



# *Urban Forest Advocacy:*

*Growing Possibilities*

Presented by



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Arbor Day Foundation's mission is to inspire people to plant, nurture, and celebrate trees. In fulfilling that mission, Arbor Day Foundation has launched key programs over the past several decades including:

- **Trees for America**, which provides millions of trees each year to our members, and helps in the replanting of our national forests,
- **Tree City USA** encourages, supports, and strengthens effective urban and community forestry programs in diverse communities nationwide through recognition, education, and publicity,
- **Tree Line USA**, designed to help utility companies adopt sound tree planting and care policies and practices in cooperation with the communities they serve,
- **Tree Campus USA**, a program that encourages college campuses nationwide to enhance their trees and natural environment, as well as provide opportunities for student involvement,
- **Conservation Trees**, an educational outreach effort that encourages tree planting to help save soil, water energy, wildlife habitat, and the atmosphere,
- **Rain Forest Rescue**, a program to help save Latin American rain forests and the people and wildlife that depend on this fragile ecosystem for survival,
- **Building With Trees**, a program that recognizes builders who protect trees during construction and land development,
- **Conferences and Seminars**, a full range of offerings designed to help close the gap between what is known and what is practiced in tree care and environmental stewardship,
- **Arbor Day Farm**, a unique education complex dedicated to programs focusing on trees, conservation, and environmental stewardship,
- **Youth Education Curricula and Programs**, developed to help teachers educate students about trees and environmental stewardship, and
- **Nature Explore**, programs designed to build a connection to and appreciation of nature in young children ages two to eight – the next generation of tree planters.

More information about these and the other programs of Arbor Day Foundation are available online at [arborday.org](http://arborday.org), or contact us at 888-448-7337.



The Alliance for Community Trees (ACT) is the national network for non-profit urban and community forestry organizations. Along with its 150 community-based member organizations representing 40 states, ACT's concern is the environment where 80% of Americans live and work – our cities, towns, and villages. ACT members engage citizens to transform neighborhoods and promote community ownership in underserved areas. To date, ACT members have planted more than 7.8 million trees and engaged 450,000 volunteers. **Program Highlights:**

- **National NeighborWoods Program.** In partnership with The Home Depot Foundation, the National NeighborWoods Program has four components. NeighborWoods Grants support initiatives that encourage the formation of local-level partnerships between urban forestry groups and community development partners; NeighborWoods Academy is a national training program to strengthen the capacity of community groups to network and learn from each other; NeighborWoods Network facilitates the transfer of best practices; and NeighborWoods Month highlights projects in major cities to engage thousands of volunteers to plant and care for trees and restore communities.
- **ACT Annual Meeting.** The ACT Annual Meeting is a national conference where nonprofit executives and urban forestry professionals learn and share the latest research, program models, tools, and techniques.
- **Community Tree Leadership Forum.** In partnership with Arbor Day Foundation, the Forum is a national training program that helps community tree groups become successful at their business of conservation.

ACT's vision is to re-green communities nationwide – "Tree by Tree – Street by Street". For more information on these or other programs, please visit [www.actrees.org](http://www.actrees.org), email [info@actrees.org](mailto:info@actrees.org), or call 301-277-0040.

# Urban Forest *Advocacy:* *Growing Possibilities*



## Training Content

- |   |       |
|---|-------|
| ❶ Why advocate?                           | p. 4  |
| ❷ Building an advocacy program            | p. 6  |
| ❸ Characteristics of effective advocates  | p. 8  |
| ❹ Target audiences for advocacy           | p. 12 |
| ❺ Pitching your case                      | p. 14 |
| ❻ Tips for working with agencies          | p. 17 |
| ❼ Tips for working with elected officials | p. 18 |
| ❽ Coalition building                      | p. 20 |
| ❾ Funding advocacy                        | p. 23 |

## Advocacy Case Studies

- |   |       |
|---|-------|
| • California ReLeaf                                 | p. 25 |
| • Friends of the Urban Forest                       | p. 28 |
| • New York State Urban & Community Forestry Council | p. 31 |

## Resource Section

- |                |       |
|----------------|-------|
| • Publications | p. 36 |
| • Websites     |       |

*This material was compiled in conjunction with Conservation Strategy Group, LLC. [www.csgcalifornia.org](http://www.csgcalifornia.org). A significant portion of the content is adapted from “Urban Forest Advocacy – Growing Possibilities: Advocacy 101” by Leslie Friedman Johnson.*



# *Introduction*



**T**he act of telling elected officials how to write and change our laws is at the very heart of our democratic system. While news headlines about “special interests” may depict a negative view of lobbying, organized advocacy by groups of people is the origin for many public policies and shapes the way public resources are directed.

Protecting and promoting urban forests is an issue of authentic public concern that deserves to be well represented. As an urban forestry expert, you are naturally positioned to be an effective and persuasive advocate for trees and urban forests.

Approaching lawmakers is not hard. With a little bit of practice and planning, you can be confident in your ability to be an effective advocate for urban forests.

The time has never been better than now to make the case for public investment in urban forests. Over 800 cities have pledged their commitment to climate protection and the voting public is demanding action. Elected officials are looking for practical action steps to reduce emissions and increase sustainability. Enhancing urban forests advances these goals, and tree planting is readily implementable and comparatively low-cost. Trees can be an early, visible success in the larger sustainability objectives of cities.

*The time has **never**  
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Public agencies directly control significant land area in cities, including rights-of-way, parks, schools, public housing, administrative buildings, military sites, emergency services, libraries, and more. Demonstrating innovation and best practices on public lands is an excellent strategy for encouraging positive change throughout the market place.

Public agencies also indirectly control private land through zoning and development laws. While regional attitudes toward regulation vary, the general trend over the last 25 years has been toward increased regulation, particularly in cities with growing populations. Development impact fees, tree removal permits, shade ordinances, billboard ordinances, forest preservation incentives, and many other tools may be instituted to protect and promote urban forests.<sup>1</sup>

While advocacy can take many paths, we encourage you to take a strong leadership role in educating elected officials about the benefits of stronger tree protection regulations, better land development and engineering practices, and greater investment in quality care for trees. ■

<sup>1</sup> To learn more about the wide array of regulatory tools, voluntary programs, and public policies that promote urban forests, read the Community Tree Leadership Forum booklet, "Public Policy: How Laws and Policies are Influenced," available online at <http://actrees.org/site/whatwedo/communityTree.php> or <http://www.arborday.org/shopping/conferences/>

## Quick Lobbying Facts for all 501(c)(3)s

- 1 There are a lot of good reasons to lobby!** The government makes decisions about tree protection regulations, development impact fees, zoning and land use priorities, controls millions of dollars in conservation funding, and has the potential to greatly help - or hurt - your conservation work.
- 2 Not all work with the government is considered lobbying by the IRS.** There are a lot of exceptions, including some work with government agencies and work done by volunteers.
- 3 You can NEVER endorse or oppose a candidate for elected office at any level** – whether it is for the local county commissioner or the U.S. President. Your organization should be careful to avoid taking any action (especially during an election year) that might give the appearance of endorsing a specific candidate.
- 4 You CAN work on ballot-issues, referenda, and other issue campaigns.**
- 5 Grassroots lobbying is special.** Outreach to members of the general public (e.g. radio commercials) on specific policy issues constitutes a special kind of lobbying and there are special rules for how much you can spend on this type of work.

# ***Why Advocate?***

## *The Reasons For and Benefits Of Advocacy*



**N**onprofits can and should play an important role in the public policy process by sharing their expertise. Advocacy is speaking up for your cause by educating and influencing people who can help advance your goals.

### **The main reasons to advocate are:**

- to influence public policy
- to secure funding for public investments
- to garner support for your organization or cause





# Advocacy Activities

Advocacy programs can be informational, reactive, proactive or a combination. Some nonprofits focus on interacting with policy makers and educational efforts without taking a position or making recommendations on specific legislation or regulations.

Although all advocacy programs encompass some form of education, there is a wide variety of activities that might be included in advocacy work. These activities include:

- identifying issues of potential interest or concern and monitoring relevant hearings, bills and legislation
- writing position statements
- developing and nurturing relationships with government and elected officials
- providing testimony at legislative or regulatory hearings
- providing comments on proposed regulations
- developing a grassroots base of advocates
- working with coalitions
- informing members and the public about relevant issues, policies and legislation through press releases, articles, guest editorials, letters to the editor and other public forums and
- providing speakers, briefings and trainings



## Learning from Land Trusts

The Land Trust Alliance, which represents more than 1,600 land trusts across America, encourages local nonprofit land trusts to take an active hand in advocacy. According to LTA, all trusts have a basic responsibility to educate their elected officials about what they are doing and why it is important. In order to properly defend or improve the rules by which land trusts operate, elected officials must understand the land trusts' work and how they can best support it.

Many land trusts support legislation and referenda that create funding to purchase land or conservation easements. Others work with congressional representatives to obtain federal earmarks for the same. Some trusts directly take on controversial land use decisions, challenging local governments to make tough land use choices.

How much and in what ways land trusts and other conservation organizations participate in advocacy is a strategic decision for that organization. Factors affecting that decision include the organization's capabilities, its ambitions, the landscape it is trying to protect, the threats to that landscape and the culture of the community in which it works.

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# *Building An Advocacy Program*

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## Getting Started

**A**dvocacy begins at home. Board and staff buy-in is essential to your success. Without it, external advocacy often fails. The first step is outlining to your board the advantages of informing government and elected officials about the issues of concern to your organization. Tell board members that lobbying by non-profit groups is permissible under the law and remind them of the importance of forging relationships with policymakers before a crisis occurs.



Advocacy goals need to be developed as part of your organization's strategic plan. These goals should be reviewed, evaluated and updated annually. If your organization does not establish specific priorities and agendas, its advocacy efforts may be fragmented and ineffective.

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strategic plan.***

Next, the board needs to develop policies and procedures for conducting advocacy and clarify the roles and responsibilities of staff and board. Issues that need to be addressed include the review and approval process for position statements, who has the authority to speak for the organization, how the board will be informed of actions taken and how, when and with whom the organization will build coalitions to advocate for certain causes. The board might delegate oversight of the advocacy program to a standing committee once goals, policies and procedures are in place.

To help your board embrace advocacy, develop opportunities for your board to interact with key government and elected officials. Board members who have first-hand experience in advocacy tend to better understand its goals and benefits.



# Managing and Staffing Advocacy

For many nonprofits, advocacy is a volunteer-based effort requiring minimal staff time. When additional resources are required, organizations assign advocacy responsibilities to certain staff members, hire staff expressly for advocacy work or decide to contract with a consultant or outside lobbyist. Whether and how to expand your advocacy staff depends on a number of factors, including: your goals and priorities, the opportunities and threats facing your organization and the legislative and regulatory environment in your area.

It is essential that in-house staff have clearly defined roles and a close reporting relationship with the board on advocacy issues. Likewise, it is important to create a system of checks and balances to ensure that outside consultants stay in tune with the organization's priorities.

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# *Characteristics of Effective Advocates*



## **Effective advocates know:**

- what they need and what public policy mechanisms can help them address their needs
- how to describe their needs in compelling terms
- how to relate their needs to other issues

## **Defining What You Need**

In order to engage other people in your cause, you must first be clear about what it is you want and what stands in the way of your success. Are you looking for a change in policy or legislation, more money or different money or access to a certain site?

You must state clearly and concisely what you need and how government administrators, public officials and other decision makers can help you. See if you can summarize your point in one minute or less, no matter how complex the issue. This is often referred to as your “elevator speech.”



# EXERCISE I

**Step 1:** In one sentence describe one important need or goal that you have in your urban forestry project or program.

**Step 2:** Identify what role public policy plays in helping you address that goal. Is there a public policy mechanism such as a change in regulation or legislation that would help you reach your goal?

**Step 3:** Rewrite your “elevator speech” from Step 1 to include how a change in public policy will help you reach your goal.

# Describing Your Needs

Once you have clarified your need or goal, you must express it in a way that is compelling to others. Your presentation should focus on the benefits of your project, not the technical details.

Use language that your target audience can relate to, and explain how your proposal will address the audience's concerns. Eliminate jargon and other technospeak such as acronyms or terms of art.

Your passion may not arouse the passion of your audience. Take advantage of polling and other public opinion research to learn what awakens the enthusiasm of others. The good news is that voters care about green issues and politicians care about what voters think.



## EXERCISE II

**Step 1:** Take the need you identified in Exercise I and rearticulate it using compelling, benefits-based terms.

**Step 2:** Change the topic sentence to be part of something bigger such as climate change impact reduction, storm water management, economic development, energy conservation or air pollution reduction.





**P**ublic opinion research conducted for The Nature Conservancy and Trust for Public Land found that water quality and protecting watersheds are top issues among voters. Therefore, you may want to describe how urban forestry will recharge groundwater, clear and filter storm-water runoff and reduce storm-water volume. Knowing that water is a “hot button” issue to voters will help you describe the benefits of the urban forest in a way that is compelling to your audience.

Likewise, polling research found that voters care more about the maintenance of parks than the creation of new parks. Polls also found that voters responded more favorably to parks when provided a context for their use such as “providing safe parks for our children to play.”

In addition, polling research discovered that certain terms and phrases have negative connotations among voters. For example, protecting “open space”, “green space”, or “undeveloped land” tested poorly among voters, whereas protecting “natural areas” evoked a much more positive response. Voters also responded positively to the phrases, “protect wildlife”, “preserve natural areas”, and “protect quality of life”.

Listen for the phrases and arguments that resonate with your audience and adjust your language accordingly. Word choice can make a big difference, especially if the window for communication is limited.

## How to Say It: Better Ways to Express Conservation Goals

Say	Instead of
<b>Natural areas</b>	Open space, urban open space
<b>Working farms and ranches</b>	Ranches
<b>Poorly planned growth</b>	Unplanned growth, sprawl
<b>Conservationists</b>	Environmentalists
<b>Land preservation agreements</b>	Conservation easements
<b>Wildlife</b>	Endangered species
<b>Hiking, biking and walking trails</b>	Trails

# *Target Audiences for Advocacy*



**M**ost advocacy projects have several target audiences, including public officials and administrators at the local, state and federal level and individuals and organizations in the private sector. Determine whom you need to reach in order to be successful. From which groups or individuals do you need permission, money, policy change, legislation or other types of help? Typical target audiences include:

## **At the local level**

- Mayor and city council members and commissioners
- County supervisors and commissioners
- Agencies such as Public Works, Parks and Recreation or the Public School System

## **At the state level**

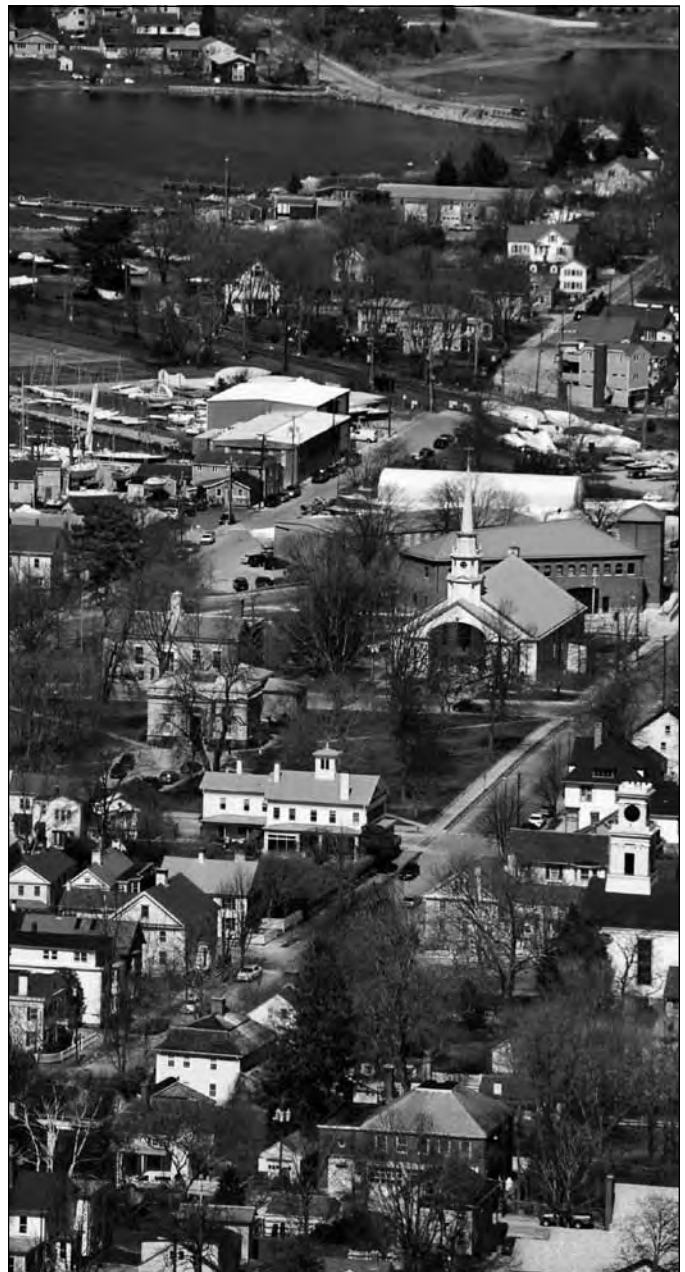
- Governor
- Assembly members or senators
- Agencies such as Department of Natural Resources, Environmental Protection Division, Department of Housing and Urban Development and Department of Transportation

## **At the federal level**

- President
- Members of Congress
- Agencies such as USDA Forest Service or Environmental Protection Agency

## **In the private and nonprofit sectors**

- Foundations and other private funders
- Business/corporate partners
- Other non-governmental organizations
- Community groups
- Wealthy or influential individuals
- Other conservation groups
- Chambers of commerce and business councils
- Organized labor
- Your board and staff



## EXERCISE III

**Step 1:** List three individuals, organizations or entities that have been targets of your advocacy efforts.

**Step 2:** Name three more that should be targets of your advocacy.

## EXERCISE IV

Take the topic sentences in Exercise II and re-frame the issues based on the target audience's interests. Write at least three different topic sentences.

# *Pitching Your Cause*



## Assembling Your Advocacy Team

Once you have determined your advocacy objectives and your target audiences, you need to determine who will best represent your case. Different audiences may require different representatives. Elected officials are especially interested in hearing from constituents.

Make sure that any person representing your organization is properly prepared, whether s/he is a volunteer, staff member or a contract consultant. The

individual needs to know your organization's priorities and procedures, be familiar with the relevant legislative and regulatory processes, be comfortable working with government and elected officials and have excellent communication skills.

## EXERCISE V

**Step 1:** Name three board members who can be part of your advocacy team.

**Step 2:** Name three colleagues or other allies who can be part of your advocacy team.

**Step 3:** Match which members of your advocacy team would relate best to the target audiences listed in Exercise III.



# Preparing Your Case

Before you approach targets, understand their backgrounds. Research what their record is on your issue and their prior commitment to related causes, learn about their constituent or agency pressures, tenure in office, committee assignments and their ability to influence the decisions you are advocating.

Frame your issue around the listener's priorities. Tell the official or staff members how your project fits into their existing vision and helps them achieve their objectives.

# Making Your Case

A personal visit is often the best approach. Be prepared, bringing a concise description of the project and a map or other illustration if appropriate. For legislative proposals, bring drafts of the proposed policy you wish to see introduced.

Keep it simple. Arrive early, and plan on receiving only 15 minutes of time. Make sure that your presentation tells the listener how they can help. Invite your listener to a project visit or offer a tour of the urban forest issues in your community.



Leave behind a one-page statement that outlines key elements of your proposal. Follow up with a written thank you reiterating who you are and what action you propose.

“Real mail” is important. The amount of mail on an issue that legislators receive from their constituents can help determine their positions.

Petitions do not carry as much weight. E-mail is less effective if it is part of a massive email campaign. However, individual emails to a specific staff person responsible for an issue can be the speediest and easiest way to communicate.

Telephone calls are appropriate and easy. Call to ask for support before a hearing or floor vote, to ask for help with legislative colleagues or to convey urgent local concerns. Gauge how far to pursue by the reaction you get.

Faxes can also be effective. Be sure to send the fax with a cover sheet addressed to the appropriate staff member. In particular, it is advisable to send a copy of any correspondence to Congress via fax, because irradiation and screening of mail causes several weeks of delay.

Other methods of getting your message heard include writing letters to the editor, distributing literature, hosting a reception for legislators, agency staff or other audiences, hosting a tour of the urban forest or receiving media coverage for the issue. Your organization’s website is another way of getting your message across. Make sure your website is user-friendly and regularly updated.

Be persistent, and work on cultivating and building relationships with your audiences. Get to know them as people. Send copies of relevant publications to their attention. Add target audiences to your newsletter and regular mailing lists. Offer to provide your knowledge and expertise on relevant topics.



## Follow-up and Closing The Deal

Follow-up is essential for any successful advocacy campaign. Clear-cut victories are the exception. Progress on policy issues is usually slow and incremental. Accomplishments can best be measured by how your organization is participating in shaping public policy and how issues are evolving. It is important to stay focused and to develop next steps and actions for staying involved.

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# *Tips for Working With Agencies*



- Before meeting with an agency official, do your homework. Understand the agency as well as the individual(s).
- What are the agency's priorities?
- What programs do they administer?
- When is the best time to approach an agency?  
This will vary at the local, state and federal level. Best times are usually when agencies are preparing budget proposals or are preparing or in the midst of a RFP (request for proposal) process.
- How much money do they have available for grants, loans or direct expenditures?
- What is the agency's authority and jurisdiction?
- What other projects are they involved in, both in your area and beyond?
- Does the agency hold regulatory authority relevant to your issue? Are there proposed changes that will affect your issue?



# *Tips for Working With Elected Officials*



- Begin cultivating a relationship with an elected official well in advance of your need to ask him/her to do something.
- Approach all elected officials who represent your region whether or not you think they are likely supporters.
- Give special emphasis to elected officials that serve on relevant policy or budget committees or who are likely champions for your cause whether or not they happen to represent your area.
- Research when is the best time to approach an elected official. This will differ at the local, state and federal level. If you are advocating for legislation, start long in advance. Usually it is best to approach legislators or their staff prior to a legislative session. If you need changes to a bill already introduced or for budget action, approach during the legislative session.
- If you don't have an existing relationship to work from, begin by reaching out to the elected official's legislative or field staff.
- Usually you will get no more than 15 minutes for an initial meeting with staff or member, so be on time and be organized.
- When traveling as part of a group, decide ahead of time who will be the chief spokesperson. Not everyone should speak. Others can help if the spokesperson cannot answer a question.
- Make a connection. Did you grow up in the same town or attend the same college? Finding common ground can be a great conversation starter. Just be sure that this doesn't distract you from talking about the issues you want to address.







- Listen as well as talk. Ask questions to ensure that the official or staffer understands the message you are trying to deliver.
- Be relevant. Know the district. Explain how your project or the legislation you are discussing impacts the district. Provide real life stories from the district and give examples of how the action you propose will help solve a problem or provide a benefit to the district.
- Know your opponents. All issues have an opposing point of view. Address the counterarguments and, if there are tradeoffs or negative consequences of your proposal, be up front about them with the legislator.
- Follow protocol. Be respectful of the office and of the legislator, even if you disagree.
- Be a constituent. Bring a voter. Represent multiple votes. Create coalitions.
- Be persistent. Don't expect action from one visit.
- Be honest. If you don't know the answer, say so. Credibility is essential.
- Be responsive. Position yourself as a resource. Assemble expertise when needed.
- Be apolitical. Don't make partisan critiques or needlessly politicize an issue if it is one that holds broad appeal.
- Remember, elected officials want to hear from you. You are the issue expert. Elected officials typically rely on a large network of sources to assemble information. They are interested in learning the highlights of what you know in an executive level summary.

# Coalition Building



**“High-impact nonprofits** harness the power of networks... And they work in coalitions to influence legislation or conduct grass-roots advocacy campaigns... These nonprofits recognize that they are more powerful together than alone, and that large scale social change often requires collaborative, collective action.”

**“Real social change** happens when organizations go outside their own walls and find creative ways to enlist the help of others.”

Heather McLeod Grant and Leslie R. Crutchfield,  
“Creating High-Impact Nonprofits”, *Stanford Social Innovation Review*, Fall 2007

Often community issues are too broad or complex for one agency to effectively address alone. Working within coalitions and recruiting other partners is a great way to tackle the issue and to build support for your objectives. Benefits of a coalition include increased credibility, broader support, political influence, a better story to tell, more funding opportunities and more hands to do the work.

Coalitions can be temporary, formed to respond to a specific opportunity or threat, or they can be on-going alliances designed for sharing information and working on long-term common goals. Some coalitions are formal, dues-supported organizations with paid staff, while others are informal groups with a volunteer coordinator. Nonprofits are often members of several coalitions that work on a variety of issues.

In order for coalitions to work successfully, members need to trust one another and agree upon a perceived need. Coalitions should include all stakeholders – those most affected by the work of the coalition and the issue it addresses – as well as community leaders, policy makers and community members at large.

To start a coalition, begin with a core group to establish the following:

- a clear definition of the issue or problem the coalition is addressing
- vision and mission statements
- an action plan
- structure for the coalition including who speaks

for the group, how members will communicate with each other and clearly defined roles for members

- whether or not professional staff is needed and
- resources available to support the coalition

Once these basic issues are addressed, reach out to additional stakeholders, community leaders, policy makers and the general community. As the group grows and develops, the above items should be revisited and refined.

**Tips for developing an effective coalition strategy include:**

- Redefine your issues in ways that attract new allies.
- Create an immediate focus and plan of action to generate energy and maintain involvement. For example, work with other groups in your area such as the Audubon Society to advocate for a line item on urban forestry in the state budget or for a local ordinance that protects or promotes trees.
- Build from the bottom up, not the top down. The coalition's membership should set the agenda and carry out the coalition's recommendations.
- Develop a structure for coordinating members' efforts and executing tasks.
- Stay focused on the issues.
- Maintain visibility.
- Communicate, communicate, and communicate.
- Be realistic about what you can do. Don't promise more than you can accomplish.
- Acknowledge and use the diversity of the group.



**Examples of organizations to include in your coalition:**

- utilities
- water agencies
- public health organizations
- universities
- soil and water conservation districts
- tourism bureaus
- business improvement districts
- community development corporations
- parent-teacher associations
- nursery and landscape associations
- Audubon chapters
- watershed protection groups
- business associations
- garden clubs
- and more

## ADVOCACY MODEL:

# The Evergreen Communities Campaign

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Each year, a coalition of over 20 leading conservation groups in the state of Washington, including Audubon Washington, select four priorities to support as part of their efforts to create healthier land, air and water in the region.

The coalition brings together a variety of conservation groups representing different cities and causes across the state. Teaming up through the Washington Environmental Council, the members are better able to achieve legislative goals.

One of this year's priorities, the "Evergreen Communities" 2008 legislative campaign, successfully advocated for state legislation to protect and plant millions of trees in Washington's cities.

The Evergreen Communities Act, signed by Governor Christine Gregoire on April 1, 2008, will help cities and communities take an inventory of their urban forest and develop plans for increasing tree canopy, which benefits climate change, reduces polluting runoff and provides habitat for birds and other wildlife.

The act authorizes the Department of Natural Resources to conduct a statewide urban forest inventory and assessment to support local governments' planning. It also includes incentives for municipalities to become Evergreen Cities.

The coalition believes that by focusing its efforts on just four legislative proposals each year, it maximizes its effectiveness.

## EXERCISE VI

**Step 1:** Identify an urban forestry issue in your community that would benefit from the support of a coalition.

**Step 2:** Identify five organizations that should belong to the coalition.

**Step 3:** Identify a person from each of these organizations who could be part of the coalition's core starting committee.



# Funding Advocacy



**F**or many nonprofits, advocacy is a volunteer-based effort that requires limited staff time and does not have hard costs. Some nonprofits, however, decide to invest in hiring staff or to contract with an outside lobbyist when additional resources are needed to advance their cause.

Although government funds cannot be used for lobbying, private and public foundations can fund 501(c) (3) organizations engaged in advocacy and lobbying.

Private foundations cannot designate grants for lobbying but they can make general support grants to organizations who lobby. They can also give specific project grants to fund projects that include lobbying, as long as the foundation's grant for the project does not exceed the amount the grantee budgeted for the non-lobbying portion of the project. Public foundations have greater flexibility and can earmark grants for lobbying.



## 5 Ways Foundations Can Support Advocacy

- 1 Fund neutral communications urging voters and legislators to study an issue carefully.
- 2 Fund nonpartisan analysis, even though it may conclude in support or opposition of a measure.
- 3 Fund policy research and education.
- 4 Provide general support funds.
- 5 Provide restricted grant funds to the non-lobbying portion of a project involving lobbying.

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# *Laws Regarding Advocacy:*

*Am I allowed to lobby?*

Despite the many benefits of advocacy, non-profit organizations sometimes limit their involvement in advocacy out of fear of losing their tax-exempt status. However, under IRS regulations, most policy advocacy is not considered lobbying.

The IRS defines lobbying as a communication to legislators intended to influence specific legislation, either pending or proposed. If your communication is not about a specific proposed legislative decision or your communication does not encourage citizens to urge legislators to enact or oppose a law, then it is not lobbying.

Moreover, nonprofits can do a good deal of lobbying under current IRS limits without endangering their tax exempt status. The amount of lobbying a nonprofit may undertake depends on how it is classified by the Internal Revenue Service. 501 (c) (3) groups are allowed a limited amount of lobbying whereas 501 (c) (4) organizations may engage in an unlimited amount of lobbying.

**The Alliance for Justice,** a national association of environmental, civil rights, mental health, women's, children's and consumer advocacy organizations, provides information to tax-exempt organizations on the laws that govern their participation in the public policy process.

Alliance for Justice provides information and training on the legal parameters of nonprofit and foundation advocacy, plain-language legal guides to refer to when planning an advocacy campaign and technical assistance to answer questions about advocacy projects as they are implemented.

For additional information, consult the AFJ website, [www.afj.org](http://www.afj.org).

**PLEASE NOTE:** Organizations should seek legal guidance in order to determine whether or not their advocacy activities comply with IRS guidelines. The above information should be used as a general guideline and NOT be considered a substitute for legal advice.

# California ReLeaf

## Davis, California

### Legislative Advocacy Program

#### OVERVIEW

California ReLeaf monitors state and federal legislation in order to inform the urban forestry community of opportunities to influence public policy on behalf of urban trees. In 2006 California ReLeaf hired a professional lobbyist to assist with its state-level efforts. As a result of its work, \$20 million was designated for urban forestry programs under California Proposition 84 passed in 2006.

California ReLeaf also coordinates California ReLeaf Network, an alliance of urban forestry groups throughout the state. This alliance has been instrumental in raising the profile of urban forestry in the state and a key part of California ReLeaf's advocacy strategy.

#### BACKGROUND

California ReLeaf was founded in 1989 as a program of the Trust for Public Land and was incorporated as a separate 501(c) (3) nonprofit in 2004.

California ReLeaf works statewide to promote alliances among community-based groups, individuals and government agencies to protect the environment by planting and caring for trees. It also serves as the state's volunteer coordinator for urban forestry in partnership with the California Department of Forestry and Fire Protection.

#### Programs and services include:

- Coordinating California ReLeaf Network, a statewide alliance of urban forestry groups
- Administering a state grant program
- Publishing a quarterly newsletter, California Trees
- Providing assistance, information and referrals to individuals, organizations and agencies on urban forestry management issues
- Monitoring state and federal legislation and keeping the urban forestry community informed of opportunities to influence public policy on urban forestry

#### COMPONENTS

##### ■ Hiring a professional lobbyist

From its inception, California ReLeaf was involved in advocating on behalf of urban



forestry. In 2006, California ReLeaf decided that hiring a professional lobbyist would greatly improve effectiveness at influencing state legislation on urban forestry.

Since California is a large state with a wide range of environmental issues, California ReLeaf, with a staff of three, found it difficult to stay on top of all the issues and proposals that affected urban forestry. Although California ReLeaf had many partners who worked with them on urban forestry issues, it needed someone to spearhead its efforts.

With the encouragement of other urban forestry groups, California ReLeaf hired a lobbyist who specialized in conservation issues and was willing to work with them at a reduced rate.

Martha Ozonoff, Executive Director of California ReLeaf, reports that this decision has been critical in its advocacy efforts.

“Hiring a lobbyist has definitely increased our ability to be effective. You can lobby on your own. You are not required to have a professional lobbyist. But this has helped us stay on top of fast-paced decisions and has given us inside information about what different legislators are interested in and how to approach them. Our lobbyist has helped us see where we can connect to other environmental issues,” Ms. Ozonoff says.

Ms. Ozonoff adds that whether or not your organization needs a professional lobbyist may differ from state to state. She recommends talking with larger environmental organizations in your state that have lobbyists on their staff such as the Trust for Public Land, the Nature Conservancy or the Sierra Club. Get recommendations from them on whether or not you need to hire a lobbyist and on potential candidates.

### ■ Making your case

Once the lobbyist identifies what legislation to follow and who the key players are, California ReLeaf meets with key players including legislators and their staff, testifies at committee hearings, sends letters

*In 2006, California ReLeaf decided that **hiring a professional lobbyist** would greatly improve effectiveness at influencing state legislation on urban forestry.*



and emails, makes phone calls and encourages organizations in the California ReLeaf network and other groups to support legislation and other relevant initiatives, including funding propositions.

Ms. Ozonoff emphasizes that working with a network of urban forestry groups brings enormous value in supporting advocacy initiatives. California ReLeaf Network has approximately 90 member organizations located throughout the state. This allows California ReLeaf not only to harness the support of more constituents throughout the state, but also helps them target voters in specific localities where key legislators reside.

### ■ Funding

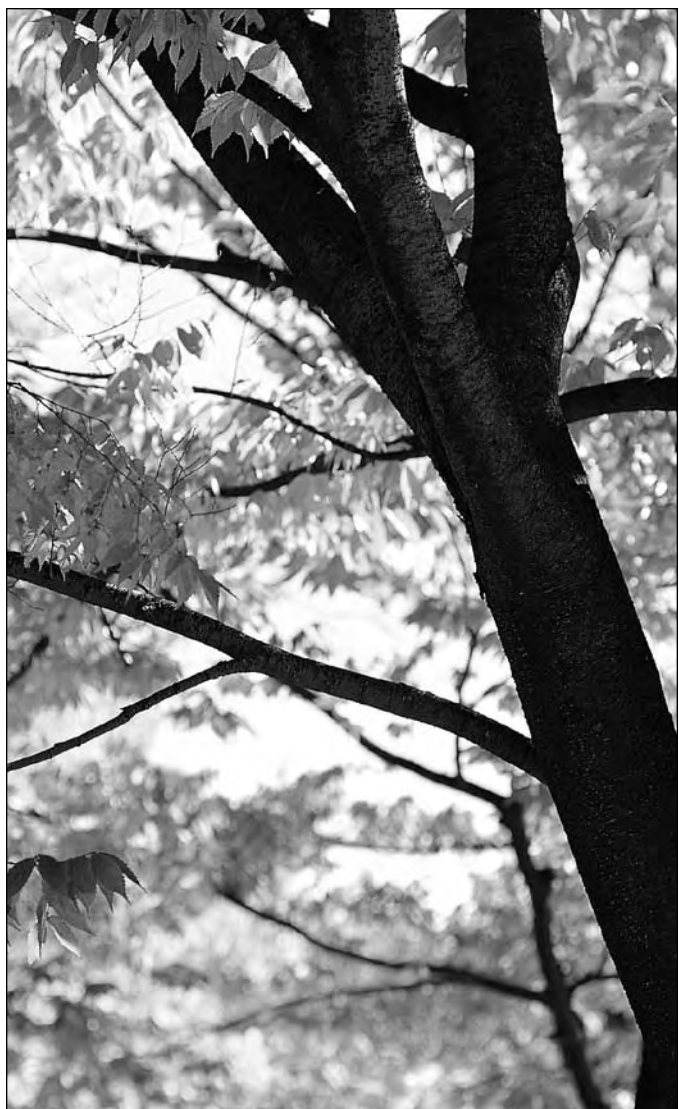
California ReLeaf funds its advocacy efforts through private foundation monies in its general operating account. Government funds cannot be used for lobbying.

## RESULTS

California ReLeaf is particularly proud of its advocacy efforts which helped to ensure that “at least” \$20 million funding was designated for urban forestry under Proposition 84 passed in 2006.

In addition, in 2007 California ReLeaf helped spearhead a letter-writing campaign thanking Governor Schwarzenegger for restoring \$10 million to the Environmental Enhancement and Mitigation Program, which provides public funds for urban forestry and other natural resource projects that reduce the impact of transportation projects on local communities. This year, the funds are being presented as part of the Governor's budget, thereby virtually assuring their passage. California ReLeaf believes that its "thank you" campaign may have played a part in the governor's decision.

California ReLeaf is currently sponsoring a bill in the state legislature to update the state Urban Forestry Act of 1978. This will be the organization's first effort at sponsoring legislation.



## LESSONS LEARNED

1. Research your state to determine whether or not you need to hire a lobbyist. For California ReLeaf, hiring a lobbyist was essential.
2. Nonprofits CAN advocate and lobby. Don't be paralyzed by the fear of violating IRS rules. Read the regulations and get advice but remember that both advocacy and lobbying are allowed within certain limitations. The rules may not be as restrictive as you think.
3. Advocacy and lobbying is easy. Do not be intimidated by the process.
4. You are the expert on your cause and its most passionate supporter. Make use of that.
5. Remember to say thank you to all the people who support your efforts.
6. Stay on top of legislation. Understand the process and realize that changes can happen quickly and often. You need to be vigilant.
7. The benefits of advocacy are enormous. It raises the visibility of your cause and your organization. It helps refine your message and increases your organization's credibility and reputation. ■

### Contact Information:

Martha Ozonoff, Executive Director  
California ReLeaf  
P.O. Box 72496  
Davis, CA 95617

Phone: ( 530) 757-7333  
Fax: (530) 757-7328  
[mozonoff@californiareleaf.org](mailto:mozonoff@californiareleaf.org)  
[www.californiareleaf.org](http://www.californiareleaf.org)

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# *Friends of the Urban Forest*

## *San Francisco, California*

*Advocacy campaign to restore funding for community-based tree plantings*



### OVERVIEW

Friends of the Urban Forest (FUF) successfully advocated in 2005 to restore city funding for community-based tree plantings and maintenance. This advocacy effort involved educational meetings with politicians, government officials and the media as well as grassroots e-mails, letters and phone calls to local officials. Although the campaign was able to secure funding for the coming year, it was not able to achieve long-term funding for tree plantings. FUF plans to launch an effort in the spring of 2006 to support long-term funding.

### BACKGROUND

Founded in 1981, Friend of the Urban Forest provides financial, technical and practical assistance to individuals and neighborhood groups in San Francisco who want to plant and care for trees. Programs include:

- a tree planting program through which community volunteers plant over 1,500 trees each year
- a tree care program where FUF's certified arborists, assisted by volunteers and trainees, prune and re-stake existing street trees

- a community involvement and youth education component that provides trees tours, quarterly pruning workshops, leadership training and a youth tree care program that trains economically disadvantaged youth in planting and tree care.

Funding for the organization comes from several sources including individuals, foundations, corporations, events and different public funds such as general revenue and a special sales tax, Proposition K.

In 2005, money from the Prop K sales tax intended for privately maintained, non-profit street tree planting was eliminated, significantly threatening the ability of FUF to continue all of its efforts.

FUF launched an intensive educational, media and grassroots outreach effort to restore funds. The campaign was successful in recovering \$162,000 for the programs from San Francisco's general fund for a one-year solution, but was not able to effect the changes in the Prop K sales tax that would have ensured tree planting and maintenance funds for the next 30 years, the lifetime for Prop K sales tax funding.

In the spring, FUF plans to initiate a campaign to advocate for long-term funding of tree planting and

maintenance. FUF will invite its constituents to help develop strategies for this effort.

## COMPONENTS

### ■ One-on-one Educational Efforts

There were several components to the advocacy effort to restore funds for tree planting and maintenance. First, the FUF executive director realized when talking to people in the mayor's office and the Board of Supervisors who oversee these funds that there was a misconception about FUF's historical and current reliance on public funds. As a result, he spent considerable time informing elected officials and their staffs about FUF's accomplishments and funding history. This involved preparing clear, concise memos on the subject and sending them by e-mail, fax and snail mail. He then followed up with phone calls and, when possible, face-to-face meetings.

In addition, FUF asked its board of directors and other supporters to use their contacts to get across this information. For example, one of FUF's board members has a relationship with a Supervisor and was able to arrange for a meeting.

### ■ Media Effort

FUF also worked to educate reporters about FUF and the funding dilemma. In addition to working with individual reporters, FUF met with the editorial board of the local newspaper. When the paper was not able to run an editorial on the subject, FUF asked if they would consider an op-ed piece. The chairman of the board of a local Latino organization wrote an op-ed piece for FUF. Coming from him, the piece increased credibility and illustrated a diversity of support for the organization.

### ■ Grassroots Campaign

FUF has an e-mail list of approximately 4,000 residents to which it sends monthly updates about its

activities and other issues. This list has been compiled over the years and includes FUF members as well as volunteers who have participated in its planting or other programs.

FUF e-mailed information to these people urging them to contact the Mayor and their Supervisors in support of the funding. The e-mails included a brief description of the issue and included phone, fax and e-mail information for the Mayor and the Supervisors.

## RESULTS

The City restored \$162,000 to the 2005-2006 budget for community tree plantings and maintenance. This, along with support from other sources, will allow FUF to continue its planting programs for the coming year.

## LESSONS LEARNED/ADVICE

1. Establish and nurture relationships with government and political officials and their staff. Help them to understand the history of your organization and how your work furthers their goals. There may be misconceptions or past problems that you need to work through and clarify.

*The City restored  
\$162,000 to the  
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and maintenance*



2. Prepare clear and concise informational handouts for persons you need to reach such as government officials, politicians, staff of interested organizations, neighborhood organizations and residents. Tailor these handouts to the audience you are trying to reach.

3. Get information to your audiences in a variety of ways—fax, e-mail, snail mail, phone calls, meetings. Do not rely on just one method of transmission.

4. Capitalize on the relationships of your board of directors and other supporters. These relationships may enable you to reach people who otherwise would not take the time to learn about your organization.

5. Cultivate a relationship with the media. Educate reporters and editors about your organization and the challenges you face. Work with individual reporters and with the editorial board. Request a meeting with the editorial board to explain your concerns. Ask if they will write an editorial supporting your cause. If they are not able to run an editorial, ask if they will print an op-ed piece on the issue. If possible, have the op-ed piece authored by a respected member of the community who is not directly affiliated with your organization.

6. Pay attention to and nourish your relationships with community organizations including neighborhood papers, neighborhood associations and merchant groups.

7. Realize that in many cases the messenger is as important as the message. Pay attention to who delivers your message to which audience.

8. When working with your supporters, realize that you cannot rely solely on their passion for your cause. You need to make it easy for them to be advocates. Be careful and thoughtful in what you ask them to do. For example, provide them with phone numbers of politicians and government officials who need to hear your message. Prepare sample letters that they can send describing the issue at hand.

9. Give supporters timely feedback on their advocacy efforts. Let them know the latest developments in a clear, concise way.

10. When communicating with your supporters, convey a sense of urgency, not panic.

11. Be discriminating in your use of large-scale grassroots response to issues. This should not always be your first plan of action. If you overuse this strategy, you can burn out your supporters and alienate the decision-makers you need to influence.

12. Reactive advocacy and proactive advocacy differ. In the first, you are responding to a crisis, and in the second you are trying to create an environment where a crisis will not arise. Both types are valuable and need to be practiced by many organizations at some point in their history. Keep in mind that the strategy used in each type will differ. Proactive advocacy can allow you the time to involve your constituents in strategy development and implementation in a way that reactive advocacy often does not permit. ■

### **Contact Information:**

Kelly Quirke, Executive Director  
Friends of the Urban Forest  
Presidio of San Francisco Building 1007  
PO Box 29456  
San Francisco, CA 94129-0456

Phone: (415) 561-6890 ext 107

Fax: (415) 561-6899

[kelly@fuf.net](mailto:kelly@fuf.net)

<http://www.fuf.net>

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# *New York State Urban and Community Forestry Council*

## *Cold Brook, New York*

### OVERVIEW

The New York State Urban and Community Forestry Council, working in conjunction with environmental nonprofit groups, secured \$500,000 in state funding for urban forestry in both 2005 and 2006. The Council is part of a coalition requesting \$5 million in state forestry funds in 2007. Four million of these dollars would go for reforestation in four counties in western New York that suffered severe tree damage from early winter storms. One million would be awarded through a competitive application process to localities throughout the state for the development of urban and community forestry management plans, inventories, and trees.

The Council and its partners were first able to obtain state funding in 2003 through the state Environmental Protection Fund. Initially \$150,000 was designated for urban and community forestry programs in localities with populations of 65,000 or more.

To press the case for forestry expenditures, Council representatives held a series of meetings with state officials, politicians and members of other non-profit organizations. In 2004, the Council sent surveys to every city and township and most villages throughout the state asking them to detail their tree needs. This survey documented a need for \$13 million in urban and community forestry funds. This information helped the Council increase the amount of funds earmarked for these programs.

NYS Urban  
& Community  
Forestry  
Council



### BACKGROUND

In 1991, the federal Farm Bill substantially increased the amount of federal funds available for urban and community forestry programs delivered by the U.S. Forest Service from about \$2 to \$21 million. Agency guidelines for implementing the program required that any state receiving funds form an advisory council to make recommendations.

The New York State Urban and Community Forestry Council was established in 1991 as the state's advisory body. In 2000, the Council became an independent 501(c)(3) nonprofit organization with a mission of planting as many trees as possible in communities throughout the state. The Council currently has two contract staff positions – one for administrative and financial issues and one for programmatic and advocacy matters – and is governed by a 36-member board.

One of the Council's major goals is to provide an opportunity for networking among its member organizations and partners. Another goal is to promote best management practices for urban forestry through educational efforts.

The council holds an annual statewide urban forest conference in July and produces a statewide newsletter three times a year. It also serves as the advisory group to the state Department of Environmental Conservation (DEC) program for use of federal urban forestry monies.

The Council has been active in advocating for the increase of federal funding for urban and community forestry. Working both on its own and in conjunction with other national and local groups, the Council is supporting a campaign to have federal funding for these programs raised to \$50 million.

Several years ago the Council decided it was also important to increase state financing of urban and community forestry programs. While federal funding is important, federal funds cannot address all the needs of the state.

## COMPONENTS

### ■ Finding and developing powerful partners

Once the Council decided to seek state funding for urban and community forestry, it needed to determine where budget decisions are made and which groups are influential in the process.

In New York State, funds for urban and community forestry are administered by DEC. Several environmental groups in the state are very powerful in determining what priorities get funded through DEC's Environmental Protection Fund. Two particularly strong advocacy groups are the Sierra Club of New York and Environmental Advocates of New York.

The Council's first step was to meet with these groups and educate them on how seeking funds for urban and community forestry also would advance their goals. This educational process took between three and four years. These environmental organizations were more familiar with rural land issues and were not aware of the needs of urban areas. It took time to build a relationship and to identify the common goals shared with urban stakeholders.

Over this period, the Council did extensive networking and allied itself with other strong advocacy partners, including the Environmental Justice Alliance and the New York State Council of Mayors.

Through these partnerships, the Council was able to obtain budget support for urban and community forestry in New York State's Environmental Protection Fund in 2003. Initial funding was for \$150,000. Although this was a small amount of money, it was a significant success for the state urban and community forestry program as it was now "on the list" for programs that would be typically funded. The Council was told that once a program is "on the list," it tends to stay there.

### ■ Documenting the need

As a result of talking to lawmakers and policy advocates, the Council recognized that it needed better information to illustrate the statewide need for the urban and community forestry program.

The Council's 2004 state survey of every city and township demonstrated a need for at least \$13 million for local urban and community forestry programs. This was a very conservative figure because not all of the communities responded. With this information, the Council asked the governor's office and the appro-

*As a result of talking to lawmakers and policy advocates, the Council recognized that it needed better information to illustrate the statewide need for the urban and community forestry program.*





priate legislative committees for an increase in funds. The data proved very powerful and expenditures were increased to \$500,000 in both 2005 and 2006.

The Council plans to improve upon this survey, updating information and seeking a higher response from communities. Although this is an extremely time-consuming task, the Council says that having specific data is key to making its case to decision-makers. Once legislators see their constituencies articulating a particular need, the issue becomes clearer to them.

### ■ Where do the funds go?

The first appropriation of \$150,000 in 2003 went directly to the DEC, which then offered competitive grants to communities with populations of 65,000 and more. There was no funding in 2004. When the amount was raised to \$500,000 in 2005 and 2006, competitive grant funds were split into two equal pots – one for communities of 65,000 or more and the other for any community in the state.

## RESULTS

Urban and community forestry is now regularly funded by New York State's Environmental Protection Fund. Initial funding was in 2003. This amount was increased to \$500,000 in both 2005 and 2006.

This year the Council is part of a coalition requesting \$5 million in state funds. Four million of these dollars would go for reforestation in four counties in western New York that suffered severe damage from early winter storms. One million would be awarded through a competitive application process to localities throughout the state for the development of urban and community forestry management plans, inventories, and trees.

## LESSONS LEARNED

1. Develop and nurture relationships with organizations that have similar goals. Determine which



advocacy groups are powerful in your state, especially those that influence funding for forestry or conservation programs. Find common ground and work together. Spend time educating them on where your needs coincide.

2. Cultivate a harmonious relationship with the state agency responsible for delivering the urban and community forestry program. Be a good partner.

3. Do your research. Spend time documenting the need in your area. The Council's 2004 needs survey was instrumental in helping it make its case at the executive and legislative levels.

4. Learn the legislative process and budget structure for appropriating and allocating funds in your state. Each state has its own way of doing things. Be an expert about how your state operates. Timing is important. Know when you need to approach people and in what order.

5. Target the right people. Research which committees and staff people are instrumental in making the decisions about urban and community forestry funding.

6. Let other people know how to support your efforts. The Council ran articles in its newsletter describing its efforts and informing readers about whom they should contact if they wanted to support those efforts.

7. Network with other local groups who are interested in urban and community forestry to see how they are advocating for funds in their area. The Alliance for Community Trees is an excellent source for this information.

8. When dealing with federal appropriations, the Council advocates for general program support for the national urban and community forestry program,

rather than for funds earmarked to specific projects in New York. This allows the Council to spend more time documenting the need and educating decision-makers rather than competing with like-minded groups. ■

#### **Contact Information:**

Pat Tobin, President  
New York State Urban and Community Forestry  
Council  
P.O. Box 124  
Cold Brook, New York 13324

Phone: 315-637-8640

Email: [Ptobin@twcnny.rr.com](mailto:Ptobin@twcnny.rr.com)

[www.dec.state.ny.us](http://www.dec.state.ny.us)

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# *Example of a Briefing Sheet Used to Advocate for Urban Forest Funding in Washington State*

## Evergreen Communities



As our population grows, trees are replaced with impervious blacktop and concrete. Meanwhile climate change is increasing runoff pollution and flooding. Trees in our cities are one of the most cost-effective ways to improve our water quality, air quality and our quality of life. This proposal ensures the Evergreen State is full of Evergreen cities, towns and counties.



### Benefits

Healthy and expanded urban forests will be helpful to communities and people across the state:

- ✓ Trees reduce runoff, a top Puget Sound pollutant, and can save tax payers over \$2.4 billion in stormwater management.
- ✓ The right trees in the right place can reduce energy costs and associated greenhouse gas emissions by 30% for Eastern Washington home and business owners.
- ✓ Trees absorb air pollutants that cause asthma and global warming.
- ✓ This proposal will increase the number of communities' with strong goals, objectives and management plans for urban trees and the environmental services they provide.

### 2008 Evergreen Communities Act

The Evergreen Communities Act restores, retains and establishes more trees and forests in our cities, towns and counties by creating:

**Evergreen Communities Recognition:** Dept. of Community Trade and Economic Development (CTED) will recognize cities, towns and counties doing superior urban forest planning and management.

**Model Forest Plans & Ordinances:** CTED develops eco-regional model urban forest management plans and ordinances to retain trees, restore forest, and expand urban forest canopy to achieve environmental objectives. Local governments may be funded to update or adopt inventories, plans and ordinances.

**Stakeholder Process:** CTED will convene an Evergreen Communities task force to advise development of Evergreen Communities recognition, model plans and ordinances.

**Funding for Local Governments:** New revenue is generated through voluntary utility ratepayer contributions for evergreen communities to develop and implement urban forest management plans and ordinances, for utilities to increase service reliability, and to leveraging federal funding.

**Inventory and Assessment:** The bill authorizes the Department of Natural Resources to develop a statewide inventory and assessment of our communities' forests to assist local governments with forest plan and ordinance development.

**Lead contacts:** Heath Packard, Audubon Washington, 360-790-5680 or [hpackard@audubon.org](mailto:hpackard@audubon.org)  
Lisa Paribello, Audubon Washington, 360-786-8020 x201 or [lparibello@audubon.org](mailto:lparibello@audubon.org)

3-19-08

# Resources



## Public Policy—Advocacy

*Advocacy, Democratic Theory, and Participation*

**by Marilyn Gittell**

City University of New York Press

*Being A Player: A Guide to the IRS Lobbying Regulations for Advocacy Charities*

**by Alliance for Justice**

Alliance for Justice Press

*Budgeting: A Guide for Local Governments*

**by International City/County Management Association**

ICMA Press

*Effective Local Government Manager, Third Ed., The*

**by International City/County Management Association**

ICMA Press

ICMA Press

*Building Blocks for the Future: Strengthening Public Policy Communications and Collaboration in the Nonprofit Sector*

**by OMB Watch**

OMB Watch Press

*Building Capacity for Public Policy*

**by State Policy Action Resource Center**

SPARC Press

*Building Citizen Involvement: Strategies for Local Government Training Workbook*

**by International City/County Management Association**

ICMA Press

ICMA Press

*Building Diverse Community-Based Coalitions*

**by M.N. Themba and R.G. Robinson**

The Praxis Project Press

*Deliberative Democracy Handbook, The: Strategies for Effective Civic Engagement in the Twenty-First Century*

**by John Gastil (Editor), Peter Levine (Editor)**

Jossey-Bass Press

*E-Advocacy for Nonprofits*

**by Elizabeth Kingsley, Gail Harmom, John Pomeranz, and Kay Guinane**

Alliance for Justice Press

Alliance for Justice Press

*Election Activities for 501(c)(3) Charities*

**by State Policy Action Resource Center**

State Policy Action Resource Center Press

*Exploring Organizations and Advocacy: Governance and Accountability*

**by Elizabeth Reid**

Urban Institute Press

*Foundations and Ballot Measures: A Legal Guide*

**by Alliance for Justice**

Alliance for Justice Press

*Getting To The Grassroots: Neighborhood Organizing and Mobilization*

**by Charles Bruner**

National Center for Service Integration Press

*Grassroots Advocates Guide to Participating in the Local Government Budget Process, A*

**by Darold Johnson and Makani Themba**

The Praxis Project Press

*How to Deal With a State Budget Crisis*

**by State Policy Action Resource Center**

State Policy Action Resource Center Press

*Legislative Labyrinth, The: A Map for Not-for-Profits*

**by Walter P. Pidgeon, Jr.**

John Wiley & Sons Press

*Lobbying and Advocacy Handbook for Nonprofit Organizations, The: Shaping Public Policy at the State and Local Level*

**by Marcia Avner**

Fieldstone Alliance Press

*Loud and Clear in An Election Year: Amplifying the Voices of Community Advocates*

**by Holly Minch**

SPIN Project Press

*Making Policy Making Change: How Communities Are Taking Law Into Their Own Hands*

**by Makani N. Themba**

Jossey-Bass Press

*Nonprofit Board Member's Guide to Lobbying and Advocacy, The*

**by Marcia Avner**

Fieldstone Alliance Press

*Nonprofit Lobbying Guide, The*

**by Bob Smucker**

Center for Lobbying in the Public Interest Press

*Organizing for Social Change, 3rd Edition*

**by Kim Bobo, Jackie Kendall, Steve Max**

Fieldstone Alliance Press

*Rules of the Game, The: An Election Year Legal Guide for Nonprofit Organizations*

**by Gregory Colvin**

Alliance for Justice Press

*Securing Federal Assistance for Local Programs*

**by International City/County Management Association**

ICMA Press

*Seize the Initiative*

**by Alliance for Justice**

Alliance for Justice Press





*Stir It Up: Lessons in Community Organizing and Advocacy*

**by Rinku Sen, Kim Klein**

Wiley Press

*Top 10 Ways Private Foundations Can Influence Public Policy*

**by the Council on Foundations**

Council on Foundations

*Wilder Nonprofit Field Guide to Conducting Community Forums: Engaging Citizens, Mobilizing Communities, The*

**by Carol Lukas**

Amherst H. Wilder Foundation Press

*Worry-Free Lobbying for Nonprofits: How to Use the 501(h) Election to Maximize Effectiveness*

**by Alliance for Justice**

Alliance for Justice Press



## Public Policy—Web Resources

*Alliance for Justice*

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

*Aspen Institute*

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

*Brookings Institution*

[www.brookings.edu](http://www.brookings.edu)

*Center for Community Change*

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

*Center for Lobbying in the Public Interest*

<http://www.clpi.org/>

*Center on Urban Poverty and Social Change*

<http://povertycenter.cwru.edu>

*Center on Budget and Policy Priorities*

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



*Council on Foundations*

<http://www.cof.org/>

*International City and County Management Association*

*ICMA Bookstore*

<http://icma.org/press/>

*National Center for Responsive Politics*

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

*National League of Cities*

**States:**

[http://www.nlc.org/state\\_municipal\\_leagues/2203.aspx](http://www.nlc.org/state_municipal_leagues/2203.aspx)

**Cities:**

[http://www.nlc.org/inside\\_nlc/membership/membership\\_rosters/354.aspx](http://www.nlc.org/inside_nlc/membership/membership_rosters/354.aspx)

*OMB Watch- NP Action*

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

*Urban Institute, The*

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