



Starting a Tree Group and Operating Sustainably

A Resource List

BROWN BAG LUNCH SERIES

The Brown Bag Lunch Series is a monthly webcast held at the lunch hour and made possible through support from The Home Depot Foundation. The goal is to provide training opportunities for local urban and community forestry practitioners. The trainings highlight successful programs and practices that you may want to adapt in your communities. Webcasts are open to all.

Correctly planting and protecting trees is a good thing to do. However, planting and protecting trees also requires coordinating time and resources. ACT minimizes such requirements by sharing the innovative ideas and organized approaches of successful projects and models for members to replicate. We invite you to join the Alliance for Community Trees for more ways to get involved. Together, we create a strong voice on behalf of the urban forest and make a great difference in the health, beauty, and livability of our communities. We strengthen communities by offering action-oriented approaches that bring people together around a common purpose.

TOPIC

Citizen foresters around the country are working to make communities more livable for us all. ACT members, in particular, are on the cutting edge of emerging issues, working with government and business on SmartGrowth initiatives, engaging citizens to transform communities, and promoting workforce development in minority communities. One thing they all have in common is that they all started from the ground floor.

More information at: http://actrees.org/site/stories/starting_a_tree_group.php

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Marcia Bansley

Marcia Bansley has been the Executive Director of Trees Atlanta since 1985. Prior to directing Trees Atlanta, Ms. Bansley was with SunTrust Bank, a law clerk to the Regional Counsel of the Environmental Protection Agency, and an intern to United States Senator Sam Nunn. Among her numerous national awards are: The National Arbor Day Award, the National Stafford Award (for her successful efforts to preserve trees along Georgia's highways), and the Gardens for Peace 15th Anniversary Award. An internationally recognized speaker and writer on urban forestry issues Ms. Bansley, also an attorney, served three years as an advisor to the U.S. Secretary of Agriculture on urban and community forestry, appointed by President Bush. This year, she was recognized as one of 20 "Women Making a Mark on Atlanta" by Atlanta Magazine. Ms. Bansley co-founded the Alliance for Community Trees.

Anna Dooley

Anna Dooley is Executive Director of Greenscape of Jacksonville, Inc. Under her leadership, Greenscape has excelled as a community tree planting organization, earning numerous local, state and national awards and increasing the tree canopy of Jacksonville by tens of thousands of trees. Ms. Dooley sat on the Board of Greenscape prior to assuming the role of Executive Director in 1997. Her background includes fifteen years with The Charter Company as well as Public Relations Director of the Museum of Science and History. She is Past President of the Florida Urban Forestry Council and is currently on the Executive Committee of the Alliance for Community Trees. In 2004, she was the recipient of the Jacksonville Environmental Protection Board's award for Outstanding Individual. She is also Chair of the Keep Jacksonville Beautiful Commission.





Brown Bag Lunch Series *Starting a Tree Group and Operating Sustainably*

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HOW TO START UP AND RUN A NONPROFIT ORGANIZATION

An article developed from an interview with Marcia Bansley, Executive Director of Trees Atlanta and, a national consultant and speaker on nonprofit startups.

By: Mary Ann Siegel, FundraisingINFO.com)

Voices of experience tell us that to attain good results in creating and sustaining a strong nonprofit organization, you must follow the basics: start small, risk making mistakes, try different methods, and be persistent as you build your board, seek funding, and advocate your mission. In short, leadership and management skills are learned and developed.

The following is a general overview of issues and areas that need to be addressed and developed in new nonprofit organizations. Talk to leaders and choose as mentors those who have succeeded in doing what you are attempting. Sometimes the best teacher is just getting in there and making things happen, in many ways alone. Similarly, as you benefit from the wisdom of *your* mentors, remember to mentor others along the way, both inside and outside your office.

Practicing the basics:

1. Make your needs known, whether they are personnel or office supplies, by broadcasting them so people can help. Doing this is a matter of survival.
2. Ask for help, directly and personally.
3. Always ask for what you need even if the amount is great. Often, you will get more than you expect.
4. Keep everything simple.
5. Find resources wherever you can.
6. Figure out ways to make things happen.

Getting started:

1. Get one powerful person to believe in you. Sell them on your vision and your strategic plan. Tell them what resources you have and what you still need. Gather other strong professional people around you. If they say they will help you once you are strong and underway, tell them that you won't get there without their help. Tell them you need them, now.
2. Ask for help from professionals, the higher up the better. These people are in a position to help you through their companies or organizations. Estimate and note their services in your budget according to what they would charge a client.
3. Find a lawyer who gives time pro bono in helping you with the application for nonprofit accreditation, and writing your bylaws. Understand what lies ahead in creating a 501 (c) (3) and do strategic planning. Ask when you need to have your board complete.
4. Keep track of the time the lawyer donates. Line up an accountant or CPA, to help you and serve on your board. Sometimes a utility can print your newsletter. The PR person can help you write the newsletter. Trees Atlanta had three landscape architecture firms design the planting plans for three streets and figure out the budget, and then went to the Board members and their friends (say partners in a law firm) for donations.
5. Ask a facilitator to donate their time for early organizational meetings.
6. Seek help from an advertising firm. These creative skills are valuable in helping you develop a game plan along with a simple brochure that can act as your case statement by telling your needs as well as the possibilities available to you. As you sell your vision and your case to those whose help you need and to whom you want to involve as donors or board members, put it in their hands. Giving out information about your plan shows that you have your act together. You need to show that you can win, that you are more than a good cause.
7. Ask donors of services to send you a "bill" for the time and services they donate to your organization. If it does not have "donation" written on it, mark it as such. Gifts in kind count as revenue in your budget. You



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need this proof for the IRS. You also need to write a letter, with a receipt, for these services to the donor of the services, for their records. And when you apply for funding from foundations, you need to demonstrate that you have this kind of public support even before you have raised money.

8. Keep records of everything that you do.
9. Get out and network. Join a state organization of Executive Directors. In Georgia, it is called the Georgia Society of Association Executives. Go to all seminars. Take advantage of a community foundation education program.

Building a board:

1. In putting your board together, remember that it takes longer than you think to do this. It takes time to get people to believe in you because their credibility is at stake. Work from your friendship and your connections in asking them to support you. People give to people because they trust you, they owe you, or they are competitive with you. If someone says no to serving on a board, ask them for a referral.
2. Go slow. Create a matrix of what companies you need on the board and what skills the prospective board members need to have.
3. Always start high up in your recruiting. Make contacts with leading business executives i.e. bank officers, utility company executives, and executives of major companies in your community, rather than just “helpful” people. Include those you network with i.e. foundation officers and executives in other nonprofits. Community Leaders can be a vital help in raising money in the community and give the group legitimacy in the business community. Ask everyone you meet: who can help me and what do I need to do?
4. Prepare in advance before you ask people to join the board.
5. Set expectations for each board member. Articulate to each your general expectations along with your expectations of them as an individual with specific assets and talents. Individual strengths and resources are usually executed within specific board committees. The ideal is to have board members represent many different strengths and resources on a board.
6. Hold your first board meeting at an elegant place that will be a drawing card. Introduce everyone and use nametags.
7. Only put three board members on a committee. It is easier to plan and reach consensus with fewer people. You can add non-board members to the committee as you need them, especially in times of a campaign or large event.
8. Don't be afraid to fire a key leader in your organization if necessary. Their talents should match what you need and you should also surround yourself with positive people.

Putting together an office:

1. Startups need everything. To begin with, see if you can get your office space and telephone donated. As for office supplies, get as many things donated, as you can, through gifts in kind. Big companies have office furniture; ask for this through the public relations people at these companies. Keep a careful record of what these items are worth at the retail price and enter them in your startup and operating budget as donations, and not real costs. For example, if you are given a computer, show the purchase price. If someone donates a desk, you can show the rental or the purchase price.
2. Investigate getting discounts at stores by asking leaders in these companies to join you in your startup phase. If they say no, make every contact a multi-task call. Always ask for referrals of others they know who might help with their time, donations, or connections.
3. In creating stationery, list the board members in the letterhead. Get help with this design from printing businesses. You will find many people who will want to help you create a logo. Get the paper and printing services donated and note these contributions as gifts in kind.
4. Get your volunteers to donate used furniture from their homes, and to round up donations from business contacts, Goodwill, and thrift houses. Make a list of what is still needed and get these supplies donated through putting ads in papers, on posters, or your web site.



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Creating a budget:

1. In creating your budget, have it be a staff project. Don't wait for the board to do it because they won't have as much information.
2. List all the gifts in kind that you have collected: donated time, furniture, or equipment. Balance or match salary items with corresponding gifts in kind of donated services.
3. Anticipate and note all the unexpected things that can happen.
4. Be sure you build in living expenses, or overhead, in our budget. Keep this in mind all the time and for every item.
5. Special tips regarding jargon: in a project budget, name it "project planning" or "management" or "supervision". Refer to public relations as "public information."
6. Whenever you do a project, make a three-year budget. You want your donors to notice that you are serious about your commitment to making things work and that you have planned accordingly. You need to believe and demonstrate that you not only can survive but that you can win.
7. Don't worry if it isn't perfect.

Finding volunteers and future donors:

1. Build a broad volunteer base. Look for volunteers with previous experience in the concept of individual commitment, civic responsibility, and volunteerism.
2. When you are new, involve service clubs from High Schools or Corporate Volunteers by soliciting help from the community service person there.
3. Once you have sent feelers out for volunteers, keep a record of their names, and the skills and strengths that they can offer your organization. Have a sign in sheet at each event to get names and email addresses, and have them complete a legal liability release for nonprofits. Using a legal pad is fine because it gets the job done and keeps it simple. Things don't always have to be elaborate.
4. Communicate with volunteers by email (always get an email address).
5. Let them know the location of the project and what the project is the week before and get them to reply to project leader. Ask them to bring their own work gloves.
6. On the day of an event, prepare with the leaders an hour prior to the volunteers arriving. The best window for volunteer tree work is Saturdays from 9am to 12pm.
7. With all volunteers, explain how what they are doing relates to environmental improvement. Gather the group together and have each person introduce themselves to the group. Have food- bagels, coffee, donuts, and water. Afterwards, go out to pizza as a group, and let volunteers pay their own way. How about karaoke!

Communicating and creating publicity:

1. Define the problems in your community. Do other community members agree with you about this being a problem? Ask Public Relations people to help you define the issue and make a simple booklet about what the problem is and how it can be solved.
2. Be careful not to publicize your progress on any initiative until your first project is almost finished. Do not exist in the eyes of the press for the first three years. Not giving away all your secrets allows you to make quiet changes. It also doesn't take away from the focus you and your volunteers need to maintain to implement your goals.
3. Get a cell phone. It is especially helpful if the press needs you.
4. Think and act visually for the benefit of TV. Treat the press like people. Act like you know them. Have the Executive Director be the only spokesperson as there should be one central, consistent, and strategic message.
5. Photos of barren areas before and after will help you to make your case. If you're experience with Photoshop, that will help, too.





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Cultivating and thanking donors - stewardship:

1. Thank your volunteers often and in a personal way. Be aware that volunteers and donors are sometimes embarrassed by recognition in newsletter form.
2. Always tell your volunteers, as you will do with your donors, too, just how their gift of time (or money) makes a difference and how even the small things they do make up the big picture. They need to understand that without their help you couldn't make it all happen.
3. Create a certificate of appreciation for donors, supporters, and volunteers complete with gold seal and an embossed logo of your organization. Using laser printing or calligraphy, inscribe the donor or volunteer's name on it and frame it. Present it at the earliest possible time to selected big helpers and big donors. The key words here are to be selective and profoundly grateful for gifts bestowed. If a corporation offered their building for a special event, present it to that president or chairman.
4. Another thing Trees Atlanta does is to have a green T-shirt with white letters their your logo on it. Only volunteers who have done 6 projects get a T-shirt.
5. Throw a volunteer appreciation party. Sponsor an annual pot luck dinner to thank volunteers. Give out gifts they have earned for years of service, such as pruners, jacket, hats with their name on it and your organization's logo. Have a different gifts that correspond to varying years of service.
6. For more substantial thanks, ask a jeweler to donate a Waterford crystal bowl or the like. Present it to the greatest contributor of a particular phase of your development.
7. Start photographing your group activities, immediately, to document your progress for donors and future believers. Show them how hard you have worked and how far you have come. Try to retain the services of a professional photographer.
8. Make friends of people in government. Thank them privately when they help you. Bake cookies for them and deliver them personally.

Raising funds:

1. Look for seed money from your local community foundation or Junior League. Check out other foundations, too.
2. Go and talk with the Development Director (professional fundraiser) of the symphony, hospital, etc. and get suggestions about what community leaders would make good board members for the group.
3. Know what a case statement and case summary are. Develop your case carefully. Know how it will help you. Click on <http://www.fundraisinginfo.com/howtoguides/writing> for tips.
4. Be advised that not all major donors are philanthropic. Some are wealthy and need their egos stroked. In this case, naming a building, a room, or a program after them may bring in a difficult gift.
5. In times of a campaign, don't announce until most of the money is in.
6. When things are tough during a campaign, and otherwise, tell your board what is going on. Help everyone feel ownership. Do this so that board members and others can bring in resources that you never guessed were possible.
7. Find accurate ways to declare victory even if you are not totally victorious.
8. Tell the whole story. Be honest.
9. Ask your supporters to remember your organization in their will.
10. Remember, to support yourself, you can do things like contract with a new building to plant the trees around their building and across the street from their building. Also, create grant requests from whoever has money in your town. Look out for entrances into town to make more beautiful with trees.





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HOW TO START A TREE GROUP- TIPS FROM ACT MEMBERS

Citizen foresters around the country are working to make communities more livable for us all. ACT members, in particular, are on the cutting edge of emerging issues, working with government and business on SmartGrowth initiatives, engaging citizens to transform communities, and promoting workforce development in minority communities. One thing they all have in common is that they all started from the ground floor.

Several of ACT's newer member organizations asked us to go back to basics, starting with how to plant a tree and including details such as site selection and volunteer training. We're working on collecting examples of how groups do this differently. Let's backup, though, and start with organizational operations from founding and writing a mission through general advice.

Tips

1. **Community Need.** At the heart of founding an organization should be addressing a vital community need. Don't reinvest the wheel. Evaluate whether you can truly make a difference. Otherwise, consider partnering with an existing organization. You'll have much greater success if you work on a need that is not yet being met. Starting a group that replicates what another is already doing is a sure way to compete for the same pool of talent, resources, and public attention. In other words, you may both lose.
2. **Define your name and the mission.** Do your research in order to define and refine these to be clear. Establish a strong argument before you officially start. This might be through a tree inventory, management plan, or other. You can be creative, but stick to the best science, facts, and research. Not only will this help you get funding, but it will help you benchmark and guide your work. Make sure that you provide a tangible service with quantifiable benefits.
3. **It's going to be a lot of work and will need a lot more community support than just yours.** Select board members and volunteers as you would staff members. Surround yourself with people who are smarter than you, and make sure they have a range of expertise over different areas as needed. Recruit people with a variety of backgrounds and experiences- not just people with a background in trees.
4. **Have a leader who is committed to the cause, ask questions, is a good listener, and has fire in the belly.** Maybe it's not you. Are you committed to the cause being bigger than just you? If so, carefully evaluate if you are the right person. Maybe you should be a major supporter.
5. **Make connections with others in the field (other tree groups, Keep America Beautiful affiliates, nonprofits with overlapping interests, etc.).** Use their knowledge to develop a strategic plan, and have specific requests for them and ask for their help. In urban forestry, having a government champion is clutch. Get your city administrator on board with your strategic plan or you'll always struggle for funding- both public and private.
6. **Don't underestimate the power of success, particularly the first success.** Success breeds success, and you want to make sure that your first public venture is one. If necessary, start small but make sure it is visible and measurable. And then celebrate successes.
7. **Make it fun.** Hire a volunteer coordinator who is youthful, energetic, passionate, and very likeable. Run as many volunteer projects as possible with a goal of at least one project per week. Appreciate volunteers and those whose efforts to help you. Maybe this is through food, but also think about what you can offer to keep people involved over the long-term. And don't forget administrative volunteers. They can be the backbone of an organization.





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8. Promote yourself and be visible at every event. Make friends with the media, and invest in your electronic backbone: email newsletter, website, and social networking.
9. Be accountable and follow through with obligations. These are the basis on building trust.
10. Have some patience and don't give up (too soon).

Here are some more details specific to staging tree planting and care events:

Site Selection

There was a fair amount of consensus around how planting sites are determined. Basically, most groups cited these four steps:

1. An invitation to plant. Neighborhoods, parks groups, volunteer organizations, school groups, or a funder extends an invitation to the tree planting organization or file an application with them if necessary (often required for free trees). An invitation to plant can also come in the form of replacing trees lost to storm damage, disease, or accidents, or growing the canopy based on an urban forest management plan, long range projections, GIS analysis, or a public health or watershed special initiative in conjunction with the city/county. For example, members said this:

Trained Citizens

Openlands, Pennsylvania Horticultural Society, and TreePeople noted that trained citizen groups and volunteers-TreeKeepers, Tree Tenders, and Citizen Foresters, respectively- have the special privilege of being able to request where trees will be planted. In fact, in most cases, these core volunteers determine most of the organization's planting locations throughout the city or region.

New York, NY

Our planting sites are targeted within Trees for Public Health neighborhoods in each of New York City's five boroughs. For 2008, these neighborhoods were selected based upon canopy cover and childhood asthma hospitalization rates.

2. Species/site determination. The tree planting organization then does field research and/or makes an assessment based on need, suitability, and cost. Factors may include right tree in the right place (size and species in relation to existing infrastructure), neighborhoods and streets with minimal canopy cover (ex. less than 10% canopy cover), high visibility, maximizing the benefits of the trees versus minimizing associated costs, environmental context, aesthetic desires, and community need. Where possible, there is an emphasis on large shade trees.
3. Public-private coordination. Many hands make light work, but the municipal government is still the most important partner. Tree planting organizations coordinate with the city/mayor and council members (if applicable). This includes the arborist, city forester, municipal shade tree committee, and departments of public works, parks, neighborhoods, economic development, and more. Sometimes it's not one-stop shopping at the municipal level either:

The Greening of Detroit

1. In collaboration with the city forester for EAB restoration plantings on public streets.
2. In collaboration with park planners for park and playfield tree plantings.





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3. In collaboration with internal departments for community plantings (smaller street tree, park tree, nursery and vacant lot restoration plantings) and for Detroit Public School plantings.
4. Engage other local stakeholders. If there is another local stakeholder such as the local redevelopment council, community development corporation, housing authority, school districts groundskeeping staff, or funder, they are brought to the table. For example:

Environmental Awareness Network for the Diversity in Conservation

Plantings and hands on lessons, videos and workshops, and other outreach may be done by a mentoring group that has adopted a public elementary school class. We train and coordinate through them.

ERTHNXT

We plant on preserved lands in cooperation with Land Trusts as well as CREP-funded agricultural and streambed restoration.

Volunteer Training

At least one of the ways in which all members train volunteers is through a short verbal overview prior to planting and tool distribution at the main staging area. Trainings usually run about 10 minutes, although some groups reported that it can take up to 30 minutes. Trainings emphasize the goals of the project, methods for planting, and safety. The training is led by staff, a board member, or experienced volunteer. Sometimes a video is shown and paperwork is handed out to stress flare roots at grade level, other proper planting techniques, and the many benefits of trees. Also, if there is a strong youth volunteer component, they often participate in in-depth educational activities on topics such as tree biology and tree care and planting.

In addition to training the group as a whole, tree planting volunteers are frequently divided into small teams with an experienced group leader. The average group size is 4 to 6 volunteers per experienced leader. Group leaders are self-selected based on having sat through an extensive series of planting and care workshops as well as long history of volunteer service. Several groups also noted that only volunteers who sit for these classes are permitted to prune trees. These training programs come in a variety of names including (from most to least popular): Citizen Forester, TreeKeeper or ForestKeeper, Group/Crew/Planting/Tree Leader, Master Gardener, Tree/Neighborhood Steward, Tree Tender, Forestry Board, and Greenway Steward.





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SUCCESS STORIES- Nonprofits

Sacramento Tree Foundation (Sacramento, CA)

In 1981, the City of Sacramento’s Mayor and County Board of Supervisor called for the creation of a nonprofit tree foundation dedicated to trees. The first executive director volunteered on a half-time basis. By 1985, the Sacramento Tree Foundation had planted 10,000 new oaks, and by 1990 hired Ray Trethewey to be its first full-time executive director. Ray secured a partnership with the Sacramento Municipal Utility District (SMUD) to plant 500,000 trees dedicated to energy efficiency, and soon the Foundation was planting 25,000 trees a year with a budget that grew from \$100,000 to \$1.6 million. In 1993, the Foundation was instrumental in founding the Alliance for Community Trees and the U.S. Forest Service Western Center for Urban Forest Research, launched NeighborWoods in 1998, Greenprint in 2001, and countless other programs and partnerships in its 25 year history.

More information at: www.sactree.com

TreePeople (Beverly Hills, CA)

In 1973, Andy Lipkis founded TreePeople with \$10,000 in grassroots funds and 8,000 seedlings from the California Department of Forestry. The idea was to curb the notorious smog the crept up the mountainsides from the exploding megalopolis below, a challenge that many believed to be impossible. At the time, neither government nor business supported the effort. By the end of 1977, 50,000 trees had been planted and 50,000 children had taken part in environmental education programs. When the city drafted an Air Quality Management Plan, calling for the planting of one million trees to help comply with the air quality standards set by the 1970 Clean Air Act, TreePeople saw an opportunity. The city estimated the undertaking would cost \$200 million and take 20 years. TreePeople declared it could galvanize the public to do the job in three years– in time for the 1984 Summer Olympics in Los Angeles– at no cost to the city. Four days before the lighting of the Olympic flame, word was received that an apricot- the millionth tree- had been planted in Canoga Park. To encourage high quality, neighborhood-based tree planting and care, TreePeople established the Citizen Forester Training. In 1989, 2,000 volunteers participated in 70 planting events, planting 13,000 trees in mountain areas and 6,000 larger trees in the city.

More information at: www.treepeople.org/

Trees Forever (Marion, IA)

In 1989, Trees Forever was founded by two volunteers: Shannon Ramsay and David Krotz. In 1990, they received their first foundation grant, and by 1991 had established a partnership with Alliant Energy to provide program funding and assistance to 36 communities. By 1993, they were partnering with the State DOT. Since 1989, Trees Forever has assisted community leaders with over 3,900 planting projects, involved over 160,000 volunteers, logged more than 1.1 million volunteer hours, provided partial funding for the planting of over 2.78 million trees and shrubs, granted more than \$8 million in community assistance, and coordinated more than \$14 million in match of donations and volunteers hours.

More information at: www.treesforever.org

TreeUtah (Salt Lake City, UT)

It began in 1987 when a city contracted tree-cutting crew wanted to remove two 75-year-old ash trees from in front of Pepper Provenzano's home. Six trees had been removed from the adjacent block a day earlier, cut from the ground level, chopped up, and hauled away. Pepper called the City Forester and won a temporary reprieve which later turned permanent, but not before he learned that most of Salt Lake City's trees were in declining condition and the City Forester had only a five-man crew to handle 46,500 street trees. He also learned that about 800 trees must be removed from public areas each year while only 400 were being planted due to limited funds. Pepper recognized a need for creating an organization dedicated to urban forestry and the stewardship of trees. TreeUtah was established on Arbor Day in April of 1989 through a proclamation by then Salt Lake City mayor Palmer DePaulis.

More information at: www.treeutah.org





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INFORMATION RESOURCES

Community Tree Leadership Forum

In partnership with the National Arbor Day Foundation and the USDA Forest Service, the Alliance for Community Trees developed an intensive three-day training program focused on the needs of nonprofits, service groups, volunteer coordinators, and community organizers engaged in urban and community forestry. The training is designed to increase the impact of nonprofit and community organizations working on urban forest issues by providing training to strengthen management and leadership skills.

More information at: www.actrees.org/site/whatwedo/communityTree.php

Event, Funding, and Research Resources

Every day, ACT members across the country are growing the field of citizen forestry, and the public is learning the benefits of planting and protecting trees. ACT offers a diverse range of resources to support these efforts including: event support and media planning, funding, and research.

More information at: www.actrees.org/site/resources/index.php

Case Studies

Correctly planting and protecting trees is a good thing to do. However, planting and protecting trees also requires coordinating time and resources. ACT minimizes such requirements by sharing the innovative ideas and organized approaches of successful projects and models for members to replicate.

More information at: www.actrees.org/site/whatwedo/casestudies/index.php

NeighborWoods Month Planning Kit

In this, our third year of celebrating National NeighborWoods Month, ACT is pleased to present you with a planning and promotion kit that includes samples and examples from ACT members' 2006 events. Inside this kit are ideas, helpful hints, sample documents and forms, professionally designed promotional tools that draw on the NeighborWoods network's successes and can be customized with your organization's logo and event information. The Planning Kit includes a CD that makes customizing these sample documents easy.

More information at: www.neighborwoodsmoonth.org/documents/nw_planningkit_07.pdf

Non-Profit Handbook, Fourth Edition

The Non-Profit Handbook, by Gary M. Grobman, is one of the definitive reference manuals for starting and running a nonprofit corporation in the United States. This handbook provides information on everything from legal issues to fundraising techniques. There are details of how to incorporate, register to lobby, apply for tax exemptions, and comply with charitable solicitation laws are included for every state and the District of Columbia. Information about current federal laws, regulations, and court decisions that apply to nonprofits, as well as on staffing, advocacy, strategic planning, and bookkeeping is provided. This updated edition includes a discussion on the trends in nonprofit management and the future of the nonprofit sector. Most bookstores offer a nonprofit discount, too!

Human Resources for Dummies, Second Edition

The Human Resources for Dummies, by Max Messmer, contains new information on anti-discrimination legislation, measuring employee performance, firing or laying off employees, and the latest training and development plans. The CD-ROM includes updated forms and contracts- from job application forms and sample employee policies to performance appraisals and benefits worksheets. With the tools and helpful information in this book, you'll experience first-hand how a successful HR administration reaps untold rewards. Most bookstores offer a nonprofit discount, too!





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Foundation Center

The Foundation Center's mission is to strengthen the nonprofit sector by advancing knowledge about U.S. philanthropy. Established in 1956, and today supported by more than 600 foundations, the Foundation Center is the nation's leading authority on philanthropy, connecting nonprofits and the grantmakers supporting them to tools they can use and information they can trust. The Center maintains the most comprehensive database on U.S. grantmakers and their grants- a robust, accessible knowledge bank for the sector. It also operates research, education, and training programs designed to advance philanthropy at every level. The Foundation Center offers free resources in its five regional library/learning centers and its national network of more than 340 Cooperating Collections. More information at: www.foundationcenter.org

Independent Sector

Independent Sector is a leadership forum for charities, foundations, and corporate giving programs committed to advancing the common good in America and around the world. They help to strengthen and mobilize the charitable community in order to fulfill their vision of a just and inclusive society and a healthy democracy of active citizens, effective institutions, and vibrant communities. Their support network offers success stories, publications, an annual conference, and awards. More information at: www.independentsector.org

A Technical Guide for Developing Urban Forestry Strategic Plans and Urban Forestry Management Plans

The Wisconsin Department of Natural Resources has produced this resource to help local units of government and others develop urban forestry plans that: 1) address local needs, and 2) meet the standards of Wisconsin's Urban Forestry Assistance grant program. More information at: www.urbanforestrysouth.org/resources/library/

