

Urban Forestry Institute

May 10, 2013

Future Trends – Leveraging Partnerships and Generating Support for State and Local Programs

- I. Federal & State Trends
- II. Local Examples
- III. Common Threads
- IV. Future Trends

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Federal Partnership Trends

- Competitive performance based funding vs. formula.
- Innovation space is constrained in many federal budgets. (DOT \$40+ billion in formula / \$500 million TIGER)
- Push to integrate / coordinate federal programs on-the-ground. (e.g. [*Sustainable Communities Partnership*](#) EPA-DOT-HUD; [*Urban Waters Federal Partnership*](#) – 13 federal agencies.)
- Authorities are unique and complementary. Partnership offers mechanism to integrate authorities.

Urban Waters
Federal
Partnership

Place Based

Bottom up, not
top down

Break Down
Silos

Federal Family
Approach to
Customer
Service

“New” Landscape Scale Restoration

3

Landscape Scale Restoration

- \$20 M from State and Private Forestry
- Builds on “Redesign” efforts by working with States to continue innovative, landscape-scale projects
- Removes limitation to a specific mix of funding
- In FY 2012, \$15.3 M to States leveraged \$22 M and supported 75 projects in 39 States and territories.



“New” Restoration Partnerships

4

Accelerating the Pace of Restoration



- \$10 M from National Forest System
- Supports partnerships for a cost-share program
- Focus on municipal & beneficial use watersheds to reduce fire risks to public utilities and drinking water
- Example: Flagstaff, AZ \$10M citizens bond to fund NEPA, thinning, monitoring

Parallels in State Government

- **How do we make getting help less work for the customer?**
- Partner with sister agencies to deliver integrated state programs, assistance, and information to the public.
- Piggy-back on another state agency's networks, delivery structure, or programs to reach new audiences. E.g. State Green Ribbon Schools initiative., DMV locations and billing, etc.
- Aligning strategic plans and partnering on mutual priorities, across agency silos. (e.g. State Forest Action Plans, State Wildlife Action Plans, regional GI framework, etc.)
- “Get our own house in order, and then be a better partner”
- **How do we make delivering help less work for us?**

State Cooperative Extension

State DNR / Forestry

Department of Environment

State Parks and Wildlife

Non-Natural Resource Partners –
Transportation, Housing, Education,
Health...

Local Partnerships

- Local government agencies are challenged to deliver more services with fewer resources.
- Integrating delivery across different divisions and silos, and offering voluntary role for private sector.
- Many excellent models with some common threads

An Anchor Nonprofit - Trees Atlanta, Trees Greenville, Trees Charlotte, Trees [City]

A Big Tent Action Campaign - MillionTreesNYC, Plant One Million Philly, Plant it Portland

Visible Corporate Support – CSR and employee relations merge. Wells Fargo, Fedex, Southern Co.

NEW YORK



- I. STRONG SCIENTIFIC INVESTMENT OVER TIME (NYC RESEARCH UNIT)
- II. HIGH CAPACITY IN NYC PARKS AND REC
- III. BIG GOAL, BIG VISION (SUPPORTING EVEN LARGER PLANYC)
- IV. STRONG CHAMPIONS – WITH FOLLOW THROUGH

- I. Mayor quadrupled city budget
- II. Defined partnership for private sector fundraising (NYRP, Mayor's Fund **accessing new tier of giving**)
- III. Activated a wide delivery system (multi-agency, shared responsibility with CBOs)

PORTLAND



I. \$ DRIVERS FOR GREEN INVESTMENT – WATER, SALMON

II. HIGH CAPACITY LOCAL GOVERNMENT

III. HIGHLY ENGAGED PUBLIC

I. Volunteer action

II. Great P.R. “Plant it, Portland”

**IV. EXPERIMENTAL, INNOVATIVE, ADAPTIVE
- AND NOTICE THE DETAILS**

I. “Friends of Trees effect” PSU

II. Capitalizing trees model w/ Center for N’hood Technology

III. Grey to Green Initiative

IV. Creative Outreach (TreeBates, Planting Parties, Social Media, Fun)

PHILADELPHIA



I. \$ DRIVERS – WATER

II. HORTICULTURAL HERITAGE

III. COMMUNITY KNOWLEDGE /CAPACITY

- I. 3,500+ Tree Tenders
- II. Empowered CBOs at fine grain, PHS as mothership

IV. BIG THINGS ON HORIZON

- I. Plant 1 Million, multi-state campaign
- II. \$1.6 billion for green infrastructure in next 20 yrs
- III. Used ARRA to demonstrate /pilot important models

MARYLAND



I. BAY HERITAGE

- I. Supportive public
- II. Unified leadership

II. REGULATORY ENVIRONMENT

- I. MD Forest Conservation Act 1991, MD Reforestation Law 1990, MD Tree Expert Law 1945, MD Roadside Tree Law 1914
- II. Chesapeake Bay Program
 - I. Bay Report impacts are huge
 - II. Aggressive TMDL goals
 - III. SHA impacts alone requires treating 30% of land area with possible costs exceeding \$1 billion. Huge gaps w/ current capital budgets
 - IV. Bay Stat and Metrics Pioneer

MANY MORE –



I. ATLANTA

- I. Private lands tree preservation ordinance – big impact
- II. Strong volunteer and private sector engagement

II. DENVER

- I. Coordination role, leading region

III. SACRAMENTO

- I. 5 million trees and more than 30 counties
- II. Trees for energy efficiency (\$1+ million yr.)

IV. MILWAUKEE, CHICAGO, SEATTLE – MANY GREAT MODELS.

COMMON THREADS



- **FOUNDATION IN SCIENCE & ASSESSMENT**
 - Know what you have, what it's worth, and where you are going
 - Triage, prioritize, focus
 - Data sets that integrate with planning practices
 - Commitment to monitoring and continuous assessment, adaptation
- **PLANNING & COORDINATION**
 - Recognizes coordination is necessary
 - Effectively corrals many partners, objectives, agencies
- **BOLD**
 - Big Vision, Big Tent, Big Champions
 - Must Go Big to rally and mobilize resources

COMMON THREADS

■ INCLUSIVE



- Room at the table – and also resources – for all partners
- Multi agency, multi departmental, multi jurisdictional
- Engages private sector funding, volunteerism, and individual action

■ BREAKS DOWN SILOS AND HIERARCHIES

- Effectively plays to strengths / core roles of different players
- But strives to work beyond boundaries to achieve broader vision

■ CAPACITY & MEMORY & ENDURANCE

- What happens when executive champion, or funding, evaporates?
- Characterized by long time players in the trenches, over time
- Capacity – government, nonprofit and public (civic engagement)

COMMON THREADS



- **INTEGRATES MANY SOURCES OF FUNDING ON MANY LANDSCAPES**
 - Regulatory driven \$, general funds, private sector funds, individual action, and more.
 - Private and public lands
 - Not a ‘bake sale’ mentality
- **DETAILS MATTER**
 - How we grow, plant, and maintain trees
 - What trees we use
 - How we train workers and volunteers – and more

COMMON THREADS

MISSION DRIVEN

- **NEUTRAL ABOUT OLD DEBATES**
 - Public vs. Private (and)
 - Professionals vs. Volunteers (and)
 - Who Delivers What (all of us)
 - Motivations of Players (many reasons to get to same goal)
- **OPTIMISTIC SPIRIT**
 - Experimental, inquisitive, evaluative, adaptive
 - Reasonable risk taking
 - Willingness to be popular (master gardeners and boy scouts are great, but we need to be of broader appeal to more people)

FUTURE TRENDS

■ **SOLIDIFYING REGIONAL MULTI-PARTY PARTNERSHIPS**

- Going big requires a united coalition and capacity in all partners
- Strong partnerships at city scale, compete best for regional/federal / large scale private opportunities

■ **SOME FUNDS CONSTRAINED; OTHERS WILL GROW**

- Regulatory compliance / avoidance will drive largest dollars
 - **WATER! WATER! WATER!!!!**
- Aging infrastructure replacement creates capital dollars
- “Obesogenic Environment” -how we build/retrofit human habitat
- Mixed use and density trend – more spending on walkable streetscapes
- Energy security – Trees for Energy Conservation, eventually
- Climate action and carbon markets, eventually

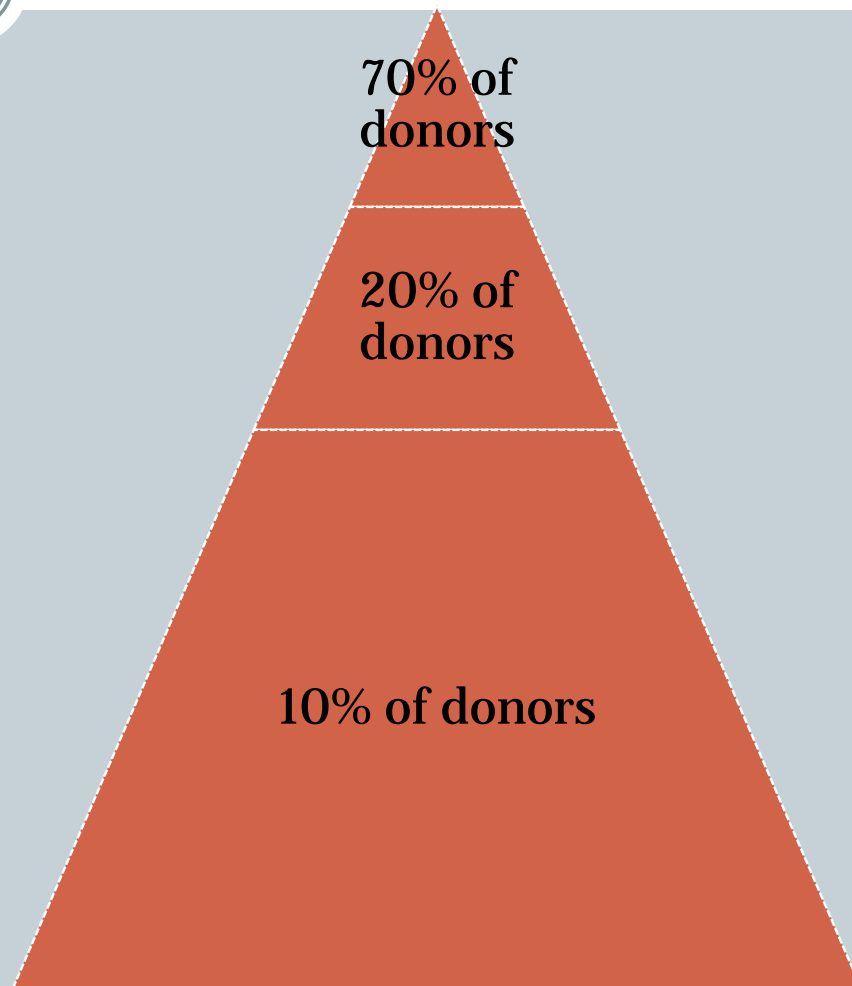
RECAP



- **FEDERAL PROGRAMS, BROADLY**
 - More competitive
 - More catalytic than sustaining
 - More accountable for leverage and tertiary results
- **PRIVATE SECTOR**
 - Growing NGO roles - NFWF to administer \$2.4 billion BP funds
 - Private giving is down, but green giving is growth area.
 - Nonprofits are doing more fee-for-service work
 - Nimble where government is not

Fundraising Truths

- Most funding is local
- Most charitable giving comes from individuals
- Succeeding with individual donors requires sustained relationships over time. Cultivation, authentic connections, personal engagement.
- People give to people, not organizations or causes.
- #1 reason people give – someone they know **ASKED**.



You Need a Nonprofit Partner

- **Extend and leverage limited govt resources.**
 - Secure private donations for on-the-ground restoration
 - Educate the grassroots public
 - Organize volunteers
 - Advocate for public programs and policies
- **Sub-contract what you can**
 - Outsource public outreach, education, volunteer recruitment
 - Halo effect of charitable partners
 - Partners focus on complementary core competencies

Different nonprofits for different contexts and needs

Small all-volunteer groups.

Staffed nonprofits with professional experts

Diverse advocacy coalitions for policy change

You Need a Nonprofit Partner

- Do you have nonprofit partners who have enough capacity and independence to be equal players at your table?
- High capacity partners can be “high maintenance”. Strong, effective advocates may criticize government agencies, even as they support public investment.



“What cultural change would it take?”

“Determine our willingness to share decision space when working with partners and collaboratives.”

“Increasing our pace [of restoration] means increasing our social capacity to act, so there must be a willingness to share decision space. Decision makers need to be open to ideas that others deem are important. Decision makers also have to recognize that having shared decisions means having shared consequences, good or bad.” –

November 14-16, 2012, Forest Service national leadership meeting on Accelerating Restoration.

You're Already Doing It

- Lots of innovative state and local partnership models represented at this gathering.
- Thievery is Flattery – replicate from your peers and adjust to make your own.
- We all have limited time, money, staff, and creative resources. Get rid of low performing partnerships to create time for new ones.
- Clear roles, enduring structure, scalable, simple.

Tree City USA

Tree Stewards

Backyard
Buffers

Growing Home

Living
Roadways

References

22

Free Publications



- [Using State Wildlife Action Plans to Achieve Your Conservation Goals Through Collaboration](#) by T. Bruce Lauber, Department of Natural Resources at Cornell University
- [Community Tree Leadership Forum](#) series on collaboration, fundraising, nonprofit best practices, volunteer management and other nonprofit topics. A bibliography appears at the end of each booklet.

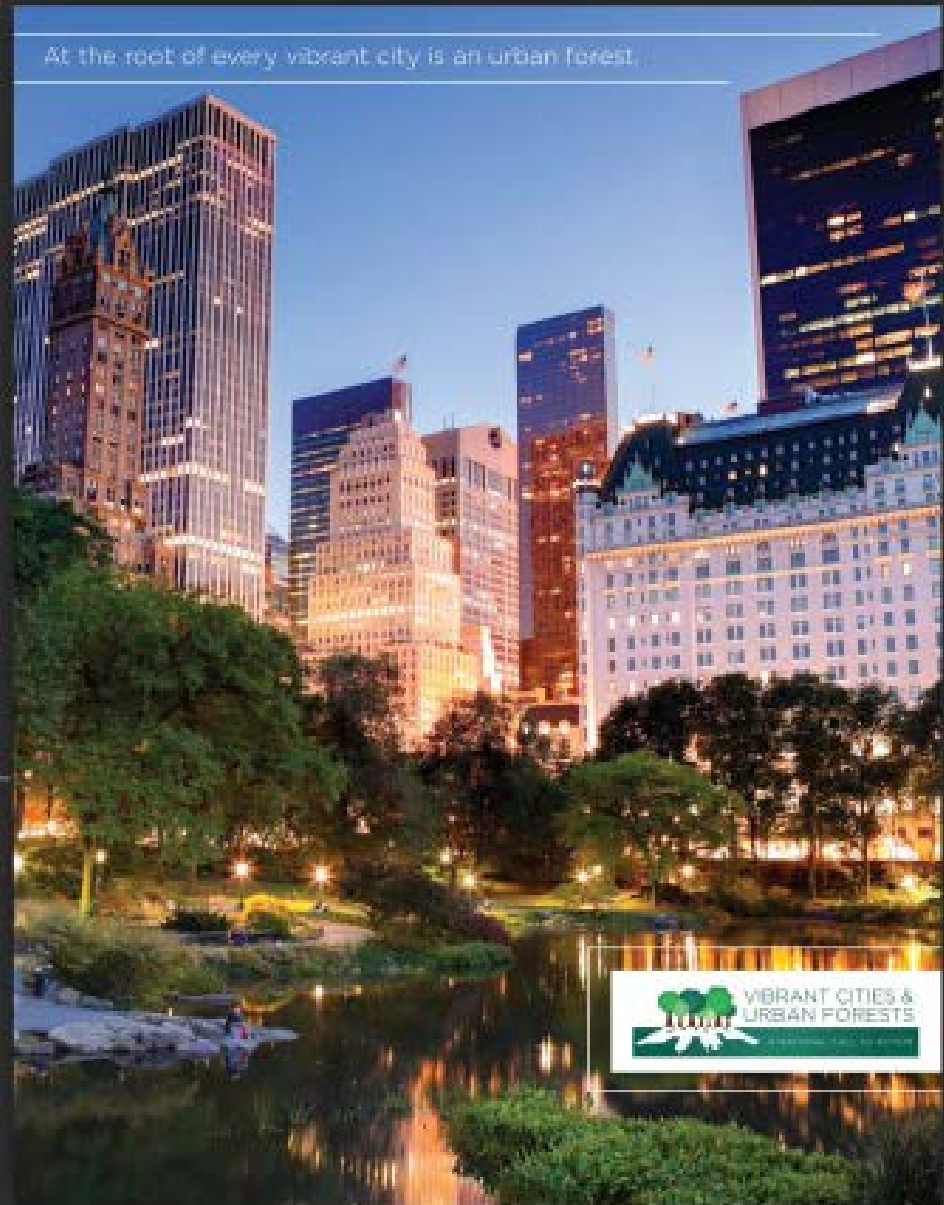
LINKS TO LEARN MORE

- **US FOREST SERVICE**
[HTTP://WWW.FS.FED.US/UCF/](http://www.fs.fed.us/ucf/)
- **CITY PROFILES - EXCELLENCE IN COMMUNITY TREES AWARD WINNERS**
 - <http://www.homedepotfoundation.org/awards/winners-community-trees.html>
 - Stronger Healthier Cities Through Trees – A Resource Guide
 - <http://www.homedepotfoundation.org/news/publications.html>
- **ALLIANCE FOR COMMUNITY TREES**
 - Program models
 - <http://actrees.org/site/what-we-do/success-stories/>
 - Webcast archive
 - <http://actrees.org/site/resources/webcasts/>

“ At the root
of every
vibrant city
is an
urban forest. ”

THE REPORT

www.vibrantcities.org



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