. Interview people involved and develop a list of ideas, objectives, goals, strategies and purposes.
- b. Keep revising and moving up those ideas with the most support, looking for consensus. This would bring out a lot of thoughtful ideas and help to learn the drawbacks of other ideas.
- c. Be open to suggestions and treat the feedback with sensitivity.
- d. This could be an online continuing discussion for those interested in participating. There will be many who will learn a lot from just reading the ideas and critiques.

14. FERC Librarian

- a. Sign up to be a FERC intervenor.
- b. Maintain a library of all the information from FERC.

15. Librarian. If someone needs some information, they should ask **you**.

- a. Collect and organize all publications and articles, electronic and paper,

- having to do with the pipeline company or our organization.
- b. Become knowledgeable about copyright laws regarding publishing, distribution, copying, sharing and attribution.
- c. Plan for the collection to become the nonprofit's library, not an individual's collection. Consider storage on Google for nonprofits.
- d. Collect pictures and permission forms for the library and for use on the webpage, videos or in our publications.
- e. Collect letters to the editors, communications with members and board, committee and board minutes and reports, videos, and permission forms.

16. **Archivist**

- a. Work with the **Librarian** to collect, organize, and protect materials to document the group's history.
- b. Become knowledgeable of copyright laws regarding publishing, distribution, copying and sharing.
- c. Consider longevity, copyrights, permissions, and attributions. Example: links to internet sources disappear, are behind a paywall, or permissions are denied. Collect original paper copies of newspaper or magazine articles instead of a link. Print things from websites instead of just keeping the link.
- d. Get permissions to archive, use or share videos, pictures, or articles.
- e. Be clear if any information is embargoed, and until when.
- f. Collect copies of your website materials for historical purposes.
- g. Backup and secure the archives.
- h. Ensure the **Keeper of the Keys** knows where the original and backup is kept.
- i. Consider transferring records to your state library when you have won your battle

17. **Networking.** Look for other not-for-profit organizations which could be your partners. These could be local, statewide or national organizations. Explore how you could work together: grants, memberships, councils, coordination, advisory committee. Start the conversation and share the notes and possibilities with others.

18. **Make a list of Ten Reasons to Oppose the Proposed Pipeline.** Get people to research one. Write a paper and make a poster.

Virtual Office Team

In the beginning, you don't have a physical office with administrative staff, a filing cabinet, an office, a phone line, desks, copy machine and other items an office has. But you do need an administrative plan for dealing with communication. This is a structure that worked for us.

1. **Mail Carrier.** Pick up the contents of the P.O. Box and deliver it to the **Mail Person**, frequency as needed. Would need the key to the PO Box and a car.
2. **Mail Person.** No car required, but must have and know how to operate a scanner, have a computer for email, and have a large cardboard box.

- a. Open the mail and scan the envelope (both sides) and the contents, including checks, notes, letters, whatever into one combined scan.
 - b. Develop a naming system for the scans which indicates what, date, and details so the scans can be sorted by the “what” and then into date sequence and searched for details. There would be a different naming and distribution system for different types of mail, such as invoices, receipts, time sheets, inquiries.
Example: a check from Bob Jones for a contribution of \$25 for the Legal Fund of your org. Friends of Wherever: FOW \$C-22-01-30 Jones, Bob \$25 LF. It makes for long names, but you could file them by the first codes and then search that folder for Jones or date. You can make up your own system of names.
 - c. Send a copy of the scan (in this case) to the **Treasurer**, the person handling the legal fund, the person who maintains the records for Donations, the **Thank You** person, the **Bookkeeper**, and the **Keeper of the Scans**.
 - d. Mail, or have delivered, the checks to the **Treasurer**, or whoever deposits them, as well as a copy of the scan for the record by email.
 - e. Keep a copy of the scan in an archive folder. Be sure to back up this folder.
 - f. Throw the envelope and the rest of the contents into the big cardboard box to pass on to the person who takes your place sometime in the future. No one should ever need to go through the box, but just in case.
 - g. Recruit an assistant to help and cover for when not available.
3. **Thank You Person.** Be sure everyone knows what others are doing. This will encourage more efforts and contributions and make everyone feel more appreciated and energized.
- a. Be sure that all contributors, pledges, volunteers, participants, writers and attendees are recognized and appreciated.
 - b. Send thank you letters to all contributors (you will receive a scan of the contribution from the **Mail Person**). Revise your thank you letter frequently to be current with your activities and situation. This is the first step in asking for another contribution.
 - c. Send thank you letters to volunteers.
 - d. Give credits in the newsletter, via email and thank you letters, on social media, and at meetings.
 - e. Pass around thank you notes at meetings for many people to add a note and signature.
 - f. Coordinate with the **Recorder of Contributions**, **Volunteer Coordinator**, **Maintainer of the List of Volunteers**, and the **Money Person**.
 - g. Be creative. Give surprise tokens of appreciation.
 - h. Keep copies of your thank you notes in an electronic file to pass on to your replacement.
 - i. When the county wide organization is formed, and a notice prepared, send all your volunteers, donors, members and supporting organizations an announcement and thank you letter for making the new organization possible.
4. **Recorder of Contributions**
- a. Keep a protected record of all donations, gifts, membership fees, cash, or in-kind gifts. Include: name, date, amount, any special destination or restriction, if they

- can be thanked publicly, if anonymous, and necessary notes. Not everyone wants to be publicly thanked even if their donation is not anonymous.
- b. Make reports that are useful to understand the overall contributions, month to month, year to year, by number, category, size, restrictions, as needed.
 - c. Coordinate with the **Thank You Person**, the **Mail Person**, the **Money Person**, the **Legal Clerk**, and the **Development Team**.
 - d. Share with the donors, members, board, volunteers, and public as appropriate. Transparency can contribute to more, recurring, and larger donations, especially when paired with information on how the funds are used, what is accomplished, and what is needed in the future.
 - e. When the county-wide organization is formed, work with the finance committee to consolidate the records of contributions.
5. **Keeper of the Membership List**
- a. Maintain the membership list.
 - b. Learn from each member if their name can be publicly listed or should be confidential.
 - c. Group in categories such as Major Donors, Restricted Donations, and annual memberships.
6. **Correspondence Writer**. Some mail needs an answer. The **Mail Person** should send the scan to the **Correspondence Writer** and cc the **Secretary**. The Writer can answer or forward to someone else to answer. The Writer could also write and/or review later any thank you letters being sent by the **Thank You Person**.
7. **Keeper of the Scans**. You are the electronic filing cabinet.
- a. Receive, organize, file, and retain copies of all the scans received from the **Mail Person**. This will serve as a back-up file and resource to find information in the scan files.
 - b. Work with the **Mail Person** and others receiving or using the scans to improve the scan naming process to improve the searching process.
 - c. Keep an additional thumb drive with an entire collection of scans for additional backup. This collection will be an additional backup for all the participants in the Virtual Office team.
8. **Information Auditor**. Compare lists, talk to volunteers, figure out what is going wrong and propose corrections and solutions to the Virtual Office. Recognize achievement.
9. **Researcher**. Identify and make a list with addresses, phone, email, description, links, etc. of agencies, environmental organizations, other groups opposed to the pipeline, involved lawyers, sources of information on the internet, information on the pipeline company. This kind of information could be given to the newsletter person.

All of the above are for both electronic and physical communications. You might receive bills, letters, checks, legal matters, inquiries from outside the organization. Much of this can be scanned and appropriately named. By breaking up the tasks into parts, no one task will be

overwhelming for a volunteer. And by turning the paper mail into scans, everyone can keep up to date through email on what they need to know or do.

Route-Mapping Team

At the county-wide meeting, organize a group to map the proposed pipeline route. A paid person could perhaps do this task in a couple of months working full-time. But at this time, you may not even have a formal organization. A team of volunteers could divide up the effort into volunteer-size tasks.

By the time you are combining neighborhood efforts, it is hoped each neighborhood has tracked the route going both directions until they meet another neighborhood doing the same. Each neighborhood should have a volunteer who created a spreadsheet with the information about the property owners on the route (on, adjoining, or in the blast zone). There may be missing segments of the route, and the spreadsheets may be laid out differently.

1. The Keeper of the County List

- a. Combine all the neighborhood spreadsheets into one. Be sure to have a column indicating which neighborhood so they can be sorted back to neighborhoods after being combined. (If you assign a code to each neighborhood in the direction the pipeline flows across your county, then the list can be sorted by neighborhood order across the county.)
 - i. Add a column for route order (xxxx.xx), relative (x), and parcel number. (See discussion on **GIS Researcher**). If some neighborhoods have done this already it will be useful.
 - ii. On the far left, add a column for a unique record number, 4 digits, starting with 0001 and assign a number for each entry. Whenever a person is added, they get the next available number. (This is the unique number assigned to each contact to communicate with the team and to correct duplicates.)
 - iii. On the far right, have a large comment section which can help in working with the **GIS Researcher** and others.
- b. Once you have created the combined spreadsheet, maintain it from information sent to you in email. Your communications should be from the team members or neighborhood members, not the individual property owners. This is an attempt to limit your time commitment, not to restrict what you can do.

2. **GIS Researcher**. Learn to use the county GIS system on the internet. It has all the real estate mapping for the county and can help you find the gaps in the known pipeline route. Work with the **Keeper of the County List** to add columns, to add names, info from the GIS, and any comments. Perhaps your input is in a different color. Or you take turns working on the spreadsheet.

- a. How to organize your information:
 - i. Create route sort numbers. Start in the GIS where the pipeline enters the county and work towards where it leaves. The **Keeper of the List** should have added some columns for you and the neighborhood might be identified. Visually assign some sections (up to 9) across the county. Pick

out some major points such as highways, rivers, mountain tops, forests, neighborhoods. The first section would start with 1000 and the last section would be 9000. As you add additional properties, assign a number within the right range. If you get to a point where you need a number in-between 3877 and 3878 then use the decimal and assign 3877.5. and if you already have an 3877.5 and a 3877.6 and need a number in-between, use 3877.55. The number is insignificant; it is just used for the sort order.

- ii. After route order, assign another number for relative location: 1 = on the route, 2 = adjoining property, 3 = in the blast zone, 4 = close, 5= unknown. The landowner is on the route. The adjoining properties, and those in the blast zone properties would all have the same route sort number, such as 3877, but they will have a different “relative” number. They may adjoin more than one property on the route, so the number is not exact, just relational. Now you will be able to sort for a number of different needs, such as all the people who would be affected by disturbing a creek or a service road, an emergency or a neighborhood meeting.
- iii. What you are looking for are the gaps in the route, missing information, or people who have not been contacted and are not in the spreadsheet. Start with the property on the route and then look for where it went from that property, then look for the adjoining and blast zone properties on both sides of the route.
- iv. Suggestion: walk across the GIS map and create a “ticket” (on paper or electronically) for the information missing in your spreadsheet. On the ticket, indicate what is needed, such as Route Number, relative, name of owner, address, parcel number, house on property (Y or N), any other useful info, and comments. Start with T-1 and number each ticket as you go. Give the ticket to the **Coordinator**, who will facilitate finding the missing information.
- v. The GIS Researcher is doing valuable work and should not have to enter info into the spreadsheet or spend a lot of time writing notes. Find the easiest way with the least effort to find what info is missing from the GIS, send that to someone else indicating the missing information, have someone else find the information, and someone else maintain the spreadsheet and keep up with the stream of information. Teamwork.

3. **Researcher – Finding People.** This task involves finding people using the Internet.

- a. Find email addresses, mailing addresses, and phone numbers for missing property owners who may be on the pipeline route.
- b. Coordinate efforts and information with the Route Mapping team.

4. **Coordinator**

- a. Work with the neighborhoods to get their info to the **Keeper of the List**.

- b. Support the team and coordinate the flow of the tickets to the appropriate team member: The **Keeper of the List** for data input, the **Researcher**, the **Correspondence Writer** to write a letter, the **Courthouse Liaison** to track down some missing information, the **Writer** to add to the newsletter, etc.
 - c. When receiving the tickets, send the request to the appropriate person to find the missing information.
 - d. Recruit additional people to help track down contact information for gaps in the route. Don't underestimate the amount of time and volunteers it will take to gather full information on those in adjoining properties or in the blast zone.
- 5. **Courthouse Liaison.** If you live near the courthouse and are willing to get to know the staff working in the offices dealing with county residents, land and tax records, deeds, wills, registrars, taxation, foreclosures, voting, etc. and would like to be part of the Route Mapping Team, then please volunteer for this position. Courthouse employees may help you to find missing contact information when letters to the addresses listed on the GIS are returned, people die, property is sold, owners live somewhere else, there are foreclosures, phones are disconnected, land has been sold for back taxes, the person listed no longer works for the owner, or other information is missing on the GIS page, or they may know someone else who could get in touch with the owners. At the very least, with the ownership not clear, the pipeline should be challenged if they claim "no response" gives permission to survey. And if you can locate the owner before the pipeline company does, the owner might be more interested in working with you than the pipeline company.
- 6. **Route Mapping Team Writer .** This volunteer must write clearly, gather information well, and be comfortable talking to people.
 - a. Write to those landowners for whom you have no information but the name and address on the tax records. It could be a corporation, a lawyer or a family member. The person may live in another state and have no knowledge about the pipeline. Or they may have received the letter from the pipeline company and just answered it routinely, not knowing about any local opposition.
 - i. Craft this letter well and share for review and suggestions. It is possible you may be the first person to communicate with them about the pipeline route since they received the letter from the pipeline company (which they may not have received).
 - ii. Give them someone's name, address and phone to respond to.
 - iii. Explain what is happening and ask for their cooperation and contact information. Promise to protect their information and only use if to organize to protect their properties
 - iv. Ask for their email address to send them the newsletter and other information about the surveys.
 - v. Provide the URL to download this guide.
 - b. Write a standard email to be sent to the landowners who are added to the **Keeper of the List's** spreadsheet welcoming them to the communication system and letting them know they can opt out of future emails whenever they wish. Perhaps include some standard information available at the current time.
 - c. Write an article for the **Newsletter Editor** about the Route Mapping Team

The Development Team

1. **Money Person - Route.** Hopefully the neighborhood **Neighborhood Money Persons** will have formed a county-wide committee and agreed on someone to be their representative.
 - a. Collect all the donation pledges from the neighborhood Money Persons to be paid when the nonprofit is formed and granted temporary 501(c)(3) status or working under another organization that has 501(c)(3) status.
 - b. Work with the local bank or credit union to open a checking account when you become a nonprofit corporation and have an official Treasurer (required for nonprofit status).
 - c. Some people will be willing to make some cash contributions earlier (before they are deductible), and there will be small expenses that can't wait, such as renting a P.O. Box, paying for stamps, posters, and printing, registering a domain on the internet, paying the filing fee for incorporation, buying a lot of "No Trespassing" signs, reserving meeting rooms, etc. Form the finance committee to operate until the legal nonprofit is approved and a Treasurer and a Secretary are elected.
2. **Extraordinary Banker.** Ideally, this is someone who knows the CEOs of large businesses in the county.
 - a. Speak with county business leaders about your new organization, establish a relationship, and ask for significant pledges of support to be honored when the organization becomes a legal 501(c)(3). If not the CEO, ask for someone who reports to them to be delegated as liaison.
 - b. Get the name, phone and address of people who should be added to the email list to receive the newsletter and other information. (Be sure they don't get too much email but get the information that helps build the relationship.)
 - c. Perhaps write up a personal monthly report that keeps them up to date on the development of the organization.
3. **Significant Development.** This should be a person who can relate to the largest landowners on the pipeline route, such as large historical properties, large commercial properties, recreational facilities, government properties, cattle farms, large timber holdings and large orchards. Many of these property owners will be active in protecting their property outside of the organization but can also be encouraged to participate within the organization in areas of mutual interest. Look for the win-win situations.
 - a. Meet with these landowners and keep them informed about the development of the nonprofit organization.
 - b. Invite them to participate.
 - c. Help them cooperate on mutual efforts.
 - d. Try to ensure one or two of them are on the Legal Panel.
 - e. Ask for pledges of support payable when the organization receives 501(c)(3) status.
 - f. Meet with them individually every couple of weeks to keep them up to date.
 - g. Be sure their names and email address are added to the mailing list (with their permission).

- h. Coordinate with the **Volunteer Coordinator** and the **Legal Clerk**.

4. **Helping Hands**

- a. Form a team with the **Neighborhood Money Persons** from each neighborhood.
- b. Get to know and relate to all the other property owners on the pipeline route. Don't ignore the adjoining property owners or those in the blast zone.
- c. Become a resource for landowners but don't get over-committed with solving all their individual problems. You want them to know they can contact you and you want them to know you would like them to participate in the organization with their energy, time and resources.
- d. Help them to cooperate and work together for mutual benefit to achieve what is possible together. A lot can be achieved by working together.
- e. Introduce them to the **Volunteer Coordinator** and the **Legal Clerk**.
- f. Be sure they are on the membership list and the email list.
- g. You will have valuable information to share with the leadership of the organization on what the landowners are experiencing, needing, and asking.

5. **Dynamic Development**

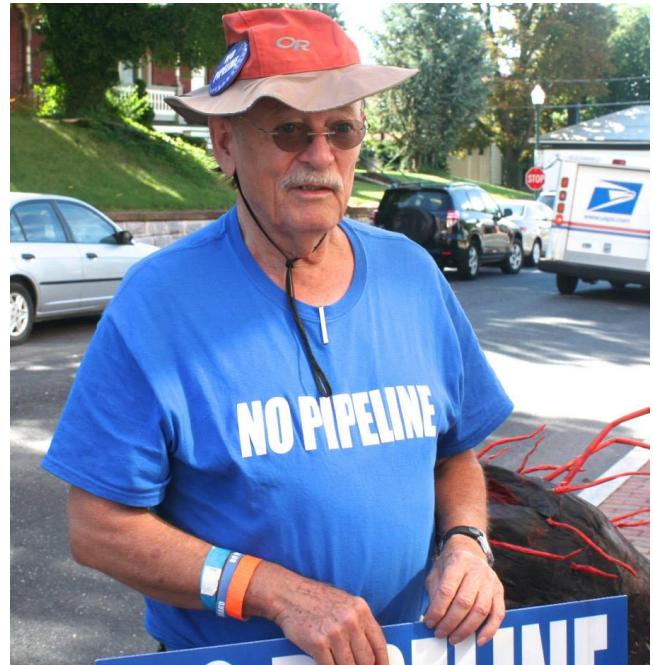
- a. Reach out to the important people in the community who are the leaders: county officials, elected office holders, important regulators, wealthy community leaders, organization board chairs, organization Executive Directors, and others in position to cooperate in finding solutions, working together on mutual projects, and making large donations for specific projects, legal fund, or special events.
- b. Share with them the development of the organization
- c. Ask them for their help and contributions for the cause.
- d. Get them on the email list for the newsletter (with their permission).
- e. Get to know their concerns and what their needs are. Represent them to the organization.
- f. Be a useful liaison as well as a fundraiser.
- g. Keep them informed and channel their contributions to projects they are interested in.

- 6. **Legal Clerk.** Explore with landowners, large and small, how to explore legal issues together, cooperatively, for better advice and defense at a lower cost with better results together. (See Section 5 of the Guide, **Legal Support for Landowners**). You don't need to be a lawyer to do this job, but you will learn a lot about the applicable laws in the process. The process suggested for a Legal Panel did not come from a working model, but explores the needs, problems, and possible new ways to cooperate. Perhaps you will discover better solutions and revise this guide accordingly.

About the Author

Ron Enders lives in the Afton Valley on the east side of the Blue Ridge Parkway in the northwest corner of Nelson County, Virginia. On May 28, 2014, he and his wife received their letter announcing a 42" natural gas pipeline to be built through their 47 acres of mostly forested property.

Being a retired president of a nonprofit organization, he had spent most of the winters of the previous two decades traveling somewhere else in the world, frequently by bicycle. He was one of the founders of several nonprofits during his career. At 73, life was fine, he was chair of the governance committee of his favorite nonprofit, and he was enjoying working on a new pond near the house.



As one of the founders of Friends of Nelson, Ron served as their first landowner liaison, first Treasurer, and supervised some of the paid staff. He has the experience of being in his readers' shoes. He has been tasked with writing this guide as a volunteer with expenses paid through leftover grant funds from an anonymous foundation. His wife, also a volunteer, managed the organization's website from the beginning to the end of the resistance and organized the archives of the Western and Central Virginia Resistance to the ACP for transfer to the archives of the Library of Virginia.

In the beginning, no one Ron talked to knew about the pipeline project. There was no map of the pipeline route, so he began by asking his neighbors if they had received letters. Hearing about others who might have received a letter, he and others who joined the effort drove around and knocked on doors until they could produce a rough map of the pipeline route by highlighting on the county property map the properties of the landowners who received the letters, from the top of the Blue Ridge Mountains down through Afton Valley along the North Fork of the Rockfish River.

He treasures all the wonderful people he met during this six-year struggle to stop the pipeline.

Our community won. So can yours.