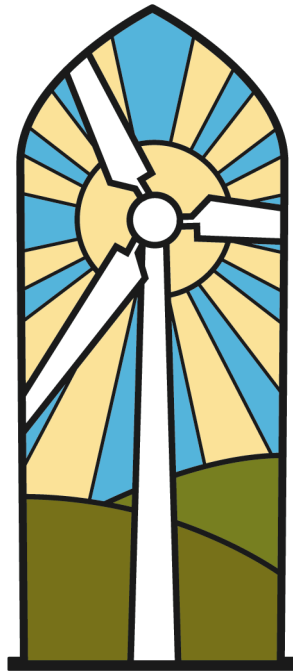


# The Regeneration Project



## **Building a Successful Interfaith Power & Light Program In Your State**

**~Manual and How-To Guide~**

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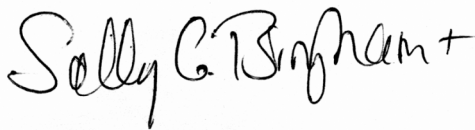
## **PREFACE: History and Introduction**

The Regeneration Project's (TRP) mission is to deepen the connection between ecology and faith. Our Interfaith Power and Light program was founded in 2000 to facilitate and mobilize "a religious response to global warming." We strongly believe that global warming is a moral issue, and that faith communities should be leading the movement to protect Earth's climate. We are working to do that by being better stewards of energy in our congregations, by educating our congregants, by promoting energy efficiency and renewable energy, and by supporting public policies that contribute to our goals.

To date, Interfaith Power and Light programs have been established in 24 states across the country. Our goal is to help each of them become successful, lasting organizations. This manual was produced in order to help guide individual state religious leaders in forming and implementing a program. It is a work in progress and we welcome your comments. We hope it will give you the inspiration to begin a program and will provide useful information to get you started.

Thank you for taking this important step. I look forward to working with you.

With great appreciation and love,

A handwritten signature in black ink that reads "Sally G. Bingham +". The signature is written in a cursive, flowing style.

The Rev. Canon Sally G. Bingham  
President and Founder  
The Regeneration Project

## 1.0. Getting Started

Congratulations on your decision to start an IP&L in your state. As Albert Einstein said, the beginning is the most difficult part of the work. Where to start? What models are out there? This manual will begin with an overview of the most successful IP&L state programs and the basics to help you get started. Currently, there are IP&Ls in 23 states plus D.C., in every region of the country. Some state IP&Ls are volunteer organizations, but several of the largest have budgets exceeding \$100,000. All of them, however, had one essential ingredient in getting started: the commitment of a small group of people in the faith community who wanted to do something about energy consumption and global warming.

There are several ways to set up your program, but the two most successful ones have been either to set up a 501(c)(3) organization (educational and tax-deductible) **or** to find a 501(c)(3) to serve as a fiscal sponsor. Either method allows for the receipt of grants from charitable foundations.

\* There is some confusion about whether lobbying on legislation can be conducted by a 501(c)(3). The answer is yes, to a point. However, you must fill out a form called the “H Election” to take advantage of this. Generally, lobbying will be such a small percentage of your total operational costs that you will be fine as a 501(c)(3). The laws governing 501(c)(3) organizations are described in several of the resources listed in Appendix 2.

On the institutional side, successful state IP&Ls are structured as follows:

- They are faith-based.
- They have at least one full-time person in charge of building the organization and achieving their education and advocacy goals. (This may be a volunteer, especially in the first years.)
- They have a strong board or steering committee that includes a diversity of religious groups and represents well-known faith-based organizations or dioceses.
- They utilize a membership model and covenant to engage congregations.
- They use the IP&L name and they remain focused on their mission: to address energy and global warming. They do not get sidetracked by working on other issues.
- They maintain clear boundaries between themselves and a particular energy company or product. Independence from for-profit associations is critical.

- They maintain clear boundaries between themselves and secular environmental groups. The unique theological perspective the religious community brings to this issue should not be diluted.

On the program side, successful state IP&Ls have the following types of programs:

- *Outreach* to educate, recruit congregational members, and raise visibility.
- *Energy conservation* to provide congregations with easy ways to save energy in their facilities (including establishing good working relationships with local utilities).
- *Green energy* to provide congregations who want to go green with information about green electricity options, from direct utility purchases to on-site solar to green tags.
- *Lobbying* and public policy advocacy.

## **2.0. Establishing a Steering Committee or Board of Directors**

Recruiting established, respected faith-based organizations and individuals to join your steering committee or board will give your IP&L credibility and entrée into the religious community in your state. Steering committee or board members should be recruited based on what they can bring to the organization. For example, many IP&Ls have involved their state council of churches, board of rabbis, or the Coalition on the Environment in Jewish Life. Islamic cultural centers have also been recruited. Your state or regional interfaith council might also be a good choice. By charter, IP&Ls are led by the faith community and inclusive of multiple faith traditions, so your steering committee or board should be consistent with this principle.

There are some significant differences between a 501(c)(3) nonprofit board of directors and a steering committee for a project. A board of directors for a legal entity has obligations of governance and fiduciary responsibility for the corporate organization. Your executive director must report to the board. Also, a board generally has more responsibility for fundraising. A steering committee is less formal and can serve at your pleasure. Its members are not necessarily obligated under rules of governance and fiduciary responsibility. It is preferable to give steering committee members terms of service and clear responsibilities, particularly since they may one day become your board, if your IP&L becomes its own 501(c)(3) nonprofit.

An advisory board is not the same as a board of directors or steering committee. It is an *additional* board that you may want to add for additional clout or resources in addressing specific issues. They might be people with name recognition in the appropriate disciplines or experts in an area important to your organization. An advisory board does not have any formal responsibilities.

Whether you are building a board or a less formal steering committee, there are common ingredients that make them successful. The tips below are the essential ingredients we have identified.

### **2.1 Seven Steps to a Good Board or Steering Committee:**

1. Articulate a clear mission and niche for your organization, utilizing the mission statement and descriptions provided above. Make sure your board or committee supports the mission.
2. Recruit established organizations and/or individuals that bring name recognition, credibility, and resources to the table.
3. Recruit individuals who are willing to put time and energy into making your IP&L a success. Identify the types of individuals (clergy, layperson, lay activist, organizational leader) and how many of each you want.
4. Recruit a supportive chairperson who shares your vision for IP&L.
5. Determine the size of the board or committee. We recommend five to ten.
6. Define board or committee responsibilities clearly. Recruit and sustain a diverse board or steering committee that represents as many major faith traditions as possible. Before bringing new board members on, discuss expectations with them and provide a written document delineating responsibilities and expectations. (Sample included at the end of this document.)
7. Hold regular meetings or conference calls to keep the board engaged in the work of the IP&L.

### **3.0. Structuring Your IP&L**

Once you have your steering committee or board set up, what next? How do you raise funds? Where do you put funds? What staff positions should you fill?

In the previous section, we briefly discussed the differences between a project with a steering committee and a full-fledged 501(c)(3) with a board of directors. We have recommended that you recruit steering committee/board members who represent established faith-based organizations. One of these organizations may be willing to be the fiscal sponsor of your project. Your state's council of churches would be a good choice, even better would be an interfaith organization. Even if you intend to set up a 501(c)(3), the process can take up to a year, so you will likely need an interim home within another organization.

If you choose to house your project through another organization, you do not have to be visibly associated with that umbrella organization. While its name will occasionally come up, it can just be thought of as a place to house your paperwork and manage your bank account. For example, The Regeneration Project previously had the Tides Center as its fiscal agent. Generally, a percentage fee on all incoming funds is extracted to pay administrative services and costs associated with housing your project. Be careful about what services you will receive for that fee and be vigilant about compatibility. Additionally, fiscal sponsors may add some credibility to your start-up, and thus help in your fund raising efforts.

Contact us if you need suggestions for potential fiscal sponsors in your state.

### **3.1 Staff Positions**

The smaller the organization, the more important it is that you choose the right staff positions and the right staff to fill them. Below are some descriptions of the most critical positions that you may want to consider filling first.

#### Project Director/Executive Director

This document assumes that you, as an interested party, are preparing to be (or are) the project director of an IP&L. If that is not your role, or if you want to pass that role on to someone else, you will first need to hire a good project manager. This is the person who will oversee your IP&L on a day-to-day basis, be responsible for drafting and implementing the strategic plan and program plans, raise funds, recruit congregational members, work with the board, and manage the other staff. It helps for this position to be clergy but is not absolutely necessary.

#### Outreach or Membership Director

If you are utilizing a membership model (as we recommend) one of the first things you will need to do is recruit congregational members. This is more difficult and time-consuming than it sounds. Even congregations that are interested and supportive can take months to sign the covenant and officially join your IP&L. You will need a good staff person to reach out to congregations, follow up with them, answer their questions, provide them with materials and, once they join, to provide them with ongoing support so that they fulfill the covenant or whatever you are asking them to do. This staff person is the Outreach Director, and it is a critical position to fill.

#### Media Coordinator

Media relations is an important component of IP&L. One of our goals is to raise visibility for religious leaders on this issue. Getting positive press coverage for your project will also help with membership recruitment by raising the profile of your organization.

If funding allows, a media coordinator, even if only a half-time position, is a good investment. Another option would be hiring a communications firm or consultant for big events, like launching your project or other major milestones. If you do not have funding

for a media coordinator, the press outreach will most likely fall under the purview of your executive director or project director.

Another option is to work with an organization that specializes in media work for environmental organizations. They get their own grants to work with the environmental community, and if they don't already have the resources to work with you they may be interested in jointly applying for a grant with you.

#### Development Director

Fundraising is another important role that will take a significant amount of staff time. If your project director cannot devote significant time to this, you will probably need a development director. The development director will handle grant proposals and all fundraising. If you can't afford a full-time development director, consider a half-time position. You may also want to consider utilizing a consultant to do the legwork of researching foundations and drafting proposals. TRP will provide help with proposals.

#### Administrative Manager

Administering an IP&L can get complicated quickly, especially if you have a membership program and you have multiple programs and dozens of members. Also, if you are a 501(c)(3) there are important tax filings and legal regulations you must comply with. An administrative manager will be necessary fairly quickly. Again, this is another position that you may want to fill half-time. If your IP&L is a project, rather than its own nonprofit, you may be able to do without your own administrative support for a while.

#### Consultants

Consider a consultant for any job that you need help with but cannot afford to pay staff. Likely consultant positions are fundraising, media, and technical support.

### **4.0. Strategic Planning**

State IP&L strategic plans should outline how to get a state's religious community engaged in achieving your mission and identify ways to affect public policy changes. State IP&L missions and strategic plans differ from other faith-based environmental organizations in that their focus is specifically addressing global warming and energy issues while other groups focus on the environment in general.

State IP&Ls' unique niche is one of our strengths. It is important to keep sight of our unique mission and not be diverted from it into activities that other groups already undertake. Specializing makes us more effective and makes us more "fundable." To be more specific: don't divert from the theological message about climate change.

#### **4.1 Key Components of the Plan:**

- The IP&L Mission Statement
- The Short-term Vision: Where You Would like to Be Three Years from Now



- The Long-term Vision: Where You Would like to Be Five to Ten Years from Now
- The Broad Programmatic and Institutional Goals: the Broad Goals Related Directly to Your Mission
- The Programs Needed to Accomplish the Goals
- The Resources Needed to Implement the Programs
- The Timeline In Which You Plan to Accomplish Your Objectives
- The Budget Needed to Pay for Your Plan

#### **4.2 The Planning Process**

It is important that the people responsible for implementing the plan - the board, the staff, key volunteers - participate in developing the plan. On the other hand, do not attempt to write the plan by committee. It is advisable to have one person in charge of leading the strategic planning process and writing the plan, usually the executive director. That person should also be committed to stay involved over the next several years to be responsible for implementing it.

One approach is to have a one-day planning retreat. The staff helps provide structure, general goals, and objectives for the board to discuss at its planning retreat. If there is no staff, a retreat committee develops the general goals/objective/agenda for the planning retreat with the board. If you can afford it, bring in a professional facilitator to run the planning meetings. It is important that the facilitator be a neutral person not closely involved with your organization – and not one of your staff or board.

Write up the findings of the first meeting into a draft strategic plan. Invite board members at the retreat to participate in a strategic plan committee that will review and amend the plan. Then the plan will go back to the full board for their final comments and revisions.

#### **4.3 Articulating the IP&L Mission**

The mission of your state IP&L should be short, and easily articulated. When someone asks you what your organization does, your response should be very similar to your written mission statement. Your mission statement should set the broad direction for the organization. We suggest not attempting to cover every program or every possible concern of the board. It should, however, demonstrate how you are unique in what you hope to accomplish. In addition to the words energy and/or global warming, it should include a reference to the theological basis for this work.

We recommend using the mission statement below or something close to it:

*(Your State) Interfaith Power & Light seeks to mobilize a religious response to global warming and to promote energy conservation, energy efficiency, and renewable energy.*

Again, beware the dangers of writing your mission statement by committee. A better approach is to brainstorm its components with your board, then have a staff person or steering committee member who writes well develop a first draft. Have the committee review the draft and suggest revisions. Remember that the mission statement should be a broad statement of direction, not a laundry list of activities.

#### **4.4 Programs, Milestones and Timelines**

Once your steering committee or board of directors has determined the key foundational elements of your strategic plan you are ready to devise a number of programs. Programs are activities consisting of events or a series of actions (objectives) with specific guidelines tied to identifiable goals. Programs help fulfill the mission. Which programs you choose to pursue is totally up to you. Program size, activities/events, objectives and resources (people, funds, time and materials) are for the most part under your control. When you launch a program it is recommended that you monitor its success by establishing clear realistic objectives and goals from the beginning and then track your progress toward achieving those goals by setting out milestones on a timeline. This type of approach if used diligently will help you stay focused and will also provide you with documented information about what works best. This is useful for planning, allows for efficient use of resources and for essential for reporting on outcomes to foundations.

#### **4.5 Outcomes and Goals**

Many foundations talk in terms of “outcomes”. Incorporating outcome-related goals into a program means showing how what you are trying to accomplish is going to make a difference. Making this connection can be critical to obtaining a funding grant or maintaining a funding grant in subsequent years.

For example, setting a goal of recruiting 50 congregations to join your IP&L may be a fine goal to pursue but for it to be outcome-related, you must also show how achieving the target of 50 congregations will have an impact. You could do this by stating that if 50 congregations in your state signed on, your organization would then leverage their commitment to shift the focus of cornerstone religious institutions in the state. An example of an outcome-related goal would be: Recruit 10 congregations of a particular denomination and have them encourage the state judicatory to prepare an Earth Day statement on global warming and the proper religious response.

Listed below are some samples of suggested program goals:

- Goal 1. To recruit X congregational members
- Goal 2. To educate X congregations about global warming
- Goal 3. To reach X people through mass media and religious media
- Goal 4. To activate X congregations on a public policy or legislation
- Goal 5. To quantify our cumulative emissions reductions

Remember: Be sure your goals relate to a strategic outcome!

#### **4.6 The Objectives Needed to Accomplish the Goals**

Objectives are devised to achieve goals. In other words, each objective is one piece needed to achieve the goal. So, for example, under the program goals we might have:

Goal 1. To recruit X congregational members

- ❑ *Objective 1:* Get on the agenda of clergy or judicatory meetings and send a representative to “make the pitch.”
- ❑ *Objective 2:* Set up one-on-one meetings with clergy to describe the project and invite them to join.
- ❑ *Objective 3:* Show potential member congregations the denominational resolutions on global warming. (These are available from The Regeneration Project.)

Goal 2. To educate X congregations about global warming and energy stewardship

- ❑ *Objective 1:* Hold three interfaith forums in different regions of the state and invite members of the religious community in that area to attend
- ❑ *Objective 2:* Gather materials such as the “Lighten Up” video and the EPA’s Energy Star for Congregations booklet, other denominational statements.
- ❑ *Objective 3.* Ask your member congregations to show the video to their adult education classes and discuss steps they can take using examples given in the Energy Star booklet.

Goal 3. To reach X people through mass media and religious media

- ❑ *Objective 1.* Hold a press conference when your IP&L accomplishes something newsworthy.
- ❑ *Objective 2.* Publish a full-page newspaper ad to send a message, support a piece of legislation or advert, or urge action on global warming
- ❑ *Objective 3.* Draft articles to submit to local papers and religious magazines.

Goal 4. To activate X congregations to support a proposed public policy or legislation

- ❑ *Objective 1.* Ask your congregational members to collect letters of support
- ❑ *Objective 2.* Set up an email newsletter and action alert for your congregational members and activists. Ask your members to forward the calls to action on to their members.

The approach is similar for institutional goals. How do you break these goals down into achievable objectives? Following are some examples:

Goal 1. Recruit and sustain a diverse board or steering committee that represents as many major faith traditions as possible

- ❑ *Objective 1.* Meet with leaders of well-known religious organizations in your state and invite them to join
- ❑ *Objective 2.* Create a subcommittee on your board or steering committee to identify and recruit new members.

Goal 2. Acquire good technological infrastructure: databases, website, listservs

- *Objective 1.* Install blast fax and blast email software (to allow you to easily get out press releases and alerts to all your contacts.)
- *Objective 2.* Contract with a good web designer and webmaster (usually different people.)
- *Objective 3.* Use The Regeneration Project website and listserv to communicate with other IP&Ls
- *Objective 4.* Set up email listservs for your board and for your members.

Goal 3. Hire new staff

- *Objective 1.* Hire an outreach coordinator to recruit congregational members and organize events.
- *Objective 2.* Hire an administrative assistant to help with budgeting and filing taxes (IRS Form 990) if you have formed your own 501(c)(3).

## **5.0 Programs**

As your IP&L grows, so will the number of programs you offer. Below we have listed a few of the basic programs that you may want to start with.

### **5.1 Outreach**

IP&L outreach programs focus on membership recruitment. Especially at the beginning, this will be your most important program.

### **5.2 Conservation**

Every IP&L should have a program to help your members save energy in their congregations. Whether it's as simple as pointing your members in the right directions for utility discounts and energy audits, or as complex as starting your own service to provide energy audits for congregations, you will want to have your conservation "action plan" nailed down before you begin recruiting.

Consider working with EPA Energy Star for Congregations on developing your conservation programs. Visit [www.energystar.gov/congregatons](http://www.energystar.gov/congregatons) for more information. Contact the national IP&L Campaign to get ideas on how to use this excellent agency program.

### **5.3 Green Energy**

Every IP&L should have a green energy program to help your members learn about the renewable energy options available in your state and why they are important. A great source for information on renewable energy companies that are certified "Green-e" is the Center for Resource Solutions. Go to [www.resource-solutions.org](http://www.resource-solutions.org) to get all the information you need about green energy marketers in your state.

If the utilities in your state do not offer a green energy product, don't despair. There are many other proactive steps you can take to promote green energy. For example, you can provide your members with information about onsite solar and small wind generation. You may want to put together a resource list of companies and contractors. Invite representatives of these companies to your events to explain their products. Be sure to research the incentives your state government may offer for onsite renewable energy generation.

Purchasing Green Tags is another option to support renewable energy development. (Basically it is the same concept as green electricity purchases: paying a little extra to bring more renewable energy into the system.) The Regeneration Project has worked with Native Energy to promote green tags, visit [www.nativeenergy.com](http://www.nativeenergy.com) for more information. You may also want to begin meeting with your state utilities to ask them to offer a green energy product.

## **5.4 Public Policy**

No matter how successful we are in mobilizing the faith community to be good stewards of energy, we cannot turn the tide of global warming on our own. Public policies to reduce greenhouse gas emissions must be implemented. Find out what energy-related policy proposals exist in your state. Renewable energy marketers and environmental organizations are probably already organized to push for more incentives for green energy and conservation, utility green energy choice, renewable portfolio standards, or perhaps even greenhouse gas reduction targets or regulations. Your IP&L will be a welcome addition to these coalitions. You bring a new voice and a new constituency to these issues. The California, Maine, and Georgia IP&L have each been involved in successful state campaigns to implement policies to reduce greenhouse gas emissions and expand renewable energy.

## **6.0 Fundraising**

Successful fundraising techniques are crucial. The best programs in the world will be ineffective without adequate funds. You will need to put a fundraising plan in place, with goals, right away.

### **6.1 Grants**

Grant funding is probably the most likely way to raise money to start out. Perhaps you have already identified or made contact with a foundation that is interested in your work. If not, try to set up some meetings with local or state foundations right away. Bringing a foundation in early, almost as a partner, is ideal. Let them know that you are committed to the project but want their involvement. Encourage them to help with your strategic plan. Get their input on your fundraising plan. Foundations are looking for good projects, and the opportunity to help shape one that fits into their goals is attractive to them.

Collaborations and partnerships with other organizations may also be possible but be sure to carefully screen for compatibility.

Most grant makers have websites and annual reports. You can research their websites for their guidelines to make sure your project is a good fit (some limit their giving to certain regions of the country). Maybe you only want to ask them to fund a specific program that fits best with their interests. You may check in with TRP before you send your proposal or letter of inquiry. If the national campaign is working with a particular foundation, a joint proposal might make sense.

## **6.2 Fees for Services and Revenue Sharing**

Some IP&Ls have utilized membership fees to support their operations while others charge nothing. The local resources available through state run energy programs, utilities, energy auditors and green marketers may provide you with rebates, fee or revenue sharing opportunities.

## **6.3 Individual Donations**

Developing a donor base of individuals is a great way to make your IP&L more financially stable. While foundations can bring in large chunks of funds all at once, they cannot be counted on for more than two or three years as they tend to change their funding priorities regularly and often don't want to fund the same project on a sustained basis. An individual donor pool is far more stable, because even if some individuals drop off, they are not going to all dry up at once. Furthermore, individual donor gifts represent unrestricted funds, so you can use them to support things like lobbying, which many foundations do not support.

So, who do you ask? How do you get people to give? Here are some ideas:

### **➤ Look at Your Rolodex First**

People give to people, so the most likely donors are the people who know you. Get over any feelings of guilt about asking people to contribute. Remember, the funds are not for you, they are for your project. People give to causes like ours because they want to help make the world a better place. Many people earmark a certain amount of funds for charitable giving each year, and they are often happy to have the opportunity to give funds to help support the work of someone they know and trust. So ask your friends and colleagues! A common way to do this is to send a letter describing your project and what the funds will be used for. Be sure to include a remit envelope, a range of suggested donations, and do phone follow-up. If you are a 501(c)(3) you can get a bulk mail permit from the post office and mail at a lower rate.

In your mailing and all donor materials, make sure the mission of your organization is clear. (This is another reason a good mission statement is important.) Put some time into figuring out the clearest, most concise and most persuasive way to say it. Also, make a compelling case as to why funds are urgently needed. Describe specific, short-term goals

and the funds needed to accomplish them. For example: “This year, our goal is to recruit 100 new congregations to join our movement. Outreach to these congregations will cost about \$10,000, so for every \$100 we raise we can recruit a new member.”

Before soliciting donors, you should develop some simple but professional materials that present the mission and planned programs for the organization. At a minimum, you should have the following: an organizational fact sheet, a program plan, a name and logo. Eventually you should also include a summary of your 3-5 year strategic plan.

### ➤ **Web-Based Fundraising**

More and more these days, people are raising funds successfully online. Sending a fundraising appeal by email rather than U.S. Postal Service can save you a whole lot of money on printing and postage. Of course, you have to have an internet-savvy base of supporters and email addresses, which can take time to collect. Also, it is critical to have online credit card donations capacity. Be sure to set this feature up on your website before you send the appeal, and include a link right to the page. If you don't have an account with Visa, or if you only want to set up a temporary account, you may want to consider Paypal, an easy service that will manage your credit card donations for a fee. (You would have to pay a Visa fee anyway). For more information go to [www.paypal.com](http://www.paypal.com). Keep in mind that even with an Internet appeal, there is no substitute to the follow-up phone call.

### ➤ **Get Your Board Involved**

Many organizations ask board members to commit to raise a certain amount of money per year. Talk with your board or steering committee members about taking on a fundraising goal. If they are members of organizations, their organizations may be able to contribute. Otherwise, ask them to do their own fundraising mailer to their Rolodex. Provide them with all the letters and materials, so all they have to do is sign the letter. They may be reluctant at first, so you may want to do your mailer first to set an example. Once they see the funds coming in, they will get more confident and excited about the fundraising potential.

## **7.0 Conclusion**

As people of faith we are called to protect God's Creation. The Regeneration Project and the Interfaith Power & Light program offers us the opportunity to practice environmental stewardship and in doing so, apply the moral and ethical values of our respective faiths to battle the threat of global warming. By starting an IP&L you are joining a growing national movement and a network of people in other states who have put their faith into action. There is much work ahead and we look forward to working with you.

THANK YOU for your willingness to begin an IP&L in your state!

**APPENDIX 1**  
**Training and Assistance Organizations:**

**Interfaith Power and Light National Campaign**

Housed at the Regeneration Project, National IP&L was spearheaded by the Rev. Sally G. Bingham in early 2003 as an effort to provide better communication and coordination between state IP&Ls and to help foster new IP&Ls.

*Visit our website:*

[www.theregenerationproject.org](http://www.theregenerationproject.org)

*Contact:*

**Susan Stephenson**, Executive Director, The Regeneration Project  
P.O. Box 29336  
San Francisco, CA 94129  
(415) 561-4894  
susan@theregenerationproject.org

**Regional Mentor IP&Ls:** To connect with the successful, established IP&Ls who have agreed to provide advice and consultation to new IP&Ls in their regions, please contact The Regeneration Project for their information.



## **APPENDIX 2**

### **Organizational and Board Development Resources:**

The following sources provide excellent books and references on starting a nonprofit and developing a board. These are especially worthwhile if you are forming a 501 c-3 as opposed to a project steering committee. If you do decide to form a 501(c)(3) you will also need an attorney familiar with nonprofit law.

*How to Form a Nonprofit Corporation*, by Attorney Anthony Mancuso. Nolo Press. Available on line: [www.nolo.com/lawstore/products/](http://www.nolo.com/lawstore/products/)

Governance Series. The National Center for Nonprofit Boards, 2000 L Street, NW, Washington, DC 20036. Tel: 202 452-6262. Includes titles such as: *Ten Basic Responsibilities of Nonprofit Boards* and *Fundraising Responsibilities of Nonprofit Boards*. Go to <http://www.ncnb.org> and click on *Bookstore*.

#### ***Two additional publications that may be useful:***

*Guidebook for Directors of Nonprofit Corporations* by George W. Overton, Ed. 1993. Section of Business law. American Bar Association. 1993. This covers legal issues related to the board and can be ordered online for \$24.95 at <http://www.nonprofitissues.com> (search by title)

*Fearless Fund-raising for Nonprofit Boards* by G. Worth George. National Center for Nonprofit Boards. This makes a good handout for all board members. Also available through the National Center for Nonprofit Boards. Go to <http://www.ncnb.org> and click on *Bookstore*.

#### ***Here are some more websites you might want to check out:***

Idealist: [www.idealists.org/tools.html](http://www.idealists.org/tools.html)

Nonprofit Resource Center: [www.not-for-profit.org](http://www.not-for-profit.org)

The Alliance For Justice (legal support for nonprofits) [www.afj.org](http://www.afj.org)