



TERRAFIRMA

PUTTING HISTORIC LANDSCAPE PRESERVATION ON SOLID GROUND

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

NEW MODELS OF STEWARDSHIP:
PUBLIC/PRIVATE PARTNERSHIPS

WHAT PARTNERSHIPS CAN DO

CASE STUDY EXAMPLES

WHAT ARE NONPROFIT ORGANIZATIONS

HOW TO MAXIMIZE VOLUNTEER POTENTIAL

Terra Firma is a publication of the
Massachusetts Department of Conservation and
Recreation (DCR), Executive Office of Energy and
Environmental Affairs (EOEEA).

Deval L. Patrick, Governor

Timothy P. Murray, Lt. Governor

Ian A. Bowles, Secretary, EOEEA

Richard K. Sullivan, Jr., Commissioner, DCR

Patrice Kish, Director, Office of Cultural
Resources, DCR

Author: Shaun Provencher

Guest Editor: Betsy Shure Gross, Executive
Director, Office of Public Private
Partnerships, EOEEA

Funding provided by the Office of Public Private
Partnerships, EOEEA and the Office of
Cultural Resources, DCR.

In the spirit of public/private partnerships,
Cahoots Design developed and designed
this publication.

Cover Caption:

The City Year *Young Heroes* program assisted DCR
on Parkserve Day, 2007 by offering many hands
needed to clean up Charlesgate Park in Boston.
(DCR)

In nineteenth-century Massachusetts a surge of progressivism led to the creation of public institutions that aimed to enrich people's lives during the industrial age. Massachusetts was at the forefront of this trend, establishing the nation's first private statewide conservation and preservation organization, The Trustees of (Public) Reservations (1891); the first large free municipal library in the United States, the Boston Public Library (1848); and other institutions such as the Museum of Fine Arts (1876). The Boston Park System (1878-1896), the first of its kind, was one of Frederick Law Olmsted's master works - a park system for all citizens, a place where nature can restore the human spirit and "bring peace and refreshment to the city dweller." The efforts of Olmsted and other open-space advocates in the nineteenth and twentieth centuries created a strong legacy for the establishment and care of landscapes in the Commonwealth; but today, these public places in Massachusetts require *New Models of Stewardship* to ensure their survival.

Today, the majority of museums and libraries are supported in part or in whole by membership fees or nonprofit organizations. Public landscapes - particularly historic landscapes - require and deserve equal dedicated support. To this end, the public/private partnership model can be effectively applied to historic landscapes across the Commonwealth, as it has been in cities in the U.S. such as the Prospect Park Alliance in New York (www.prospectpark.org) and the Pittsburgh Parks Conservancy in Pennsylvania (www.pittsburghparks.org). Through partnerships, the levels of planning, labor, and advocacy support that our historic public landscapes require can be sustained over the long term.

A public/private partnership is an agreement between a public entity and individuals, volunteers, nonprofits, businesses, corporate sponsors, or a regional organization that is characterized by mutual cooperation and responsibility, and is focused on the achievement of a specified goal. Partnerships are diverse and evolving, but are always deeply intertwined with public management efforts. They can help to protect historic landscapes from fluctuations in public resources, and create a diverse network of funding, staffing and volunteer support. Public/private partnerships connect the public at large with the landscape itself, creating a sense of stewardship, pride, and commitment among managing agencies, neighbors, park users and donors alike.

These partnerships are the subject of this fourth issue of *Terra Firma - New Models of Stewardship: Public/Private Partnerships*. This issue moves away from the resource-based *Terra Firma* editions of the past, which focused on historic landscapes, trees, and roads, and broadens the scope to provide concerned citizens with the guidance, examples, and resources needed for developing partnerships to protect historic landscapes in Massachusetts. This issue covers what public/private partnerships offer historic landscapes, how to inspire and encourage volunteers, methods for incorporating volunteer and philanthropic organizations, and case studies of historic landscape partnerships in Massachusetts. The final section is a compilation of statewide and national partnership resources related to historic landscapes.

At the forefront of these efforts in the Commonwealth is the Massachusetts Executive Office of Energy and Environmental Affairs' Office of Public Private Partnerships (OPPP), a leader in partnerships for parks and co-sponsor of this issue of *Terra Firma*.

*“For every thousand dollars judiciously invested in a park,
the dividends to the second generation of citizens possessing it
will be much larger than to the first; the dividends to the third much larger
than that to the second.” -Frederick Law Olmsted*



Teddy Ebersol's Red Sox Fields at Lederman Park: \$1.8 million donated from private partners with over \$200,000 of capital investment through OPPP and DCR to rehabilitate athletic fields along the Esplanade in Boston. The gift also includes a private, \$1 million maintenance endowment being generated in response to a \$500,000 matching fund challenge from the Ebersol family. (OPPP)

OFFICE OF PUBLIC PRIVATE PARTNERSHIPS: Catalyst for Change

The Department of Conservation and Recreation (DCR) is responsible for the management and protection of over 420,000 acres of open space, including historic industrial sites, former private estates, and designed parks and parkways. Many of the agency's parks are supported by volunteer and nonprofit organizations, but an abundance of untapped potential remains.

Recognizing the need to engage the private sector in the care, custody and control of public places, the Executive Office of Energy and Environmental Affairs (EOEEA), Office of Public Private Partnerships works closely with DCR to build bridges between the agency and its constituents. One of the most successful programs has been "Fix It First Friends" - a matching-fund program since 2004 that encourages new partnerships to address the issue of deferred maintenance at DCR facilities. The result has been nearly \$7 million of capital investment, along with a growing commitment to this model of management. These partnerships represent a new direction for protecting historic landscapes and show the potential that any non-state group has to participate in preserving public landscapes in Massachusetts.

BY THE NUMBERS

Fix It First Friends 2004-2007

87 Partners engaged	\$2.8 million Public dollars invested
78 Projects funded	
84 DCR facilities served	\$3.9 million Private contributions

For more information on OPPP's "Fix it First Friends" program, visit their internet site at www.mass.gov/envir/opp or call (617) 626-4917.



The Executive Office of Energy and Environmental Affairs' Office of Public Private Partnerships (OPPP) was founded in 2003 as a catalyst for partnerships, working to ensure the long term preservation of the Commonwealth's open space legacy – our natural, cultural and scenic resources – through the creation of public/private partnerships. The program's goals are to **rebuild** trust in the public realm, **establish** New Models of Stewardship, **inspire** a culture of shared responsibility in the stewardship of our parks and open spaces, **engage** friends groups, institutions and the business sector as long term partners, and **pursue** new revenue sources for our public assets.



A \$15,000 donation from the Friends of the Middlesex Fells (matched with \$15,000 from OPPP), \$80,000 from Massachusetts Water Resources Authority and strong advocacy from the Friends launched the \$185,000 rehabilitation of a stone barn at the historic Middlesex Fells Reservation, Stoneham. (DCR)



WHAT PARTNERSHIPS CAN DO

In their publication *Public Parks, Private Partners: How Partnerships are Revitalizing Urban Parks* (2000), the Project for Public Spaces, Inc. identifies categories of activities undertaken by organizations in their support for a park (adapted below). How these partnership activities are implemented often evolve from a master plan, resource management plan or a landscape preservation plan, and require close coordination with the landscape managers.

FUNDRAISING

Fundraising is often most successful when targeted toward specific projects or operational priorities identified in a master plan. With this long-term guidance, funds from various sources including government programs, private donations, foundation grants, and concessions, are generally applied to operations or capital improvements – the two primary categories of partnership finance.

ORGANIZING VOLUNTEERS

One of the most significant resources for partnership activities is the pool of potential volunteers in a community. A well-organized volunteer program will prove to be of great benefit to any partnership, developing community stewardship and increasing public involvement (see the following “Maximizing Volunteer Potential” and “Case Studies” sections for a full discussion). Volunteers directly contribute to the preservation of historic landscapes through maintenance activities and other activities such as “Park Watch” and “Ambassador” programs where they work cooperatively with park rangers, police and managers as greeters or other interactive park positions.

DESIGN, PLANNING AND CONSTRUCTION OF CAPITAL IMPROVEMENTS

Landscape stewards can encourage partners to become involved in capital planning and design processes to help develop alternative concepts and methodologies that address the needs and desires of the local constituency. Early public involvement engages the community and fosters support of park needs.



Spontaneous Celebrations, a nonprofit partner of DCR, programs the Lantern Parade on Jamaica Pond every October. (DCR)

“People are actually looking for good things to do, you just

have to organize or channel a place for them to do

their acts of kindness.” June O’Leary, Friends of Whitman Park



Boston’s Urban Forest Coalition draws nonprofit and governmental agencies together to develop educational, planning, and documentation efforts aimed at improving the condition of the urban forest. They rely heavily on volunteers to implement these efforts. (Urban Forest Coalition)



Utilities are available on Peddock's Island for the first time because of the nonprofit partnership between the Island Alliance, EOEEA and DCR. (DCR)

A good example of this type of partnership is the Island Alliance's work at Peddock's Island, one of the DCR-managed Boston Harbor Islands. The Alliance's primary objective is to ensure that people enjoy and use the resources of the Boston Harbor Islands National Park Area. The Island Alliance works to attract financial support from the private sector. In 2002 the Alliance received \$5.3 million in environmental mitigation funding, a portion of which was dedicated to hiring a management consultant to coordinate the design, permitting and construction of a utility connection bored into the ocean floor from the town of Hull to the island. The private partner took responsibility for implementing a critical capital project and supplied power, water, telecommunications and sewer connections, thus enabling DCR to better manage the culturally significant island for public use and revenue development.

PROGRAMMING

Historic landscape partners provide diverse perspectives on creating programs to serve the park constituency. Partners work in close coordination with park managers to identify program themes such as art, ecology, or history, or directly coordinate and implement special events that attract the public to the landscape.

ADVOCACY

Park partners are highly informed and well equipped to advocate on behalf of a historic landscape. With their site-specific knowledge, they can provide context for decision making and help property managers identify opportunities for increased public benefit. As representative of the community most impacted by funding, programming and operational changes, partners can present a strong and unified public image, allowing them to effectively advocate for the needs of their historic landscape.

MAINTENANCE

Keeping up with maintenance is often the most challenging aspect of historic landscape care, and is usually left to park managers and field staff to implement. Partners can help property managers establish and sustain an appropriate performance standard for the historic landscape through planning, program development, and ongoing communication with the landscape staff. They can further reinforce those standards through volunteer events like "clean up" days, maintenance needs reporting, or through direct contract management.

MARKETING AND PUBLIC OUTREACH

All of the above activities undertaken by park partners can be supported by a program of marketing and public outreach, developed in close coordination with the landscape staff. Park partners can build momentum for the preservation of a historic landscape through internet sites, newsletters, flyers and postings at the park. By also spending time in the community, at events like PTA and civic organization meetings, partners can develop a public outreach program that raises awareness and recruits new supporters. Oftentimes, however, the most effective outreach is developed not through marketing materials or community interaction, but by engaging the public in the development of specific projects or programs. A well-executed project completed through consensus is excellent press.



What's In a Name?

It's whatever you need to induce the public to share in the mission and purpose of your work on behalf of a public landscape!

Most partnership organizations use the terms conservancy, friends group, coalition, alliance, foundation and trust in their name to encourage potential members and funders to adopt and support their efforts. But what matters most is not the name, but establishing an organization that brings together the civic, corporate, institutional and public sectors to develop productive collaborations. Bringing together representatives of those sectors to think about a name for your group is a good idea, but remember:

"That which we call a rose

By any other name would smell as sweet..."

Shakespeare



CASE STUDY

THE FRIENDS OF SLEEPY HOLLOW CEMETERY

PUBLIC ENTITY – Town of Concord

TOPIC – Establishing a Friends Group

The Friends of Sleepy Hollow Cemetery in Concord is a nonprofit aimed at enhancing and promoting the preservation, beautification, and appreciation of Sleepy Hollow Cemetery, a sylvan resting place that is a result of the “garden cemetery” movement of the nineteenth century.

In 2002, a group of citizens recognized the need to form a nonprofit partnership with a mission to support the efforts of the Concord Cemetery Committee. The incorporation process was relatively smooth due to the interest, commitment, and proactive nature of the founders. One of the incorporators had in fact been involved with another friends group in Concord, adding an early and helpful perspective.

Founding members brought critical legal, accounting, and fund-raising skills to the table, while others had administrative, management, and marketing experience combined with a sound knowledge of cemetery history. As such, the board gained a well-rounded perspective regarding most aspects of cemetery management and planning. Having these varied skills available during the founding stages, a successful process was easily achieved through proper visioning, goal setting, and delineation of tasks. Essential to this work is communication with the Cemetery Committee which retains a liaison, non-voting seat on the Friends board.

Friends of Sleepy Hollow Cemetery
P.O. Box 1245
Concord, MA 01742
info@friendsofsleepyhollow.org

A SUCCESSFUL PROCESS WAS EASILY ACHIEVED
THROUGH PROPER VISIONING, GOAL SETTING,
AND DELINEATION OF TASKS



The Maudslay State Park Association Garden Committee is instrumental in the upkeep of the park's designed landscape. (DCR)

CASE STUDY

MAUDSLAY STATE PARK ASSOCIATION GARDEN COMMITTEE

PUBLIC ENTITY – Massachusetts Department of Conservation and Recreation

TOPIC – Garden Restoration and Care

The Maudslay State Park Association (MSPA) is a private, incorporated, nonprofit organization that supports the preservation and management of the 480-acre Maudslay State Park in Newburyport, including a farm complex and fields, buildings, formal gardens, extensive carriage trails, spectacular vistas, and massive collections of azalea, rhododendron and flowering trees. The MSPA partnership with DCR is an example of how a private partner can provide direct maintenance assistance, as well as support the rehabilitation of a unique and complex feature within a larger historic landscape.

A sub-group of the MSPA, the Garden Committee, is dedicated to the preservation of the formal Italian and Rose Gardens on the property, and has taken on limited garden maintenance responsibilities. Each season the Garden Committee prepares the gardens by weeding, planting, and watering, while also acting as ad hoc interpreters when visitors pass through the gardens; but they are also extensively involved in garden planning at Maudslay. The Garden Committee has been successful in raising contributions towards other landscape improvements such as new dogwoods, a fountain and an irrigation system in the gardens. The MSPA also raised \$30,000 over three years to restore the historic Spray Shed, funds that were matched through OPPP. Without the commitment and support of the MSPA and the Garden Committee, the joint stewardship of Maudslay State Park would not be possible.

Maudslay State Park Association
www.sandyberkenbush.com/Maudslay/Maudslay%20Site/index.html





The pond rehabilitation at Whitman Park was organized and funded by the Friends of Whitman Park. (June O'Leary)

CASE STUDY

THE FRIENDS OF WHITMAN PARK

PUBLIC ENTITY – Town of Whitman

TOPIC – Park Planning and Development

In response to development pressures on this Olmsted Brothers-designed park, a small group rallied in favor of preserving the original design and founded the Friends of Whitman Park as an incorporated nonprofit in 2000. Their grassroots recruitment efforts have created a strong and varied group and resulted in a well-cared-for landscape with high levels of public investment and active planning and development efforts. An example is their "Sponsor a Tree" program, which is responsible for planting 60 trees in the park. Program support is garnered by attracting funds, labor, and materials through local organizations which draw on the affiliations and allegiances of local citizens and organizations, such as the VFW. In addition, thousands of dollars have been raised through memorial bench and lamp fundraising programs and a summertime concert series. Through these efforts, the park receives much needed funding, and citizens become personally invested.

All this activity, however, is not opportunistic. In its first year of development, the Friends recognized the need for actively planning for the future; funded by DCR grants, they achieved listing of the park in National Register of Historic Places and developed a master plan to guide future work. The plan is constantly referenced while planning current and future Friends of Whitman Park efforts.

Friends of Whitman Park
P.O. Box 4
Whitman, MA 02382
junejoe@verizon.net

CITIZENS BECOME

PERSONALLY INVESTED



CASE STUDY

THE FRIENDS OF BUTTONWOOD PARK

PUBLIC ENTITY – City of New Bedford

TOPIC – Communications, Education, and Outreach

Since its establishment in 1987, the Friends of Buttonwood Park in New Bedford has stood out as one of the leading urban park nonprofits in Massachusetts. They are carrying on the partnership legacy begun with planning and technical assistance funded through the Commonwealth's innovative Olmsted Historic Landscape Preservation Program in the mid-1980s. Established to protect the historic 1895 vision of the original Olmsted, Olmsted and Eliot plan, the Friends have developed extensive planning, communications, education, and outreach programs that provide focused care for the park and connect the people of New Bedford with the historic landscape.

The Friends of Buttonwood Park are in touch with the community through a yearly park-wide clean up and several March for Parks events, and produce a series of communications including: seasonal newsletters, a visitor guide, program flyers, a park tree identification guide, printed invitations to park events, press releases, and an internet site. They have held public meetings to stay in touch with community concerns, gauge public impact, and learn more about community priorities.

Among a number of efforts, the Friends' Trees In Our Park and Tree Keeper programs stand out. Over 700 elementary students have participated in the Trees In Our Park program where students and teachers go on guided field walks to discuss horticultural, ecological, and historical aspects of the trees. The 40 Tree Keepers, dressed in vests with the Friend's logo, tend to all new trees planted by the Friends.

Friends of Buttonwood Park
info@buttonwoodpark.org
www.buttonwoodpark.org

The Friends of Buttonwood Park Tree Keeper program plants and tends to all new trees in the park. (FBP)



“Nurturing friends groups and sustaining volunteerism are more like tending a garden than they are like steering a ship.” Will F. LaPage

CASE STUDY

THE VOLUNTEERS AND FRIENDS OF THE BOSTON HARBOR ISLANDS

PUBLIC ENTITY – Boston Harbor Islands National Recreation Area

TOPIC – Maximizing Volunteer Potential

The Volunteers and Friends of the Boston Harbor Islands was founded in 1979 to serve the islands, visitors, and the managing agencies of what is now the Boston Harbor Islands National Recreation Area. Established to manage volunteer efforts for the Island Alliance, they are probably best known for the on-island work of their extensively trained “blue shirt” volunteers who are mentored, given uniforms, supervised, and deployed at no cost to the managing agencies or customers using their services.

The Volunteers and Friends have achieved exceptional volunteer longevity by encouraging members to serve for a minimum of 40 hours each season in order to develop an uncommon familiarity and dedication to the resources. As a result, they understand the park well enough to help on a wide variety of projects, assist visitors of many backgrounds, and they develop a strong dedication and connection which lasts beyond any single project and is the foundation for the entire volunteer program.

The Volunteers and Friends come together often for informal social gatherings, field trips, public lectures and boat cruises where exceptional individuals are recognized. On annual New Year’s Day boat cruises and annual meetings, much time is devoted to recognizing outstanding volunteer and park partner performance. During the year, volunteers are kept informed through *Tidings*, the Volunteers and Friends newsletter.

The Volunteers and Friends of the Boston Harbor Islands
(781) 740-4290
www.fbhi.org
www.islandalliance.org

THEY DEVELOP A STRONG DEDICATION

AND CONNECTION WHICH LASTS

BEYOND ANY SINGLE PROJECT



WHAT ARE NONPROFIT ORGANIZATIONS?

Private groups that support historic landscapes can be organized in many different ways depending on the needs of the stakeholders and can range from small volunteer groups to corporate sponsors. Formally organizing as a nonprofit organization in support of a specific landscape is one option which carries a number of benefits and drawbacks. The following is an overview of the basic steps for incorporating a partnership into a nonprofit. (Massachusetts Nonprofit Organizations ch. 1, § 1.1, MCLE, Inc. rev. ed. 1998 & Supp. 2001, 2004).

OVERVIEW: HOW TO FORM A NONPROFIT CHARITABLE CORPORATION IN MASSACHUSETTS

Volunteer and philanthropic-minded groups frequently form nonprofit charitable corporations, and organizing such a corporation involves a number of important organizational, social, and financial skills. While the series of state and federal procedures required to establish a nonprofit corporation under state and federal law may be imposing, planning and foresight can greatly facilitate the process.

The entire process of establishing a nonprofit corporation should be coordinated by a lawyer and tax advisor who specializes in nonprofit development.

The following stages mark the primary legal hurdles involved with establishing and maintaining a nonprofit corporation in Massachusetts, but do not address any of the organizational, social, and financial skills also required to produce a functioning and successful nonprofit charitable corporation. In addition, they do not address numerous legal contingencies that may arise with specific situations associated with religious organizations, fundraising, and other details. The following stages are intended solely to provide an overview of the legal requirements, as well as state and federal offices involved with the process, and should in no way be considered complete or final. Fees may be associated with these stages.

Forming a nonprofit organization in Massachusetts involves both establishing a legal corporation and registering as a tax-exempt entity. The Secretary of the Commonwealth provides information on incorporating a nonprofit at their internet site www.state.ma.us/cor or (617) 727-9640. For tax information, contact the Massachusetts Department of Revenue at www.mass.gov/dor or (617) 887-MDOR or (800) 392-6089, and the Internal Revenue Service (IRS) at www.irs.gov or (877) 829-5500.

Massachusetts General Laws regarding nonprofit organizations, including M.G.L. Chapter 180 - Corporations for Charitable and Certain Other Purposes, can be found at www.mass.gov/legis/laws/mgl/mgllink.htm or through the State Library at (617) 727-2590.



The Squashbusters youth enrichment program combines the game of squash with academics and community service, including the Franklin Park Coalition's Spring Cleanup event in Boston. (DCR)

1

Reserve a Name with the Secretary of the Commonwealth, Corporations Division, that is not “the same as, or so similar as to be likely to be mistaken for” the name of any other existing corporation or other entity authorized to transact business in the Commonwealth.

The Secretary’s internet site (www.sec.state.ma.us/cor) contains the appropriate form, corporate name database, as well as an online name reservation system.

2

Submit the Articles of Organization to the Secretary of the Commonwealth, Corporations Division (www.sec.state.ma.us/cor). The **Articles of Organization** include the name, purpose, member classes (Chairperson, Secretary, etc.), provisions for the conduct and regulation of business (if there are any), bylaws, effective organization date, and contact information.

3

Request an IRS Federal Employer Identification Number (EIN). All nonprofit corporations are required to have an employer identification number, even if they will not have employees. The EIN is a unique number that identifies the organization to the Internal Revenue Service. The form is available from the IRS internet site (www.irs.gov).

4

Register for IRS Recognition of Tax-Exempt Status [501 (c)(3)]. In order to be tax exempt under federal guidelines, a nonprofit charitable corporation must formally register with the IRS. Certain requirements apply before tax-exempt status can be achieved; among other requirements, the nonprofit corporation must be organized to refrain from certain activities such as supporting political candidates and influencing legislation. The form is available from the IRS internet site (<http://www.irs.gov/charities/charitable/index.html>)

5

Obtain Massachusetts Department of Revenue Recognition of Income Tax-Exempt Status in order to be exempt from property, income and/or sales taxes in the Commonwealth of Massachusetts. The nonprofit corporation must already be exempt from federal taxes. Guidance is available from the Corporate Exemptions Division of the Department of Revenue (www.dor.state.ma.us).

6

Register With the Commonwealth of Massachusetts Attorney General, Charities Division. Any nonprofit charitable corporation organized, operating, or raising funds in Massachusetts must register with the Charities Division by filing a copy of its articles of organization (including bylaws) in order to obtain the required Certificate of Solicitation. Forms and information are available from the Commonwealth of Massachusetts Attorney General, Charities Division (www.ago.state.ma.us).

7

File Annual Information Returns with the IRS. Nonprofit corporations may be required to file annual information returns with the IRS containing data on fundraising activities, functional expenses, fund balances and other details. Forms are available from the IRS internet site (www.irs.gov).

8

File Massachusetts Nonprofit Corporation Annual Report with the Corporations Division on or before November 1st of each year. This primarily contains information on the nonprofit officers. The form is available from the Office of the Secretary of the Commonwealth, Corporations Division (www.sec.state.ma.us/cor).

*“Opportunity is missed by most
because it is dressed in overalls
and looks like work.”* Thomas Alva Edison

MAXIMIZING VOLUNTEER POTENTIAL

Successful volunteer efforts are not solely the result of active citizens willing to spend time helping the partnership; they are the culmination of strong volunteer coordination, useful and interesting work that is rewarding, enjoyable and educational, and social rewards gained from the volunteer experience. Working together, public property managers, private entities and non-governmental groups can plan and execute successful volunteer projects using some simple guidelines:

1. To make the most of your volunteer projects, plan ahead, set clear and achievable goals, and choose visible projects with tangible results.
2. Connect with groups whose mission intersects with your own, they may be willing to offer assistance that satisfies everyone’s goals.
3. Apply for services from broad-based volunteer organizations that may be able to incorporate your project(s) into those of a larger volunteer network.
4. Volunteers come in every size. Keep a list of potential projects, big and small, that might be a good fit when opportunities arise.
5. Spend time developing your outreach and communication plans, working with local organizations and building on established community networks.



Actively engaging volunteers in hands-on activities like vegetation clearing develops a sense of investment by the community, Chestnut Hill Reservoir, Brookline. (Eva Webster)

PARTNERSHIP RESOURCES

NATIONAL ADVOCACY, FUNDING, AND PARTNERSHIP/NONPROFIT MANAGEMENT RESOURCES

Note: \$ = funds may be available

Advisory Council on Historic Preservation
www.achp.gov/funding.html

Alliance for Historic Landscape
Preservation
www.ahlp.org

American Association for State and Local
History
(615) 320-3203
www.aaslh.org

Association for Gravestone Studies
(413) 772-0836
www.gravestonestudies.org

City Parks Alliance
(202) 223-9111
www.cityparksalliance.org

City Parks Forum
cpf@planning.org
www.planning.org/cpf

Cultural Landscape Foundation
(202) 483-0553
www.tclf.org

Foundation Center
(800) 424-9836
www.foundationcenter.org

Getty Foundation \$
(310) 440-7300
www.getty.edu/foundation

Grantsmanship Center
(213) 482-9860
www.tgci.com

National Alliance of Preservation
Commissions
(706) 542-4731
www.sed.uga.edu/psoprograms/napc/nac.htm

National Association for
Olmsted Parks \$
(866) 666-6905
www.olmsted.org

National Center for Preservation
Technology and Training \$
(318) 356-7444
www.ncptt.nps.gov

National Council of
Nonprofit Associations
(202) 962-0322
www.ncna.org

National Trust for
Historic Preservation \$
(202) 606-8503
www.nationaltrust.org

New England Grassroots
Environment Fund \$
(802) 223-4622
www.grassrootsfund.org

Parks Practices
(866) 666-6905
www.parkspractices.org

Project for Public Spaces
(212) 620-5660
www.pps.org

Save America's Treasures \$
(202) 588-6202
www.saveamericastreasures.org

Save Our History
info@saveourhistory.com
www.saveourhistory.com

Tourism Cares for Tomorrow \$
(781) 821-5990
www.tourismcaresfortomorrow.org

Trust for Public Land
(617) 367-6200
www.tpl.org

Wallace Foundation \$
(212) 251-9700
www.wallacefoundation.org

STATE ADVOCACY, FUNDING, AND PARTNERSHIP/ NONPROFIT MANAGEMENT RESOURCES

Barr Foundation \$
(617) 854-3500
www.barrfoundation.org

Berkshire Taconic
Community Foundation \$
(413) 528-8039
www.berkshiretaconic.com

Blackstone River Valley National Heritage
Corridor Commission \$
(401) 762-0250
www.nps.gov/blac/home.htm

Boston Foundation \$
(617) 338-1700
www.tbf.org

Boston Foundation for Architecture \$
(617) 951-1433
www.bfragrants.org

Brookline Community Foundation \$
(617) 566-4442
www.brooklinecommunity.org

Community Foundation of Western
Massachusetts \$
(413) 732-2858
www.communityfoundation.org

Community Preservation Coalition
(617) 367-8998
www.communitypreservation.org

Conservation and Recreation Campaign
(617) 367-6200
www.conservationandrecreationcampaign.org

EOEEA Office of
Public Private Partnerships \$
Executive Office of Energy and
Environmental Affairs
(617) 626-4917
www.mass.gov/envir/opp

Essex National Heritage Commission \$
(978) 740-0444
www.essexheritage.org/commission

Greater Worcester
Community Foundation \$
(508) 755-0980
www.greaterworcester.org

Quinebaug-Shetucket
Heritage Corridor \$
(866) 363-7226
www.thelastgreenvalley.org

Highland Communities Initiative \$
(413) 268-8219
www.highlandcommunities.org

Massachusetts Foundation
for the Humanities \$
(413) 584-8440
www.mfh.org

Massachusetts Historical Commission \$
(617) 727-8470
www.sec.state.ma.us/mhc/mhcidx.htm

Massachusetts Land Trust Coalition
(978) 443-5588
www.massland.org

Preservation MASS
(617) 723-3383
www.preservationmass.org

Trustees of Reservations
(978) 840-4446
www.thetrustees.org