ORGANIZATIONAL TEMPLATE FOR INDIANA COOPERATIVE INVASIVE SPECIES MANAGEMENT AREAS (CISMAS)

STRATEGIC PLANNING FOR EFFECTIVE ORGANIZATIONS

Created by

For the

This document will provide a framework for creating and organizing a formal group operating under a strategic plan, specifically a cooperative invasive species management area (CISMA). Strategic planning determines a direction, focuses your efforts and ensures that everyone is working toward a common goal. It is key for organizations to be effective and sustainable.

Revised: July 07, 2020

ORGANIZATIONAL TEMPLATE FOR INDIANA COOPERATIVE INVASIVE SPECIES MANAGEMENT AREAS (CISMAS)

STRATEGIC PLANNING FOR EFFECTIVE ORGANIZATIONS

Strategic planning is necessary to provide direction for the organization, focus efforts and ensure everyone is working towards a common goal. It helps make decisions and actions conducive to growth, align resources to ensure success, prioritize needs, engage members and communicate needs. Strategic planning will also help to recognize areas of uncertainty and analyze and minimize risks. Basically, you want to go slow in the beginning to ensure you can go fast later.

There are two phases of strategic planning for organizations. The first phase requires unification and implementation of a campaign to build support for the organization and let community members know the role they play. The second phase of strategic planning is the deliberate formation of the group (CISMA). There is no set timeline to complete the work necessary to become a CISMA. It can take 6 months to a year to build the relationships, the trust and rapport necessary to create a sustainable group. We encourage you to take time to build relationships.
The two phases include the following:

Pre-group formation Tasks: Assess Community Resources
1. Identify leaders (suggested list in in Appendix) and a champion
2. Hold a "What is a CISMA" meeting for leaders
3. Survey and study your baseline demographics and citizens
4. Identify & talk to, or collaborate with potential partners
5. Develop an engagement plan / media campaign that informs the public about invasive species (IS) and CISMAs
6. Hold call out meetings: invite the public to participate

Formation or Organizational Structure Tasks:
1. Review demographics report, survey data & determine your mission
2. Define goals & objectives & develop an action plan
3. Develop support structure & compose governing document
4. Establish board and committees & a fiscal plan and authority

AN "EFECTIVE ORGANIZATION" IS ONE THAT HAS "THE ABILITY TO FULFILL ITS MISSION THROUGH A BLEND OF SOUND MANAGEMENT, STRONG GOVERNANCE, AND A PERSISTENT DEDICATION TO ACHIEVE RESULTS."

YOU NEED A VITAL MISSION, CLEAR LINES OF ACCOUNTABILITY, HIGH-QUALITY PROGRAMS AND SERVICES, ADEQUATE RESOURCES, AND DIVERSE REVENUE STREAMS.

IMPORTANT: BUILD RELATIONSHIPS! SUSTAINABLE GROUPS

5. Implement your plan
6. Or, just start doing and work on steps 4-7 later!

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Community Resources (partners & collaboration)

Strong, Local Leadership

Outreach & Media campaign

Sustainable CISMAs Develop Strong Partnerships/Trust

Successful Large-scale conservation

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Sustainable CISMA
(Build
Relationships/Trust)

Phase I:  Assess
Community
Resources

Phase 2: Deliberate
Group Formation

Identify partners

Mission statement

Find community
leaders

Action Plan

Conduct media campaign
to inform public about IS
and a CISMA

Act (Conduct
Events/Outreach
/Share knowlege)

Governance
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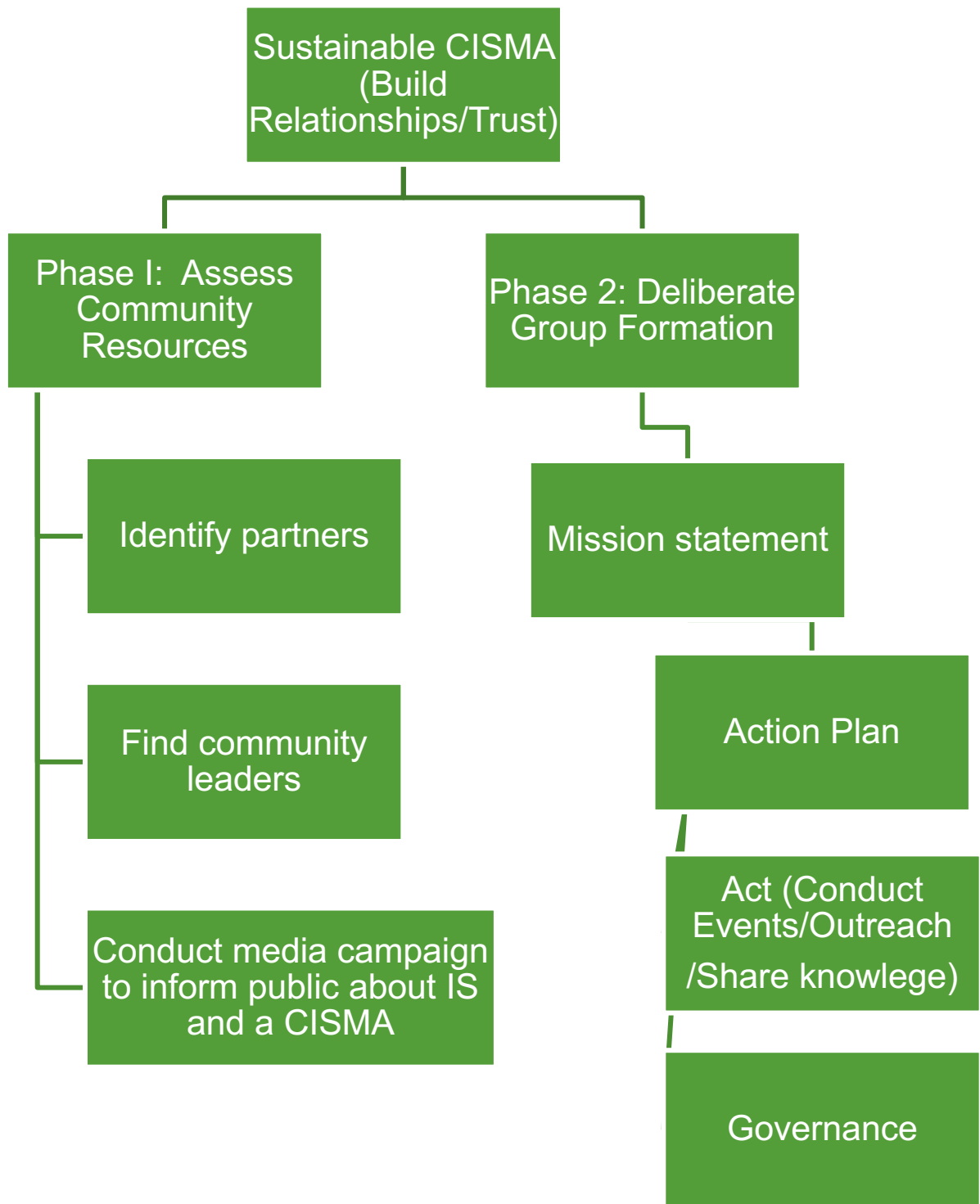
There isn't a standard set of guidelines to organize a group (CISMA). There is no certification program for CISMAs. In addition, there is no timeline. The most important thing is to build relationships and rapport; in other words, a team. Working in teams should be fun and productive. Therefore, we suggest you take time to develop those relationships, get to know one another and your community, and use an icebreaker at your meetings. We suggest this icebreaker "Please share something good that happened to you or something you are looking forward to" at every meeting. We remind you that members do not have to participate in the icebreaker and there are no consequences if a person does not. They may simply not be able to at the time. Acknowledge that and simply move to the next person. Effective team members understand that they only control themselves, not others, Effective team members understand everyone lends a skill. Please remember to value the team and its members. Have real conversations, make realistic commitments, kindly hold members accountable and have FUN.

We have included a section after the Appendix titled: CISMA Development Series. This section of the organizational template will contain one or two-page synopsis that deal with a facet of being an organization and/or organizing. Please review the main document and then check out this new section. We will populate it with topics of interest or concern. Our first topic discusses becoming a 501 (c) (3).

Phase I: Pre-Formation / Organizational Work / Assess Your Community Resources (this step can take several months)

- Identify community leaders that have a stake (those who need to know and/or who will provide leadership and resources)
- Hold a "What is a CISMA" meeting with those community leaders (call-out meeting). You may need to hold two call out meetings to accommodate all community leaders schedules.
- Pull together baseline data (demographic data and natural resource data)
- Be certain to collaborate and touch base w/ partners (don't step on toes and don't duplicate effort, instead collaborate and build capacity)
- Create an engagement plan and get the word out to your county residents
- Have a larger public meeting if you need more volunteers and want to let the public know (town hall mtg). You may not need this step. If not, then begin to bring leaders who have raised their hand to work on CISMA development together. You can certainly ask for a leader at the Call Out meetings. If someone takes the lead immediately set a follow-up meeting and begin organization.
- NOTE: As you progress and work with groups remember decision making should take place in person. Making decisions via email is often ineffective, time consuming and discussions are often not fully developed and as thorough as needed.

Identify and Assess Community Resources

1. Meet with your SWCD, Purdue Extension Educator, Weed Board, Local Forester, Local Indiana Native Plant Society representative, librarian, city mayor, county legislatures, public utility manager, university personal, etc. and discuss forming a CISMA in your county / area and compile a list of

local leaders who have an interest in conservation. Refine the list and use this as your core group to help develop a CISMA.

2. Invite the core group of people established in step 1 to a "What is a CISMA meeting". Begin w/ introductions and an ice-breaker (recommend "Please share something good that's happened or something that you are looking forward to") Explain the USDA-NRCS/SICIM agreement. Define invasive, and native species (using federal definition of invasive species) and CISMA. Share impacts invasive species have on all aspects of our lives and on the ecosystem (our lands and waters). Provide examples of CISMA activities and how those activities increase invasives species management. Call attention to how successful conservation on large scales must begin with local action and real people (our citizen, neighbors, etc.).

3. It is imperative that you leave time for discussion, so all present can introduce themselves and define their roles and determine how their skills align with a CISMA. It will allow them to identify resources they can bring to the group to help the CISMA and build capacity to manage invasive species.

4. Request their assistance and leadership to establish a CISMA for their county/area. This core group may have sustainable and relevant leads for people who can actively participate in a CISMA.

5. Gather members of this core group and any leads they have and explain the process (Hold a What is a CISMA meeting) to organize a CISMA, and if agreeable to the CISMA development begin a media campaign to let the county / area know you are forming a CISMA and want their input and assistance.

6. Gather baseline demographic data and natural resource data into a short report. You may use U.S. Census Bureau / DNR / GIS, etc.

7. Think about the existing work being done in the county. Don't duplicate or alienate your partners.

Engagement Plan / Media Campaign and Surveys

1. Survey
   a. Gather basic demographics information about your county
   b. Begin to survey your county / community's invasive species knowledge (a template is provided in the appendix)
      i. What do they know
      ii. What do they think
      iii. What do they want
      iv. Who do they think should manage invasive species?
      v. Who is already managing invasive species
      vi. Who lives in your area and what do they do
   c. Be sure to survey your leaders
      i. Survey people who have stepped forward to help start the group
      ii. What do they want and what do they know

2. Public engagement planning
   a. Conduct media blitz for several weeks or a month about invasive species and CISMAs
      i. Goal- reach as many community members as possible, so use multiple media venues
         1. Newspaper

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2. SWCD emails lists
3. Professional organizations
4. Public Utilities
5. Radio
6. Local FB pages
7. Parks and Rec Department
8. Local Land Trusts
9. County Officials (Commissioners, Council Members, etc.)
10. Library displays
11. Others?
12. CO-OP Displays
   b. Share your survey

3. Analyze survey responses and compile report and present to the core group
   a. Share your survey results and report with your constitutes and public as appropriate
4. Hold a town hall / call out meeting(s)
   a. Invite the public
      i. Advertise the meeting well – you want your community buy-in and support!
      ii. Explain what a CISMA is during the meeting
         1. Explain value of natives and impact of invasives
         2. What value CISMA brings
         3. How it helps the community members
         4. How it helps the larger surrounding community
         5. How it helps the environment locally, regionally and nationally
         6. How each person is part of the solution
         7. Ask them to take the survey
   b. Schedule your first organizational meeting (this meeting will be a review of the history of CISMAs, skills of individual members and early discussion of the mission of the group)

Phase 2: Formation / Organizational Structure of CISMA

- Don't forget an icebreaker – "One Good Thing…" at every meeting. It sets the mood for the meeting.
- Also suggest a few minutes at each meeting for discussion / information sharing. Allow participants to share what they are seeing / hearing in their "neck of the woods" regarding invasive species, native species, etc. (e.g. We learned an organization was advertising to local, small, organic farmers planting *Paulownia tomentosa* as a green biofuel.)
- This first organizational meeting is typically a historical review and explanation of what exactly CISMAs do, introductions, members' skill set, and begin discussion of mission of the group (plan for no more than 1.5 hours)
- The second meeting is used to develop a mission statement (plan for 3 hours)
- Third meeting is used to develop an action plan / events calendar (plan for 3 hours) and begin thinking about a name

- Conduct events / outreach / landowner surveys (you can formalize the group with a board or you can conduct events)
- If your group chooses, hold meetings to begin formal organizational structure of the group
- If your group chooses formal organization, hold meetings to write governing documents and take care of fiscal responsibilities
- Pursue goals and objectives / implement your plan

1. First Organizational Structure Meeting: After introductions and ice-breaker ("One good thing…") review history of CISMAs, **III** and why SICIM and NRCS chose a grassroots plan. Discuss the goals of the NRCS/SICIM agreement and the **III** project. Discuss how each county fits into the goals and how each will be supported by SICIM, each other, and an umbrella organization. Ask participants to share skills they bring to the group and set aside time for participants to share stories of invasive species management or similar thoughts about the importance of invasive species management.

2. Develop Mission Statement Meeting: Define your mission – this is a critical step for success! (exercises and templates are included in the Appendix)
   a. Use survey results to help guide your mission, and goals and objectives
   b. What are your goals?
      i. What do you want to achieve? (Action)
      ii. Do you want to address a community issue? (Problem or Cause) If so, how do you want to address the issue?
      iii. Will you offer a service to the community or a group? (Service)
      iv. Define your area (where do you want to work or address an issue? CISMAs should focus county wide – with intent to collaborate with other county efforts across the state.)

   c. Identify your target audience / recipient of your service? (Recipients)
      i. Define specific groups that are affected by your work or benefit from your services
      ii. Who is affected by your issue
      iii. Who benefits from your service

   d. Are you overlapping with another group? (Partners)
      i. Is there a group/organization already addressing this issue? (DNR, Land Trusts, NRCS, etc.)

         If so, could you form a partnership?
         If not, why? What are the barriers to collaboration? Are barriers political, social, personal, competitive?
      ii. How will you incorporate their efforts into your goals and efforts?

   e. A mission statement communicates your nonprofit's purpose, what groups it serves and how it will serve them. Every decision and action should support and further your mission. Draft

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Mission Statement –Use building blocks (action, problem, cause, service, recipient & partners)

      i.   One sentence statement that describes why you exist
   1. It must inform others what you do – summarizes what you are about
   2. It will focus and motivate members – easy to remember, understand & own
   3. Guide strategic planning & decisions – help you prioritize and start initiatives
   4. Appeal to donors & supporters – the IRS will use your mission statement to determine if your organization matches its requirements
   5. Provides a means to evaluate achievement
   6. It will be your best public relations tool

    ii. Be clear

   iii. Concise

   iv. Useful

    v. Tips:
   1. Use active voice – ABC helps women achieve independence. Do not use passive voice: ABC is an organization that helps women achieve independence.
   2. Avoid jargon & formal language
   3. Focus on who you serve
   4. Avoid generalities – "saving the world"
   5. Do not cut corners – it is worth your time and attention
   6. Make your mission statement reflect the difference you want to make!
   7. Consider a tagline after the mission statement is created – See Mission Statement Worksheet in Appendix A.

f. Set next organizational structure meeting – Develop an action plan and begin a project

3. Develop an Action Plan – (Guiding Document)

a. Action plans / strategic plans clarify and further define how you will achieve your goals and objectives. It turns the dreams of your group into reality if created properly. It is a plan that makes certain your mission / vision are concrete. An action plan helps to secure funding (completion of applications). It should define workload and allow participation by all members. It will encourage use of member strengths and therefore encourage teamwork. Shared responsibilities keep tasks from being burdensome and identifies group functioning.

Each action step should:
    i. Identify goals
   ii. Identify tasks
  iii. Identify priorities

b. Each action step should include the following information:
    i. What actions will occur
   ii. Who will do the actions
  iii. When will actions take place
  iv. What resources are necessary to conduct actions

     v.   Who should know about the actions (partners, community organizations, citizens, etc.)

c. It is imperative that you take time to make an effective action plan. You want to understand what is and isn't possible for your organization to do.

Criteria for an effective action plan:
     i.   Be complete: Does plan list all action steps or changes in all relevant parts of the community
     ii.   Be clear: Is plan apparent who will do what when
     iii.   Be current: Does the plan reflect current work? Does it anticipate emerging opportunities or barriers?

d. Action plan template and exercises to create a plan are in Appendix

e. Set next organizational structure meeting – Develop structure and support or begin working on events and outreach. You do not have to immediately or ever create formal structure. If you so choose, we recommend the steps below. If you choose to skip formal organization of your group, we recommend you name your group now. Please refer to the Appendix for naming exercises and steps to consider when choosing a name and/or logo.

4. Organizational Support & Structure Meeting (this step can be completed after a few projects have been completed and the group is comfortable with the team it has established)
   a. Group size
      i.   Who is interested in being involved and why?
      ii.   List, list, list!
   b. Characteristics of potential members
      i.   Passion for your purpose
      ii.   Skills – must understand high-level governance – understand financial and business issues, not all board members must be professionals, but some should be.
      iii.   Knowledge – Experience relevant to your organization – they need to make wise choices, be accountable and credible
      iv.   Connections – nice to have connections to build credibility of organization and help w/ funding and support
      v.   Time – must have time to treat like a job, not fluff resume
      vi.   Attentiveness – be alert to signs of trouble
      vii.   Tough and Inspire collaboration – diverse team that can handle diverse issues
   c. Start advertising your group start-up efforts
      i.   Start seeking or canvas for support and assistance
      ii.   Establish your Board of Directors or Steering Committee
      iii.   Think about potential committees
   d. Set next organizational meeting – Compose/Develop Governing Documents & Name Your Group

5. Compose / Develop a Governing Document & Name Your Organization
    a. Governing document formula
        a. Memorandum of Understanding or Authority
        b. Constitution or Bylaws
        c. Complete business naming exercises in Appendix
    b. Set next organizational meeting – committee establishment

6. Create Committees Based on Action Plan
    a. Projects committee, Finance Committee, etc.
    b. Next plan for a general board meeting

7. Hold 1st General Board Meeting
    a. Vote on constitution/bylaws

8. Establish Financial Responsibilities
    a. Group name only on account
    b. All checks have one signature

9. You are Established!

    Work on your goals and objectives / projects and celebrate successes.

NOTE: This document is a reference to help organize a CISMA. A group may decide to remain informal and just conduct projects, and never create a board or governing document; or they may formally organize themselves and elect officers. The overall goal of the Indiana Invasives Initiative is to protect our lands and waters through invasives species management with recognized CISMAs (groups of people bringing an array of skills and talents together to build capacity to manage invasives). Be creative, have fun and collaborate, and know you have more than a hammer (one tool) to get the job done.

The appendix contains a list of activities that CISMAs in Indiana and around the nation have done and are doing.

Appendix

Checklist

Phase 1. Pre-formation / organization Work / Assess Community Resources

- o Meet with SWCD/Purdue Ext. Educators, Legislatures, Mayors, local conservation groups, concerned citizens, etc. and develop list of community leaders to invite to a "What is a CISMA Mtg" – Date completed:
- o Conduct a demographic survey – Date completed:
- o Develop and conduct a media campaign – Date completed:
- o Survey community members – Date Started:
- o Survey leaders who are helping organize the group – Date completed:
- o Compile reports based on data collected and share with Core Group – Date completed:

Phase 2- Group Structure / Deliberate Formation of CISMA
- o Mission Statement – Date completed:
- o Action Plan – Date completed:
- o Determine Organizational Structure, Name & Logo:
- o Governance and Naming - Date completed:
- o Financial - Date completed:
- o Committee Formation – Date completed:

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Glossary of CISMA Organizational Elements:

Name – Benefit: Identifies your group to the public

Consider choosing a unique name that is easy to say and remember to identify your group to the public. While CISMA describes your type of organization, it is often a confusing term for the general public, many groups opt for terms like Invasive Species Partnership, Coalition, Network, or Team. Think about how your name will sound all together or as an acronym.

Mission Statement – Benefit: Describes your group to public/partners, guides planning

A mission statement is a summary of the purpose or goals of your group. It is used to describe your group to the public, potential partners and donors, and also to guide your group as you plan goals and activities.

While it may seem simple, mission statements can identify different types of CISMAs. For example, if your group wants to work on multiple invasive species taxa, your mission statement may include something like this: "protecting the *lands and waters* of _____ county from invasive species." Vice versa, if your group decides to focus on only terrestrial invasive plants your mission statement should reflect that.

If you have a longer mission statement, consider also developing a shorter **Tagline** that can be used on publications, letterhead, etc.

Logo - Benefit – Helps create name and brand recognition for your CISMA.

Several groups develop a CISMA logo to use online, in publications, and event fliers. Like your unique name, over time your logo can help people recognize your CISMA.

Organizational/Governing Documents

Most CISMAs begin with a small group of informal partners or members that continue to meet and plan activities. As a CISMA grows, you may consider different organizational documents to govern or guide the group.

Bylaws/Steering Committee – Benefit: Creates an official decision-making process for the group. Can make your CISMA stable and efficient by assigning roles and responsibilities

Initially your group probably made decisions by consensus, maybe with only one person responsible for scheduling meetings, making agendas, and writing minutes. As your CISMA grows and gains partners, the chances increase that those involved may disagree on things. This can be a problem if your CISMA has grant money or donations and its members disagree on how to spend those funds. The workload may also increase for the one or more people coordinating the group. In the worst-case scenario, either of these problems can lead to the group dissolving.

Creating a formal steering committee can help address these concerns. First and foremost, it creates a decision-making process for how to spend money or resolve disputes. Bylaws are written to govern the steering committee and can be as simple or complex as your CISMA wants. If you choose to have set term lengths for committee members or designated officer positions that may also make your CISMA more stable and efficient by sharing responsibilities among members.

Partners Agreement or MOU- Benefits: Formally recognizes partners. Looks good to potential donors/grantors. May allow agency personnel to devote more work time to CISMA activities

Creating a formal agreement or Memorandum of Understanding (MOU) and getting government agencies and others to sign it is a lot of work. That said, going to this effort shows how important your cause is and formalizes your CISMA to others. When applying for funding you can show the amount of support for your group. In addition, if a government agency signs your agreement that may open the door for their employees to devote more work time to CISMA activities.

Fiscal Agent Agreement - Benefit: Formalizes how CISMA funds are handled, may prevent legal issues

Most CISMAs are not independent entities and rely on a partner to act as their fiscal agent. This designation is usually included in the Bylaws and Partner MOU. However, you may choose to have a separate legal agreement with your fiscal agent, particularly if you do not have Bylaws or a MOU.

Policies, Procedures, and/or Forms - Benefits: Creates consistency, serves as resource for members and/or employees, flexible (created as needed), may help prevent legal issues

As your CISMA grows, you may find the need for specific policies or procedures including but not limited to: personnel policies, conflict of interest, volunteer liability waiver, landowner permission forms, etc. These documents are created as needed, but usually arise when your CISMA is undertaking a new project for the first time (such as a volunteer workday) and/or hires staff.

Subcommittees - Benefits: Helps share workload, gives members more ways to be involved, helps streamline steering committee meetings

Many CISMAs form standing subcommittees or ad-hoc committees to work on specific items outside of the steering committee. Some examples include planning events/outreach, developing the organization (creating organizational documents and/or partner outreach), researching and applying for new funding, and overseeing staff. While subcommittees usually give a report at steering committees, not all members need to be present, making this an excellent opportunity for CISMA members/volunteers to become more involved without being required to attend steering committee meetings.

Formal Partners & Members – Benefit: Helps define your CISMA to the public; demonstrates a formal commitment to the organization, provides some stability and may help with funding sources

CISMAs are usually open to anyone who wants to help. That said, creating a formal partnership agreement or formal membership demonstrates a commitment to the group which can help stabilize you and increase your chances of receiving funding. A partnership agreement (the MOU mentioned in the organizational documents earlier) is typically for organizations, agencies, etc. Some groups also create a formal membership (for free or with fees) for individuals. This can be a way to define those involved and/or a way to generate funding. It is more often done for CISMAs that have become independent nonprofits.

Annual Work Plan – Benefits: Lays out your goals and activities for the year, makes planning meetings and events easier, provides a baseline to check if goals are realistic and attainable

Initially most CISMAs plan one event at a time without any set goals for the long term. If creating a multi-year plan seems overwhelming, start with a one-year work plan. Ask for ideas for events or activities for the next year, then write them down along with the time of year you hope to do them (if applicable). You can also include organizational activities, so you if you don't have bylaws but want to develop them, put that on the annual work plan. By having this year long to-do list, you will also have a head start on agenda items for your meetings. NOTE: having an annual work plan doesn't mean you can't do things not on the plan, but it does give you a starting point. At the end of the year you can review your plan and see if you accomplished (or exceeded) what you wanted to do.

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Multi-Year Strategic Plan – Benefit: Takes your larger mission and generates goals, objectives, and specific actions your CISMA can take over the next few years, and may be used for grant applications

To form a strategic plan, you review your CISMA's mission and then develop goals, objectives, and strategic actions to accomplish your mission. Dream big. While an annual work plan is based on what you can accomplish with your current resources, a strategic plan lays out long term goals, how to accomplish and a timeline.

A strategic plan is typically written for a 3-5-year timeframe. It is a collaborative plan, incorporating as much input as possible from your partners. Think about not just want you want to do over the next several years, but where you want your organization to be and how to get there. While it takes time to write a strategic plan, once completed steering committee members can quickly grab sections of the plan for grant applications.

Potential Invitees for an initial "What is a CISMA Mtg"/ Call Out Mtg

- SWCD supervisors and staff
- Weed Board
- ICP staff (ISDA, NRCS, Extension, DNR, IDEM)
- Retired ICP staff
- City/County Parks department managers and staff
- County Commissioners
- County Council members
- County Highway Superintendent
- Drainage/Ditch Board
- County Surveyor
- INDOT rep
- Farm Bureau officers
- Timber industry reps
- Recreation industry reps
- TNC staff
- INPAWS members
- Master Naturalist group
- Master Gardner group
- Foresters
- Classified Forest owners
- College/university professors/staff
- Members of wildlife groups - American Wild Turkey Federation, Pheasants Forever, DU
- Audubon Society members
- RC&D
- Local Land Trusts
- County Seat Council Members
- Interested citizens
- Realtors
- Any Sustainability Groups in County or County seat (KIB, Wildlife Federation reps, etc.)
- Volunteers potentials for events:
- Industry (Landscape architects, environmental consultants, Lily, etc.)

What is a CISMA / Call-Out Meeting

Agenda

1. Welcome, housekeeping, and introductions

2. Icebreaker "What good thing happened to you today or what one thing are you looking forward to"

3. What is an invasive plant/animal

4. What invasive plants and animals do we have in our county

5. What damage is being done by the invasive plants and animals in our county (economic, wildlife impact, aesthetics)

6. What can we do about this problem

7. What is a CISMA and how does it work

8. Open discussion of how each person can build capacity

9. Who would like to join us

10. Set follow-up meeting

Potential Call-Out presenters:

- Ellen Jacquart
- Dawn Slack
- Ron Rathfon
- Will Drews
- Cheryl Coon
- Jason Larson
- Allison Shoaf
- Regional Specialists

Indiana Invasives Initiative Survey

![Indiana Invasives Initiative logo]

We are looking to start a Cooperative Invasive Species Management Area (CISMA) here in Indianapolis, but we need your help. CISMAs are grassroots organizations that are formed to manage invasive species at the local level. They can help partners to prioritize invasive management, cross landownership boundaries to survey and control invasive plants, and provide local education and outreach on invasive species. Complete the survey to the best of your ability.

1. **I would describe myself as:** (Please mark all that apply.)
   - ☐ Marion County Resident
   - ☐ Landowner
   - ☐ Local government official or employee
   - ☐ State government employee
   - ☐ Federal government employee
   - ☐ Nonprofit member or employee
   - ☐ Education professional
   - ☐ Private business owner/employee (landscaper, contractor, or other)
   - ☐ Other: _____

2. **Any additional comments/suggestions:**
   _____
   _____

3. Your home Zip Code: _____
4. Gender: ☐ Male   ☐ Female   ☐ Prefer not to identify
5. How do you describe yourself: (Select all that apply)   ☐ American Indian   ☐ Asian   ☐ Black/ African American ☐ Hispanic or Latino   ☐ White   ☐ Other:_____   ☐ Decline
6. Age: ☐ under 18 ☐ 18 to 24 ☐ 25 to 34 ☐ 35 to 44 ☐ 45 to 54 ☐ 55 to 64 ☐ 65 and Over ☐ Decline

7. **An invasive species is:**
   a. A. Non-native harms human, economic, and environmental health.
   b. Aggressive plant or animal that dominates an ecosystem and crowds out other plants and animals.
   c. An unwanted plant or animal.

8. **Rank your general knowledge of invasive species in your county.** (circle)
   None   1   2   3   4   5   Very knowledgeable

9. **Do you currently manage invasive species on your property or as part of your job?** Yes / No

   If you answered **YES**, where do you manage invasives? Check all that apply

   - ☐ Back/ Front Yard
   - ☐ Roadside/Right-of-way
   - ☐ Grassland/Prairie
   - ☐ Agricultural or Pasture
   - ☐ Public lands (parks/ recreational areas)
   - ☐ Woodland (plants)
   - ☐ Woodland (insects)
   - ☐ Aquatic

Indiana Invasives Initiative Survey

10. Where would you want to manage invasives? (Check all that apply)

☐ Back/ Front Yard
☐ Roadside/Right-of-way
☐ Grassland/Prairie
☐ Aquatic

☐ Agricultural or Pasture
☐ Public lands (parks/ recreational areas)
☐ Woodland (plants)
☐ Woodland (insects)

11. Select 3 invasive threats you see as the biggest problems in our area.

__ Invasive plants sold/planted for landscaping

__ Invasive plants on public lands (parks, forests, etc.)

__ Invasive plants on roadsides/rights-of-way

__ Invasive plants along waterways

__ Invasive plants on private lands

__ Invasive insect pests in forests (ex: emerald ash borer)

__ Aquatic invasives hitchhiking between water bodies

__ Lack of invasive species regulations

__ Lack of public awareness on invasive species

__ Other: _____

12. Pick the top three activities that you would most like to see happen in your county.

__ Education/outreach at events

__ Create invasive awareness signs for public areas

__ Invasive ID training

__ Invasive control training

__ Invasive plant survey/inventory of public land (such as public park or road surveys)

__ Invasive plant surveys of private land

__ Volunteer invasive species workdays

__ Large control projects for public and/or private land

__ Other:_____

_____

13. As our new CISMA starts, we will be looking for leaders, volunteers, and experts. Mark any of the following that you are able to help with:

☐ <u>Leadership:</u> Serve as a leader in the volunteer efforts
☐ <u>Organizational planning</u>: Help develop organizational documents such as a Strategic Plan, Partner Memorandum of Understanding (MOU), or By-Laws
☐ <u>Events</u>: Planning & organizing or volunteering at events, trainings, workdays, etc.
☐ <u>Outreach</u>: Create publications, flyers, handouts, brochures, write articles or press releases, post/share resources on social media, etc.
☐ <u>Outreach continued</u>: Provide space at your organization or business to handout brochures, post meeting dates, host an educational display, etc.
☐ <u>Technical advice:</u> Provide technical advice
☐ <u>Equipment</u>**:** Provide equipment for volunteer workdays
☐ <u>Pursue Funding:</u> Help look and apply for funding from donors, grant sources, etc.
☐ <u>Provide Funding:</u> Donate money for CISMA activities
☐ ***<u>Mailing list only</u>: I'm not able to help right now, but please add me to the mailing list to stay up-to-date on the new CISMA's activities!***
☐ <u>Other:</u> _____

Indiana Invasives Initiative Survey

7b If you answered **YES**, to providing technical advice please mark your area(s) of expertise:

- ☐ Forestry/Forest Invasives (plants)
- ☐ Forestry/Forest Invasives (insects)
- ☐ Grassland/Prairie Invasives
- ☐ Aquatic Invasives
- ☐ Agriculture
- ☐ Native Plants
- ☐ Horticulture
- ☐ Marketing
- ☐ Local Government
- ☐ Legal
- ☐ Other: _____

14. Are you interested in learning more? If so, please provide your preferred contact information. (Please print neatly)

Name: _____

Affiliation: _____

Email: _____

Phone: _____

Mailing Address:_____

Thank you for completing this survey

Mission Statements and Taglines

A simple method to developing a mission statement and a tagline is provided by TOPNONPROFITS ®

1. Choose 2-4 "parts" (action, cause, recipient, problem, service, etc.)
2. 5-14 words total
3. 1-word string
4. Avoid long, complicated words

Parts of your mission statement:

1. Action verb

2. Recipient

3. Service

4. Problem

5. Cause

6. Partners

Pull the parts into draft mission statements. Refine and sharpen until you fit the guidelines. You do not need to use all parts listed above.

Examples of Mission Statements:

Pair actions with recipients

Action and recipient:

"Lift the spirits of America's troops and their families" – USO

Use a multipart approach:

Action, Cause, Action, Cause, Recipient

"We reach for new heights and reveal the unknown for the benefit of humankind."- NASA

Action, Service, Problem

"To create lasting solutions to poverty, hunger and social justice" - Oxfam

Action, Service, Recipient

"We create science-based solutions for a healthy ocean and the wildlife and communities that depend on it." – Ocean Conservancy

Mission Statement Examples:

To serve individuals and families in the poorest communities in the world - CARE

Organize the world's information and make it universally accessible and useful. - Google

To enable people and businesses throughout the world to realize their full potential. —Microsoft

Taglines and Mission Statement Example by Joanne Fritz

"Big Sky. Big Land. Big History." – Montana Historical Society

Why it works: The Montana Historical Society takes its state's most elemental and distinctive characteristics (Big Sky, Big Land) and deftly melds them with its mission in a way that generates excitement.

The result is a tagline with punch and focus. And a big hit with voters.

Mission Statement: There is no specified mission statement on the website, but the first sentence on the about page serves: "The Museum collects, preserves, and interprets fine art, historical, archaeological, and ethnological artifacts that pertain to Montana and its adjoining geographic region." Direct, active, easy-to-find, echoes the tagline.

Examples of CISMA Names & Mission/Purpose Statements:

In Indiana:

Southern Indiana Cooperative Invasives Management (SICIM)

"Protect Southern Indiana lands and waters by coordinating efforts to identify, prevent, and control problematic invasive species."

Brown County Native Woodlands Project (BCNWP)

"To protect the forests of the Brown County Hills from the devasting effects of invasive plant species through education, training, and eradication of non-native invasive plants."

Monroe County Identify and Reduce Invasive Species (MC-IRIS)

"Monroe County's Identify and Reduce Invasive Species is a coalition of Monroe County citizens aimed at reducing the environmental and economic impact of invasive species in our county through education and action."

Knox County CISMA

"To minimize the impact of invasive plant species in Knox County by educating the public; monitoring and removing invasive plants; and promoting and protecting native plants."

Lawrence County Keeping Invasives in Check (KIC)

Invasive Species Awareness Coalition of Dubois County (ISAC)

Sweet Owen Woodlands Network (SOWN)

Outside of Indiana:

Northwoods Cooperative Weed Management Area (NCWMA)

"Working Together to Protect Northern Wisconsin from Invasive Species."

Wild Rivers Invasive Species Coalition (WRISC)

"The Wild Rivers Invasive Species Coalition (WRISC) is a multi-partner organization representing five counties in two states. WRISC is dedicated to the management of invasive species on our lands and waters through cooperation, education, prevention, and control."

Northwest Michigan Invasive Species Network (ISN)

"To protect, enhance, and promote northwest lower Michigan's natural communities through terrestrial invasive plant management and outreach."

Timberland Invasives Partnership (TIP)

"Timberland Invasives Partnership (TIP) is a Cooperative Invasive Species Management Area (CISMA) encompassing Langlade, Menominee, Oconto and Shawano Counties as well as the Menominee National and Stockbridge-Munsee tribes in Northeastern Wisconsin and is devoted to the management of invasive species through cooperative education, control, and native habitat restoration efforts."

Wisconsin Headwaters Invasive Partnership (WHIP)

"The Wisconsin Headwaters Invasives Partnership (WHIP) is dedicated to the conservation of the native species, habitats and landscapes of Oneida and Vilas Counties in north-central Wisconsin. WHIP recognizes the threat of invasive species and will work cooperatively to provide education, monitoring and invasive species control."

Door County Invasive Species Team (DCIST)

"The Door County Invasive Species Team (DCIST) works to identify, monitor and control non-native aggressive plants in Door County through public assistance, coordination of countywide efforts, and provision of informational and educational resources."

Three Shores Cooperative Invasive Species Management Area (Three Shores CISMA)

"The purpose of Three Shores CISMA is to work cooperatively with partners and others to control or eliminate non-native invasive species from significant places on the landscape, prevent new introductions and to communicate why this is important to the public."

Action Plans / Strategic Plans

Note: Undertake what you can realistically accomplish. Take time to develop a plan for all projects, whether they are a single project, a years' worth of work, or a long-term strategic plan.

Why you should develop an action / work plan?

Action / work plans can help prevent failure.

These plans

Lend credibility to organization

Help you avoid overlooking details

Help you understand what is and isn't possible for the organization

Develop efficiency: save time, energy and resources

Keep accountability: increases chances that people will do what needs to get done

When do you create an action / work plan?

Within the first 6 months to one year of start of your organization. Develop it after you have determined the mission and goals and objectives for your group. It will provide the blueprint for running your organization.

How to write an action plan – things to think about as you develop your action plan:

1. Who should be involved in writing your plan? – Are those members present and should you keep all meetings open to public?
2. Ask what action or change will occur: (hold invasive species identification trainings – increase knowledge of invasive species in county (number trained))
3. Who will carry out the action: a subcommittee comprised of?
   a. Funding for action?
   b. Finding professionals to assist?
4. When will action take place and for how long?
5. What resources are necessary to conduct action?
6. Communication about the action: how will you circulate the training
7. Review your action plan – check for completeness: make sure each action will accomplish organization's mission.
8. Keep all informed about status of action
9. Keep track of how well you've done: were you able to complete the action? w/in budget? Obstacles? Did you do what you said you would? Did you advance the mission?

Convene a planning group to design your action plan. This is likely the same group of people who have been helping with the CISMA establishment or you may decide to invite others, to include those with strategic planning experience or business experience. If you are organizing a new group of people, try to make your planning committee as diverse and inclusive as possible. Your group should look like the people most affected by the problem or issue.

Once everyone is present, go over your organization's:

- Vision & mission
- Goals & objectives
- Targets and agents of change (e.g., youth, parents and guardians, clergy)
- Proposed changes for each sector of the community (e.g., schools, faith community, service organizations, health organizations, government)

Develop action steps to address each action items: The plan should be complete, clear, and current. What are steps necessary to meet your objectives while fulfilling vision and mission? While the plan addresses general goals you want accomplished, the action steps will determine specific activities necessary to make your vision a reality. Here are some guidelines to follow to write action steps.

Determine the following and complete a spreadsheet or other written document (see examples):

- *What* action or change will occur
- *Who* will carry it out
- *When* it will take place, and for how long
- *What resources* (i.e., money, staff) are needed to carry out the change
- *Communication* (who should know what)

Example: Action Step (a sample)

One community change sought by this coalition to prevent teen pregnancy was to increase publicity about contraception and unwanted pregnancy at the local high school.

- ***What*** action or change will occur: increasing awareness of impacts of invasive species by conducting a media blitz for six months. Committee will identify at least 10 different media outlets and venues to use and use at least two each month.
- ***Who*** will carry it out: A sub-committee comprised of volunteers savvy with use of each media venue – high school volunteer, journalist, radio host, FB, 4-H member, SWCD email blast, a day at the farmer's market, local library display, etc. Sub-committee will be overseen and report to board.
- ***By when*** it will take place, and for how long: The subcommittee will begin posting in 2 weeks and will continue until (date).
- ***What resources*** are needed to carry out the step: The subcommittee will work with patrons of each venue to avoid fees for this round of media outreach.
- ***Communication*** about the action step. The SWCD, NRCS, Purdue Extension, local Universities, Chamber of Commerce should all be provided all types of media information, so they can support this action item.

Spreadsheet or Table Action Plan Template (Date Created)

Objective/Goal	Action	Target Date	Status
Outreach	Create pamphlets, billboards, website, etc.	3 months	
Education	Provide 4 Invasive species ID training sessions	One per quarter for the next 5 years	
Keep up-to-date on invasive species research	Create subcommittee to collaborate with state representatives and share with group	Once a month, once a quarter	
Review Action Plan		12 months from?	

Goal: Outreach

Action Step	Responsible Person	Deadline	Necessary Resources	Potential Challenges	Result
Invasive Species list for County		6 months	Professionals, EDDMaps Database,	How to determine top 10 or 20	
Pamphlets		9 months		Publication of document	
Billboard		3 months		Funding	

Check the following:

- It is *complete*. Review the entire action plan to see whether all community and system changes that should be sought are included.
- It is *clear*. Know who will do what and when.
- Is it *current*. Stay abreast of the latest information! Don't get caught with out-of-date information.

Review the action plan thoroughly to check for completeness. Check your action plan to make certain it meets your goals and objectives and mission.

Follow through. Don't delay, act! Remember the 80-20 rule: "successful efforts are 80% follow through on planned actions and 20% planning for success".

Keep everyone informed. Communicate to everyone involved how his or her input was incorporated.

Track what (and how well) you've done. Always maintain records of what the group has done. If the radio announcement (a new program or policy) took significant time or resources, note that and evaluate the action for future use.

Ask the following:

Indiana
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- Are we doing what we said we'd do?
- Are we doing it well?
- Is what we are doing advancing the mission?

You can address these questions informally (ask yourself, chat with friends and other people), as well as formally, through surveys and other evaluation methods.

Celebrate a job well done! Celebrate your accomplishments.

Example of word document

CISMA Annual Work Plan

This is one example of a work plan. Modify for a single event, or for multiple events across a longer time span. List activities according to priority. Have members of your CISMA sign up to help with specific activities.

Meetings

OPTIONAL: You may choose to set the frequency, location, or specific dates for CISMA meetings. Some CISMAs choose to meet monthly, bimonthly, or quarterly. Choosing to schedule meetings ahead of time can help members plan.

Meeting frequency: _____

Meeting location(s):_____

Select specific dates?_____

Partners

Think about who is involved in your CISMA. Are there ways to better partner with your cooperators/members? Are there other local groups that you would like to contact or partner with? Think about projects that could work with partners or even groups/agencies you could invite to meetings.

Events

Public/Community Events: (*List annual events your CISMA wants to attend, such as having an educational booth at a county fair or farmers market? List them along with the date of event.*)

1.

2.

3.

Trainings/Workshops: (*List any trainings or workshops your CISMA wants to host or help lead, such as an invasive ID hike, landowner invasive control workshop, etc.*)

1.

2.

3.

Volunteer Workdays/Weed Wrangles: (*Are there any volunteer workdays you'd like to have? Think about seasonal events, locations, or partners. For example, there might be a local park with garlic mustard and a friend's group you could partner with for a spring workday.*)

1.

2.

3.

Other Events:

Other Education/Outreach

Website/Facebook: *Do have a website or Facebook page? Do you want to develop one or update the one you have? List any plans/ideas here.*

Publications: *Do you want to create new publications (brochures, factsheets, control guides)? Purchase brochures or field guides?*

Other Outreach: *Videos? Display at a library? Equipment you'd like to purchase or displays/posters to design?*

Grants, Money, & Deadlines

OPTIONAL: Do have grant awards that need to be spent during this year? Are there grant reports that will need to be submitted? If so make sure to list the date. Are there grant applications available? Do you know what time of year they accept applications?

Grant Name:_____

Grant
Details/Deadline:_____

Other Activities

List any other activities your CISMA would like to do, or items you would like to highlight (such as a specific species or invasive issue).

Bylaw Example
Articles of Incorporation (2 examples provided)
Strategic Plans
Hold Harmless Agreement
Memorandum of Understand (MOU) or Authority (MOA)

Resources for Nonprofits

National Council of Nonprofits: https://www.councilofnonprofits.org/

Guidestar: https://trust.guidestar.org/nonprofits-that-help-nonprofits

Grant Space, a Service of Foundation Center: https://grantspace.org/resources/knowledge-base/starting-a-nonprofit/

Conservation Law Center in Bloomington, IN: https://conservationlawcenter.org/

Example of Bylaw

ARTICLE I — NAME, PURPOSE
Section 1: The name of the organization shall be Apples and Oranges, Inc.
Section 2: Apples and Oranges, Inc.is organized to protect the biodiversity of the forests, streams and natural areas of X County, Indiana, from the potentially devastating impact of non-native invasive plant species.

ARTICLE II — MEMBERSHIP
Membership is open to anyone who shares the values of Apples and Oranges, Inc, as specified above in Article 1, Section 2. Annual membership dues shall be set by the Board of Directors. A membership list shall be kept by the Finance Committee.

ARTICLE III — ANNUAL AND SPECIAL MEETINGS
Section 1: Annual Meeting. The Board of Directors shall set the time and place for the regular annual meeting. The annual meeting is open to the public.
Section 2: Other Meetings. The Board of Directors will normally have four quarterly meetings, one of which will also serve as the annual meeting, at agreed upon times and places. The Chair or the Executive Committee may also call special meetings to address pressing issues.
Section 3: Notice. Notice of the time and place of each meeting shall be given to each voting member of the Board of Directors not less than 10 days before the meeting. When possible, all members will also receive electronic notification for the annual meeting.

ARTICLE IV — BOARD OF DIRECTORS
Section 1: Board Role, Size, and Compensation. The Board is responsible for overall policy and direction of the organization. The number of directors shall be no fewer than four and no more than 16. Board members may be added or removed by a majority vote of a quorum of the board at a noticed meeting. The board receives no compensation other than reasonable expenses.
Section 2: Board Elections. Election of new directors or election of current directors to subsequent terms will occur as the first item of business at the annual meeting of the organization. Directors will be elected by a majority vote of a quorum of the current directors.
Section 3: Terms. All Board members shall serve four-year terms and are eligible for re-election with no limit on the number of terms served. Officers are limited to two consecutive four-year terms.
Section 4: Quorum. A quorum shall be at least 50 percent of the Board members before business can be transacted or motions made and passed.
Section 5: Notice. An official Board meeting requires that each Board member have written or electronic notice 10 days in advance.
Section 6: Officers and Duties. The four officers of the Board consist of a chair, vice chair, secretary and treasurer. Officers shall be elected by a majority vote of the Board. Their duties are as follows:
  • The Chair shall convene regularly scheduled Board meetings and shall preside or arrange for other members of the Executive Committee to preside in the following order: first, Vice-Chair; second, Secretary; second, Treasurer. The Chair shall also send out meeting announcements and create the agenda for all meetings.
  • The Vice-chair may chair meetings on special subjects as designated by the Board.
  • The Secretary shall be responsible for keeping records of Board actions, including the taking of minutes at all Board meetings. The Secretary shall distribute copies of the minutes and assure that corporate records are maintained.
  • The Treasurer shall make a report at each Board meeting. The Treasurer shall chair the Finance Committee, assist in the preparation of the budget, help develop fundraising plans, and make financial information available to Board members and the public. The Treasurer is

responsible for filing forms with the Internal Revenue Service and the Secretary of State of Indiana to maintain the non-profit status of the organization.

Section 7: Resignations, Termination, or Removal. Resignation from the Board must be in writing and received by the Secretary. A Board member shall be dropped from the Board if s/he has three unexcused absences from Board meetings in a year. A Board member may also be removed for other reasons by a three-fourths vote of a quorum of remaining members.

ARTICLE V — COMMITTEES

Section 1: Executive Committee. The four officers shall serve as the members of the Executive Committee. Except for the power to amend the Articles of Incorporation and Bylaws, the Executive Committee shall have all the powers and authority of the Board of Directors in the intervals between meetings of the Board of Directors, subject to the direction and control of the Board of Directors.

Section 2: Finance Committee. The Treasurer is Chair of the Finance Committee, which includes two other Board members, appointed by the Finance Committee Chair. The Finance Committee is responsible for developing and reviewing fiscal procedures, a fundraising plan, and an annual budget. The Board must approve the budget, and all expenditures must be within the budget. The Executive Committee must approve any major change in the annual budget after its approval by the Board. The fiscal year shall be the calendar year. Annual reports are required to be submitted to the Board showing income, expenditures and pending income. The financial records of the organization are public information and shall be made available on request.

Section 3: Nominating Committee. A Nominating Committee of three members of the Board shall present a slate of candidates for each election of officers. One member of the committee shall be an outgoing officer; the other two members shall not be officers. Elections will be held at the annual meeting when an officer resigns, is removed, or reaches the end of a four-year term. Candidates will be presented at the meeting. Additional nominations can be made from the floor by Board members. The Board Chair will appoint members of the Nominating Committee.

Section 4: Other Committees. In addition to the Executive, Finance, and Nominating committees, the number and functions of committees shall be determined from time to time by a majority vote of a quorum of directors at a noticed meeting. The Board Chair appoints all committee chairs.

ARTICLE VI — LEGAL STATUS

Section 1: Organization. The organization is an Indiana Non-Profit Corporation organized under IC 23-17-1-1 et seq. and is organized exclusively for charitable, scientific and educational purposes under section 501 (c) (3) of the Internal Revenue Code.

Section 2: Intent. No part of the net earnings of the organization shall inure to the benefit of or be distributable to its members, trustees, officers, or other private persons, except that the organization shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in the purpose clause hereof. No part of the activities of the organization shall be the carrying on of propaganda or otherwise attempting to influence legislation. The organization shall not participate in or intervene in (including the publishing or distribution of statements) any political campaign on behalf of any candidate for public office. Notwithstanding another provision of this document, the organization shall not carry on any other activities not permitted to be carried on by an organization exempt from federal income tax under section 501 (c) (3) of the Internal Revenue Code or a corresponding section of any future federal tax code.

Section 3: Dissolution. The corporation shall be dissolved only in accordance with the provisions of IC 23-17-22 or the corresponding section of any future Indiana Non-Profit Corporations Act. Upon the dissolution of the corporation, its assets shall be distributed for one or more exempt purposes within the meaning of the section 501 (c) (3) of the Internal Revenue Code or a corresponding section of any future federal tax code.

ARTICLE VII — AMENDMENTS
These Bylaws may be amended when necessary by a two-thirds majority of the Board of Directors. Proposed amendments must be submitted to the Secretary to be sent out with regular Board announcements.

These Bylaws were approved at a meeting of the Board of Directors of Apples and Oranges, Inc. on Feb 2, 2008. The original bylaws were amended at a meeting of the Board of Directors of Apples and Oranges, Inc. on July 14, 2015.

NONPROFIT CORPORATION ARTICLES OF INCORPORATION

Pursuant to §_____ of the laws of [Keywords], the undersigned majority of whom are citizens of the United States, do hereby submit these Articles of Incorporation for the purpose of forming a nonprofit corporation.

ARTICLE 1
Name

The name of the corporation is: [Comments]

ARTICLE 2
Existence

The corporation shall have perpetual existence.

ARTICLE 3
Effective Date

The effective date of incorporation shall be: upon filing by the Secretary of State.

ARTICLE 4
Members

The corporation will or will not have members

ARTICLE 5
Type of nonprofit corporation

The corporation is not for profit Public Benefit Corporation

ARTICLE 6
Registered Agent and Office

The street address of the initial registered office of the corporation is:
Address 1
Address 2
The name of the initial registered agent is:

Name of agent Inc.

ARTICLE 7
Principal Office
The corporation has a principal office. The street address of the principal office is:
Address 1
Address 2
County

14

ARTICLE 8
Mailing Address
Address 1
Address 2
County

ARTICLE 9
Directors

The corporation's initial directors are as follows:

Name, Address 1, Address 2
Name, Address 1, Address 2
Name, Address 1, Address 2

ARTICLE 10
Indemnification

The corporation does indemnify any directors, officers, employees, incorporators, and members of the corporation from any liability regarding the corporation and the affairs of the corporation, unless the person fraudulently and intentionally violated the law and/or maliciously conducted acts to damage and/or defraud the corporation, or as otherwise provided under applicable statute.

ARTICLE 11
Purpose

The purpose of the corporation is exclusively for charitable, religious, educational, and scientific purposes, including, for such purposes, the making of distributions to organizations that qualify as exempt organizations under section 501(c)(3) of the internal revenue code, or the corresponding section of any future federal tax code and herein stated as follows:

Explain why the corporation is being formed, what does it intend to accomplish, who will benefit from its accomplishments, and how will the corporation achieve its purpose.

The character and essence of the corporation is the same as the purpose.

ARTICLE 12
Prohibited Activities

No part of the net earnings of the corporation shall inure to the benefit of, or be distributable to its members, trustees, officers, or other private persons, except that the corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in Article 11. No substantial part of the activities of the corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the corporation shall not participate in, or intervene in (including the publishing or distribution of statements) any political campaign on behalf of or in opposition to any candidate for public office. Notwithstanding any other provision of these articles, this corporation shall not, except to an

insubstantial degree, engage in any activities or exercise any powers that are not in furtherance of the purposes of this corporation.

ARTICLE 13
Distributions Upon Dissolution

Upon the dissolution of the corporation, after paying or making provisions for the payment of all the legal liabilities of the corporation, assets shall be distributed for one or more exempt purposes within the meaning of section 501(c)(3) of the Internal Revenue Code, or the corresponding section of any future federal tax code, or shall be distributed to the federal government, or to a state or local government, for a public purpose. Any such assets not so disposed of shall be disposed of by a court of competent jurisdiction of the county in which the principal office of the corporation is then located, exclusively for such purposes or to such organization or organizations, as said court shall determine which are organized and operated exclusively for such purposes.

ARTICLE 14
Incorporator

The name and address of the Incorporator is:

Name
Address 1
Address 2

_____
Signature

Tuesday, July 14, 2020.

ARTICLES OF INCORPORATION
OF
(YOUR NONPROFIT NAME)

The undersigned incorporators, who are individuals 18 years of age or older, a majority of whom are citizens of the United States and pursuant to the nonprofit corporation laws of this state, hereby adopt the following Articles of Incorporation.

ARTICLE I. NAME

The name of this corporation is: _____

ARTICLE II. REGISTERED OFFICE

The physical address of the registered office for this corporation is at: _____, _____
_, _____.
(This is required by most states and can be amended, if need be, later.)

ARTICLE III. REGISTER AGENT

The name and address of the initial register agent is: _____, _____.
(The registered agent is your organizations representative (or the public face of your organization). They are responsible for receiving legal and corporate documents on behalf of your organization. Anyone can be the registered agent. Many organizations appoint a board member or their Executive Director to this position. Some corporations choose to have a lawyer as their registered agent. The registered agent can (and most likely will) be changed through your organizations existence.)

ARTICLE IV. DURATION

The period of duration is: Perpetual
(This means that the organization will continue to exist even if the directors, officers and/or members change over the years.)

ARTICLE V. PURPOSE

The specific purpose of this corporation is:
•
Purpose one _____;
•
Purpose two _____;
•
Purpose three _____; and
                                                        etc.
(This is your statement of specific purpose typically requested by your secretary of state. You may also need to declare your NAICS code (North American Industry Classification System). To learn more about NAICS codes and find what NAICS code best describes your organization visit: (www.census.gov) This corporation is organized exclusively for charitable, religious, educational, and scientific purposes, including, for such purposes, the making of distributions to organizations that qualify as exempt organizations under section 501(c)(3) of the Internal Revenue Code, or the corresponding section of any future federal tax code. (Important. This statement is a requirement for federal tax-exempt status.)

ARTICLE VI. INITIAL DIRECTORS

The number of directors, and the method of selecting directors, shall be fixed by the Bylaws of this corporation. The initial directors shall be three (3) in number. The names and addresses of these initial directors are as follows:

John Jones, 123 Main St., Harbor City, OH 44123
Betty Smith, 321 Front St, Harbor City, OH 44123

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Alex Doe, 888 Noble Lane, Harbor City, OH 44123

(This is your acting board of directors until your hold your first meeting. At which point you will select your board of directors as well as your officers (president, vice president, treasurer, etc.). Most states require you to have a minimum number of initial directors on your board. Check your secretary of state webpage for more information.)

ARTICLE VII. MEMBERS

The classes, rights, privileges, qualifications, and obligations of members of this corporation are determined by the bylaws of this corporation.

(If your organization will not have members, you can simply state, "This corporation does not have members" for this article.)

ARTICLE VIII. INCORPORATORS

The name and address of the incorporators of this corporation are:

John Jones, 123 Main St., Harbor City, OH 44123
Betty Smith, 321 Front St, Harbor City, OH 44123
Susan Doe, 888 Noble Lane, Harbor City, OH 44123

(The incorporators are the people who are founding your organization. The incorporators are typically required to sign the articles of incorporation, though some states require the initial directors to sign.)

ARTICLE IX. ADDITIONAL PROVISIONS
1.

No part of the net earnings of the corporation shall inure to the benefit of, or be distributable to members, trustees, officers, or other private persons, except that the corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in Article Third hereof.

2.

No substantial part of the activities of the corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the corporation shall not participate in, or intervene in (including the publishing or distribution of statements) any political campaign on behalf of or in opposition to any candidate for public office.

3.

Notwithstanding any other provision of these articles, the corporation shall not carry on any other activities not permitted to be carried on (a) by a corporation exempt from federal income tax under section 501(c)(3) of the Internal Revenue Code, or the corresponding section of any future federal tax code, or (b) by a corporation, contributions to which are deductible under section 170(c)(2) of the Internal Revenue Code, or the corresponding section of any future federal tax code.

(This language is required by the IRS to obtain tax-exempt status. The IRS also advises: "If reference to federal law in articles of incorporation imposes a limitation that is invalid in your state, you may wish to substitute the following for the last sentence of the preceding paragraph: "Notwithstanding any other provision of these articles, this corporation shall not, except to an insubstantial degree, engage in any activities or exercise any powers that are not in furtherance of the purposes of this corporation."")

4.

No member, officer, or director of this corporation shall be personally liable for the debts or obligations of this corporation of any nature whatsoever, nor shall any of the property of the members, officers, or directors be subject to the payment of the debts or obligations of this corporation.

ARTICLE X. DISSOLUTION

Upon the dissolution of the corporation, assets shall be distributed for one or more exempt purposes within the meaning of section 501(c)(3) of the Internal Revenue Code, or the corresponding section of any future federal tax code, or shall be distributed to the federal government, or to a state or local government, for a public purpose. Any such assets not so disposed of shall be disposed of by a Court of Competent Jurisdiction of the county in which the principal office of the corporation is then located, exclusively for such purposes or to such organization or organizations, as said Court shall determine, which are organized and operated exclusively for such purposes.

IN WITNESS WHEREOF, we the undersigned, being the Incorporators of [name of nonprofit] executed these Articles of Incorporation on _____, 20__.

_____
John Jones, Incorporator

_____
Betty Smith, Incorporator

_____
Susan Jones, Incorporator

I, _____, do hereby agree to allow Apple and Oranges Cooperative Invasive Species Management Area (CISMA) and/or volunteer members of the Apples and Oranges CISMA steering committee, and other community volunteers to enter my property located at _____ (address, section, twp, range, etc.) for the purpose of controlling invasive plants by any means deemed necessary to treat (project name or weeds being treated)   _____ _____ invasive plants.

Said invasive plants are those named by both the State of Indiana and by ? County. Treatment includes applying herbicides at the recommended labeled rates and in accordance with all label directions under the direction of licensed, certified commercial applicators; hand pulling or chopping, beneficial insect releases or other accepted weed control methods.

I agree to hold harmless from any liability, the above-named groups or individuals while they are applying invasive plants treatments on my said property. I understand that the intention for this weed control is for the benefit of myself and my property and am participating in said project in some capacity.

Signed _____ Date _____

       Landowner or his/her representative

Naming Your Organization / Business:

Your business name is a calling card. It is emotional, and it can be difficult to find an available URL without resorting to an odd misspelling.
When you began the naming process, quantity is more important than quality. Once you have generated quantity you can decide on quality.

1. Gather the right people and materials.
    a. To prevent getting bogged down in emotion and being derailed by too much information, limit the naming group to no more than 10 people. It is helpful to have a mix of team members and outsiders. You need to include people with excellent language skills. Be certain to display all names generated during the process. Use large pieces of paper or sticky notes to ensure all suggestions are collected.

    b. Know your Group
        i.   In one sentence how would you describe your services and / or products? My organization will? (Use action words like protect, prevent, heal, give, teach, etc.)

        ii. What markets are your services / products in? My organization helps? (Use short words to describe the people you serve – public, families, citizens, DNR, conservation partners, etc.)

        iii. How do people learn about your product, organization or service? (face-to-face, web, courses, etc.)

        iv. What one reason will people tune in to your business? (conservation, restoration, solutions, environment, wildlife, etc.)

        v.   Who are your competitors?

        vi. Who is listening to you, who helps you, who will buy native plants you grow? Our members are?

    c.   Personality traits of your business.
        i.   Just like people, the brand for your business has a personality trait. List at least 5 and no more than 10 personality traits. A list of personality traits is listed for your reference.
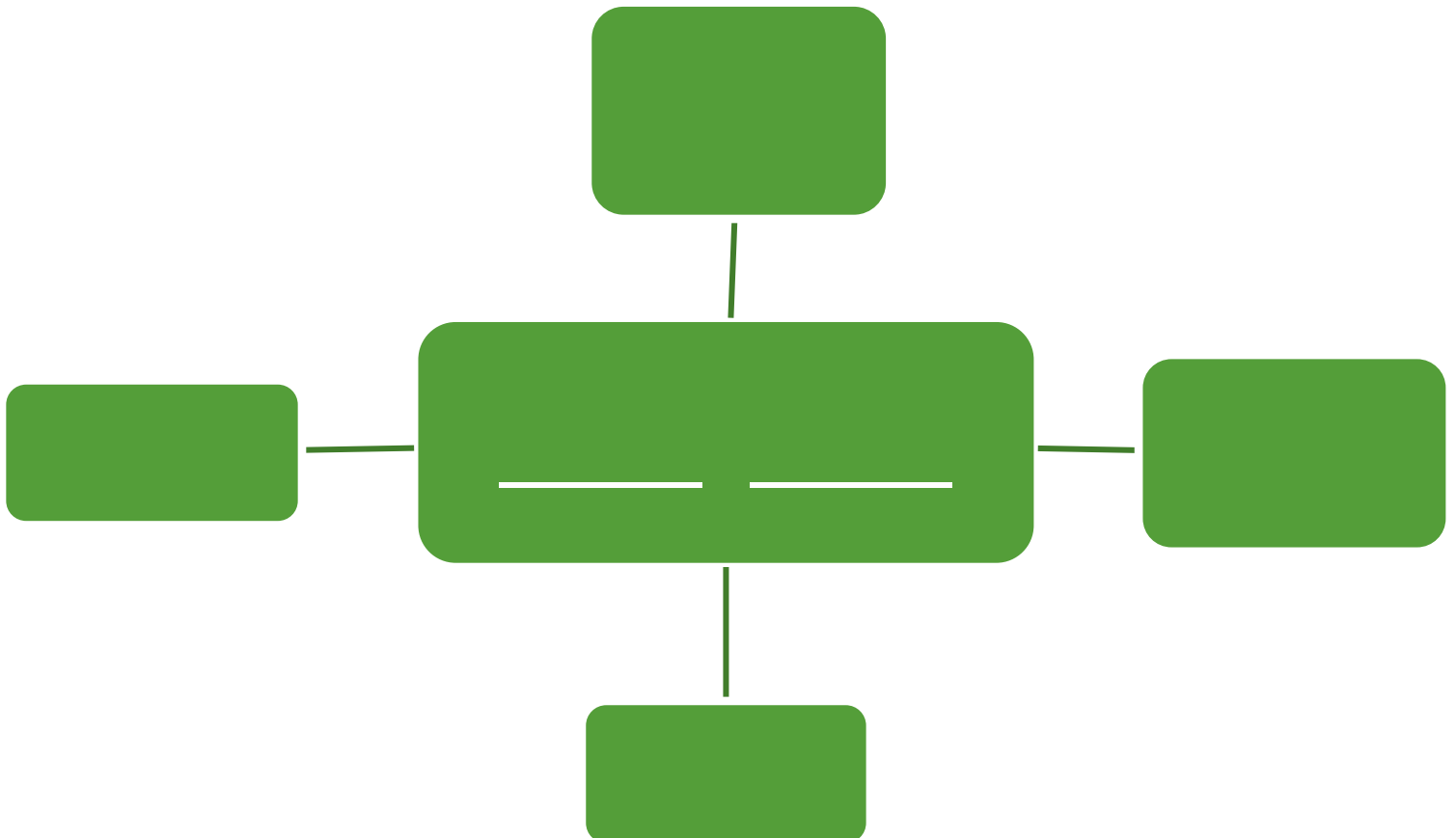
Word Bank

Adaptable	Eager	Gentle	Resolute
Adorable	Efficient	Good	Responsible
Agreeable	Enchanting	Happy	Righteous
Alert	Dazzling	Harmonious	Selective
Alluring	Delightful	Helpful	Skillful
Ambitious	Dynamic	Honorable	Splendid
Amusing	Eager	Impartial	Steadfast
Boundless	Efficient	Instinctive	Stimulating
Brave	enchanting	Joyous	Sincere
Bright	enduring	Kind	Talented
Calm	energetic	Knowledgeable	Thoughtful
Capable	entertaining	Lively	Thrifty
Charming	enthusiastic	Modern	Tough
Cheerful	excitable	Peaceful	Trustworthy
Coherent	fabulous	Perfect	Unusual
Confident	Fair	Plausible	Upbeat
Cooperative	Faithful	Productive	Vivacious
Credible	Fantastic	Protective	Warm
Determined	Fearless	Proud	Wiling
Diligent	Frank	Punctual	Witty
Discreet	Friendly	Quiet	Wonderful
Dynamic	Funny	Receptive	
	Generous	Reflective	

From your list pick one word that describes your business' main personality.

List other supporting traits in the four boxes below.

Create a word bank
1. Fill in the center shape with two words that describe what your business does
2. Fill in the remaining shapes with the answers from the previous list
3. Brainstorm as many word associations as possible (nouns, adjectives, adverbs, sayings, catchphrases) from this list to come up with a name for your group.

Types of Name Categories

Names that are unusual	Same letter or sound at beginning of word	Completely made up words	Clear descriptions	Names that pay tribute to a specific inspiration	Names that are a combination of two or more ideas	Letters that together make a name	Names that borrow from cultural icons	Completely random words that will be appropriate over time	Names that blend modern words, technical language & function
Yahoo	Dunkin Donuts	Google, Kodak	Kitchen Aid	Hilton, Calvin Klein	Fed Ex, Bisquick	BMW	Apple, Mustang	Old Navy	Xerox
Playful	Alliteration	Invented	Descriptive	Origin	Conjoined	Acronym	Metaphoric	Random	Technical

Evaluate: Choose 5 names and write them across the top of the chart. Score each name with a 1 or 0 for each question in the chart. Continue this process until you pick a name.

Top 5 Names					
Is your first impression of the name strong?					
Does it sound & look good?					
Is it easy to read/ pronounce?					
Use it in multiple sentences. Does it feel right?					
Are quick associations positive? Does it have story appeal?					
It is memorable?					
Does it make you nervous?					
Does it sound credible?					
Does it relate to your positioning or who you are?					
Total Score					

TEST YOUR NAME

1. Pretend you are answering the phone for your organization. Do you feel awkward using it? What is your emotional response when you hear it out loud? Does it sound too corporate, silly, serious or jingly?
2. Does the name leave you room to grow? Is there potential for your group to expand at some point?
3. Test your name on friends. What do they like and why? Is one name more inspiring? Is one easier to remember?

LEGAL CONSIDERATIONS

Many states require nonprofits have a corporate designator, such as Incorporated, Corporation, Company, Limited (Inc., Corp., Co. and Ltd). Check your states incorporation web page to see if a corporate designator is required for your nonprofit.

SOME FINAL CHECKS

Check with your Secretary of State to see if your name is available. Visit the **State Nonprofit Links** to find this database.

Do you need to conduct more research?

- Check the U.S. Department of Commerce website to be sure the name you want is not trademarked.
- See if the domain for your nonprofit name is available. This may or may not affect your decision to use the name, but if the domain is already taken, it is good to know what type of content is on that site.
- If your domain is taken, but you really want to use the name, you can try adding your states name to the domain or add "inc" to the end of the domain name or put "the" at the beginning of the domain name. Also, remember, nonprofits should be .org not .com.
- Be sure that your name is not like another organization's name. This may be legal to do, but people may think that your organization is a branch of the other. In general, it is best to have a unique name for your organization.

  Source: NonProfitally (https://nonprofitally.com/start-a-nonprofit/choose-a-name/).

Indiana
Invasives Initiative

Random List of CISMA Projects

Annual Weed Wrangle
Invasive Species Identification Training
Table at Farmer's Market
Annual Collaborators Meeting (e.g. SICM's annual meeting in June)
Potluck with County Officials or whomever and showcase your invasives species work
Educator's Day (collaborate w/ local DNR facility to setup stations to teach educators about natives and invasives, etc.)
Annual SNAYL day (MC-IRIS)
Annual Nature Daze (BCNWP)
Annual Nature Days (Knox County CISMA)
Native Plant Sales (Knox County CISMA)
Obtain GLRI grant to map invasives and then partner with local land trust to control invasives (Coastal Indiana CISMA)
Cooking with Invasives
Monthly meeting open to public w/ topic of your choice to provide fun outreach about invasives and how amazing local plants and wildlife are in your county
Meet Your State Bird Biologist/Waterfowl Biologist/Deer Biologist, etc.
Right-of-Way Training
New Year Hike to Identify native and invasive plants
Garlic Mustard Pull in conjunction with national garlic mustard challenge
Work with county officials to change local landscape ordinance
Educate your local Homeowners Associations
Weed of the month meeting w/ dinner and a date
EDDMapping Challenge of the month
Engage Master Naturalist and Gardeners obtain volunteer hours by organizing invasive removal at a local public area
Neighborhood landowner surveys
Plant / Restore pollinator habitat
Work with a landowner and have them host a day on the farm to discover natives and invasives – invite local experts to help (set up stations throughout a wooded area, prairie, etc.
Challenge your citizens with an art contest to create a local billboard
Logo contest for your CISMA
Help the Indiana Invasive Species Council map invasives across the state
Help the III Project Coordinator with an annual event for all CISMAs to meet and share ideas
Write a newsletter- hold a contest to encourage sharing the newsletter
Hold a Fall Costume party w/ costume contest and fall ID slide show on invasive ID
Attend an Indiana Invasive Species Council meeting
Assist the Indiana Invasives Species Council with a project

INDIANA CISMA DEVELOPMENT SERIES

PROS AND CONS OF BECOMING A 501(C)(3) NONPROFIT ORGANIZATION

BY WILL DREWS

Pros:

- *Tax Exempt Status* – allows your organization to make purchases without paying tax and selling items without charging tax
- *Grant Requirements* – allows your organization to apply for certain grants that are only available to 501(c)(3) nonprofit organizations
- *Donations* – donations to your organization are tax deductible, and thus individuals may donate more.

Cons:

- *Organization Requirements* – your organization will need more formal organization requirements, including but not limited to having a board/steering committee, hosting an annual meeting, and creating guidance documents (e.g. Articles of Incorporation, bylaws, etc.).
- *Reporting Requirements* – your organization will need to fill out several annual finance reports for the IRS and state department of revenue.
- *Competition* – in certain areas with lots of other environmental nonprofit and governmental entities, it can be one more organization competing for the same resources which could be better leveraged with partnerships.

Summary

Becoming a nonprofit organization can be a big hurdle for any young organization. A careful consideration of the pros and cons is necessary before proceeding. The organizational and reporting requirements may frighten new members of younger organizations, and the benefits of the nonprofit status may not be worth the work. If a nonprofit or government entity is involved with the CISMA and willing to handle some of its finances, that is often the easiest/best initial way for a CISMA to operate. As the group develops and grows, the question of becoming its own nonprofit organization can come up organically and be addressed at a later date. However, all CISMAs are different based on the individuals and organizations, and not all groups will have the same path forward. No matter the path a young CISMA takes, every group is making a difference in combatting invasive species statewide!

For more information on the Indiana CISMAs and the Indiana Invasives Initiative, visit http://www.sicim.info/cisma-project