


Facilitator's Notes:

Does everyone know what Si Se Puede means? ~ Yes We Can!!

A lot of nonprofits think that they are forbidden to lobby by the IRS – not true. We'll go into the details of how IRS restricts a nonprofit's ability to lobby, but does NOT forbid it!

If your lawyer has told you that you are forbidden to lobby, get another lawyer!

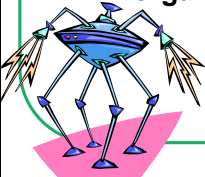
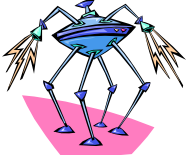


Encounters of a Public Policy Kind

Have you or a member of your family ever talked with an elected or appointed public official about anything at all?

Have you or a member of your family ever been involved in any kind of *politics*?

Have you or your family ever been involved in any organization that was working to change a local or state law?



The Public Policy
Institute ■■■

Facilitator's Notes:

Going around the room – get a sense (by show of hands) who actually has been involved in one of these categories. Have three or four share their stories.

Why You and Why Now?

- Local elected and appointed officials all over the state are trying to figure out the best way to address all the needs of their young people right now!
- Public Schools all over the state are trying to develop drop out prevention programs right now!
- The Governor and the Legislative Leadership are debating which violence prevention programs, drop out prevention programs and which youth development programs they will fund right now!

The Public Policy
Institute ■■■

Facilitator's Notes:

This page can and should be modified by the trainer to list the current ongoing debates happening in your state or community. Often people don't even know that the debate is going on. They may have read 2-3 articles in the paper or heard something from one of their organizations. Essentially, this slide adds a sense of urgency to motivate people to learn what they can do to influence a CURRENT debate.



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

The Public Policy
 Institute ■■■

Facilitator's Notes:

We've all heard this Margaret Mead quote, and have made posters of it. (Point to picture and say) "That's not Margaret Mead." Ask if anyone knows who it is.

It's a picture of a young Dr. Jack Geiger (sp?), now a college professor, who in the late 50's founded two health centers, one in Mississippi and one in Boston. Anyone ever heard of the Geiger-Gibson Health Center?

Jack was a passionate advocate for poor people and health care. When he heard through Congressman Tip O'Neil that Lyndon Johnson was putting together legislation to address poverty, (heard of the "war on poverty?") Tip O'Neil got Jack an appointment with Lyndon Johnson (in 1964) and Dr. Jack Geiger convinced Lyndon Johnson to start off a pilot program for community health centers. That Office of Economic Opportunity legislation not only established health centers, but legal services, head start, and community action agencies, all of which still survive today as practical ways to lift and keep people out of poverty.

Jack was just one man who had diagnosed a problem – there was no way to get poor people health care – and he came up with an effective, affordable solution, which Lyndon Johnson just grabbed.



*"Each person must live
their life as a model for
others."*

-- **Rosa Parks**

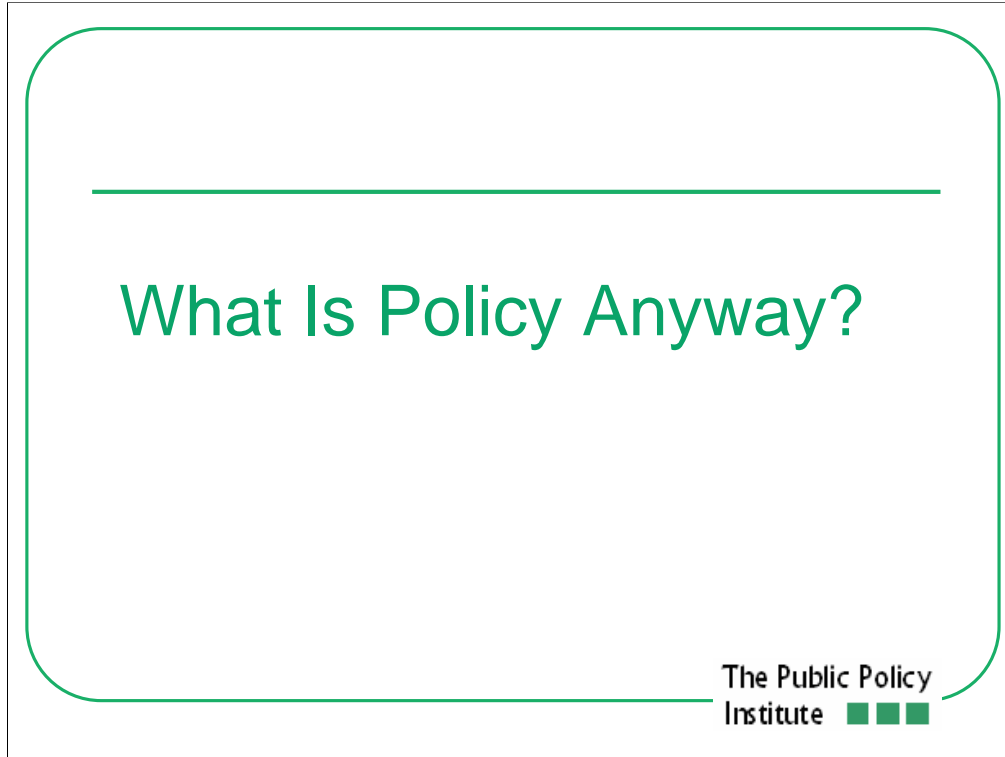
The Public Policy
Institute ■■■

Facilitator's Notes:

Rosa Louise Parks was nationally recognized as the "mother of the modern day civil rights movement" in America. Her refusal to surrender her seat to a white male passenger on a Montgomery, Alabama bus, December 1, 1955, triggered a wave of protest that reverberated throughout the United States. Her quiet courageous act changed America, its view of black people, and redirected the course of history. (<http://www.rosaparks.org/bio.html>)

How many of you believe the story that Rosa Parks was just a tired housekeeper that wanted to sit down on the bus?

She may have been tired, but this was an intentional, planned action to kick off a series of public demonstrations. Rosa Parks was one of about twenty-five trained, disciplined community activists who were interviewed by civil rights leaders to find the most respectable citizen who was willing to get arrested. This photo is her mug shot, and it was pretty scary to be put in a jail in Birmingham, Alabama in 1955.



Facilitator's Notes:

(Call on people. If you've handed out slides/notes, tell them not to look at their notes. Make people give answers! They'll come up with rules, laws, etc.)

What Is Policy Anyway?

A policy is **a rule**
made up and enforced by
people in authority to control
the behaviors of other people in their:

- *Family* (family policy)
- *Work Place* (office policy)
- *City, State or Country* (public policy)

The Public Policy
Institute ■■■

Facilitator's Notes:

(Read definition aloud) It's how people control the behaviors of people in their:

- (Click) Family – what are some family policies?

Parents, come on... what are some rules around your house. (If there are young people there) What are some policies that drive you nuts around your house? Every family has policies (curfews, veggies v. desert, etc)

- (Click) Work Policies – throw out some office policies!

There are policies on how to reserve rooms, renting projectors, take vacations, etc. In a workplace, who makes those policies? The Executive Director? The Board? What policies are delegated? Is there a human services or facilities director?

- (Click) City, State, or County Policies are called Public Policies – what are some of these?

You can't drive over 65mph on the Turnpike. You have to pay taxes on cigarettes. You can't murder anyone.



Facilitator's Notes:

(Call on people. If you've handed out slides/notes, tell them not to look at their notes. Make people give answers! They'll come up with suggestions like: it's the art of getting to a compromise, it's who knows who, etc.)

You may have heard that "politics" comes from:

- Poly = many
- Tics = insects
- Does this mean that it's the art of many-legged insects?

What is Politics?

Politics is the **process***
people in authority use to make policy and
decide who gets what, where and when
without resorting to *physical* violence.

* Sometimes people in authority look at all the
information about a problem and talk to other people
before they decide on a solution, sometimes they
decide all by themselves.

The Public Policy
Institute ■■■

Facilitator's Notes:

In a family, it's: "How come so-and-so gets what she wants, and I don't??"

In a workplace, it may be, "How come so-and-so get's that desk, those hours?"

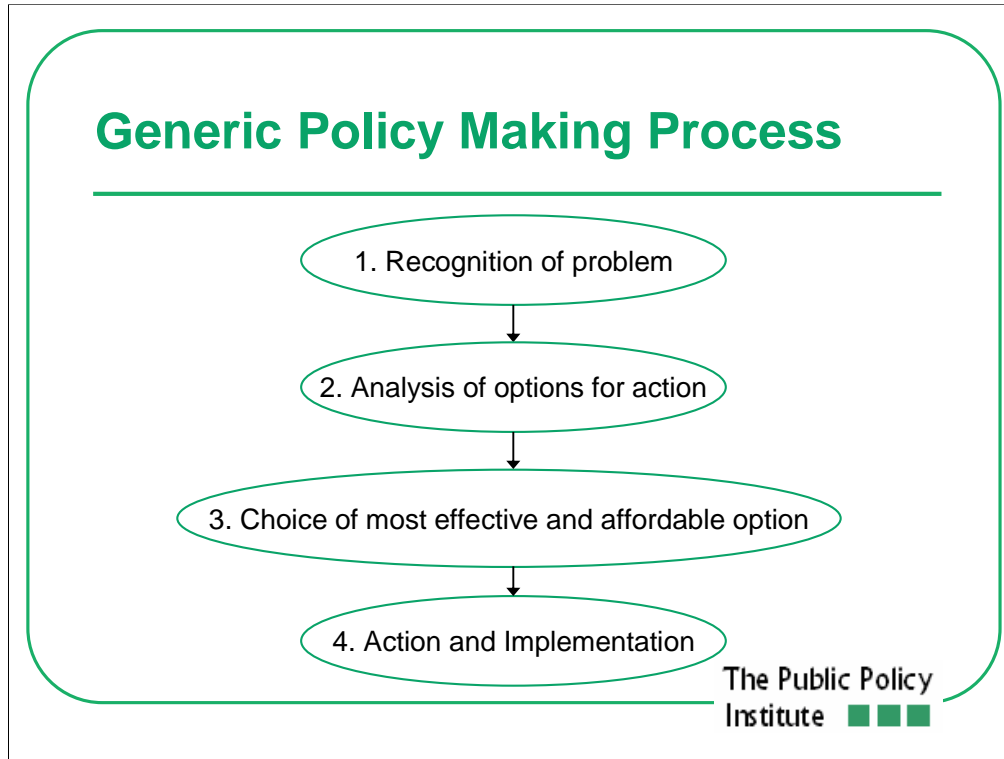
Are there politics in your office, church, etc?

(If you have a story of *your* family's process of coming to rules, tell it.)

Sometimes families and offices consider all available information, and sometimes they don't. Let's talk about some debates that have been going on in the *public* policy arena. Do you think the decision-makers have been using all available sources of information? Casinos?

The process of deciding (after 9/11) how to go after those hi-jacked planes - was there *time* enough to consider all sources of information? How about after Japan bombed Pearl Harbor? Before forcing evacuations after the floods in New Orleans?

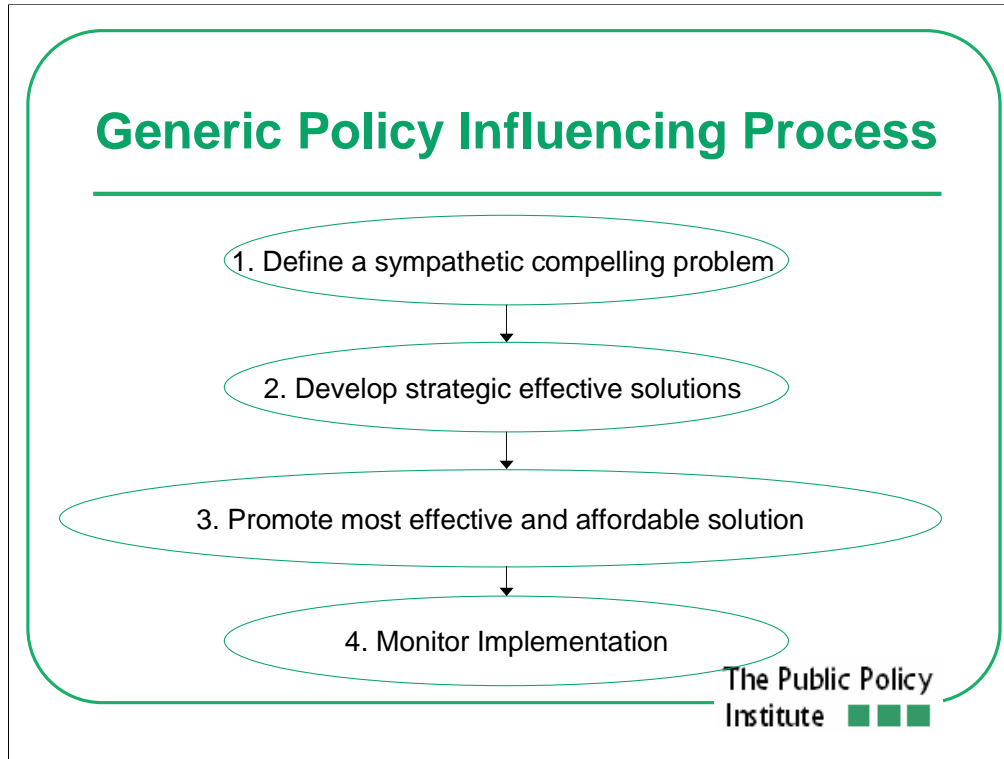
Do people base their decisions purely on data when deciding whether to dispense birth control to unmarried women? Whether capital punishment is a deterrent to crime?



Facilitator's Notes:

This is the way that **everyone** makes a policy decision: parents, governors, legislators.

1. You have to know there is a problem –
 How do kids tell their parents there is a problem?
 How do Executive Directors in a big nonprofit find out there is a problem? (Suggested prompts: The copy machine broke for good, someone is stealing from the supply room, we're short-handed in accounting)
 How do public officials find out there is a problem? (Suggested prompts: someone organizes a press conference, writes a bunch of letters, a report full of charts and footnotes is presented to key decision-makers)
2. The decision-maker now knows there is a problem, and starts looking around for solutions.
 Typically, asking everybody who might be experts or experienced around the problem.
 Someone says your state-owned bridges are crumbling. Who do you ask for advice? What do you do??
 There is a shortage of primary doctors in a portion of the state. Who knows why this shortage has occurred, and who knows what the possible solutions are? Where would you go?
3. The decision-maker looks at all of the proposed solutions that are offered by all of the stakeholders and chooses the most effective and the most affordable, using the facts he or she has.
4. Now that the decision-maker has made the decision, you need to monitor how it's implemented.
 Be prepared to make fixes and patch holes for the rest of your natural life.



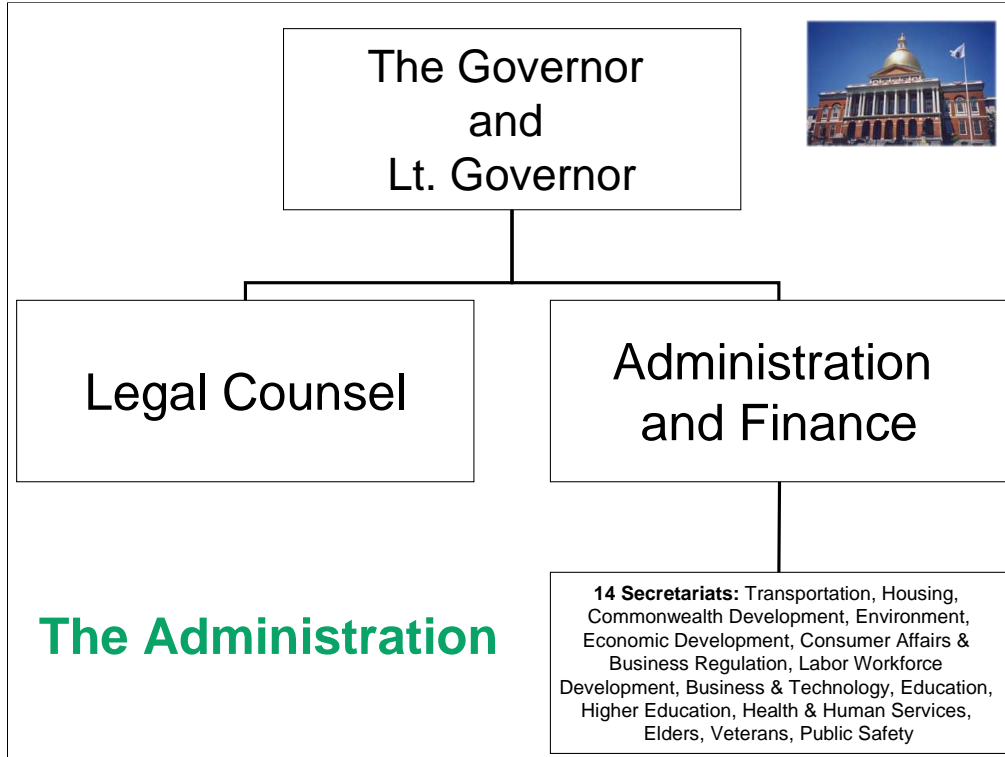
Facilitator's Notes:

Let's all put ourselves in the role of someone trying to INFLUENCE a decision maker (your parents, an executive director, or a public official)

1. You have to come up with a compelling, sympathetic problem – a concise way of documenting the need to change an unjust, unfair, uninformed, or stupid policy. This message can be in the form of a fact sheet, letters to the editor, Op-Eds, petitions, letters, a “paper” documenting and providing evidence for the need for positive change, stories of individuals, families or communities that have been hurt by the current policy can be *very* useful.
2. It is *not* effective to just play chicken little – and say the sky is falling. Decision makers are much more likely to help you solve a problem if you can research and develop some effective and affordable solutions. It is smart to include the solution at the end of your problem statement. We will be working on how to do this in a few minutes.
3. Smart, savvy advocates come up with a series of effective activities that serve to promote the solution. Again, this is sometimes based on studies documenting cost and effectiveness, sometimes mass-meetings with thousands of participants, a petition with thousands of signatures of affected parties across the state. Sometimes it is an angry effigy-burning march (joke... those usually don't work! We'll tell you why in a few minutes.)
4. In the previous slide, we talked about monitoring implementation as taking the

The Public Policy Institute is a natural life. This holds true here, too.

www.realclout.org Judy Meredith
judy@realclout.org



Facilitator's Notes:

Alright, remember the three branches of government? What are they? (Executive, legislative, judiciary)

This is the Executive Department (sometimes called the Administration).

Okay, who knows the Governor and the Lieutenant Governor in this state?

The two closest advisors to the Governor and Lt. Governor are the Legal Consul and the person who knows the most about the budget. Her name is Leslie Kirwan. Her title is the Secretary of Administration and Finance. Government, like any big private-sector company, is broken up into manageable division by area – Secretary of Transportation, Environment, etc. The names are changing all of the time, so this chart may be out of date by the time you read it!

Is anybody in the room familiar with these departments? Where do you think the department of youth services is? It's not in the office of public safety, as some people think it should be, so we can more efficiently punish young offenders. It's in the Secretary of Health and Human Services, where we can more efficiently rehabilitate them.

Policy Making In The Administrative Branch

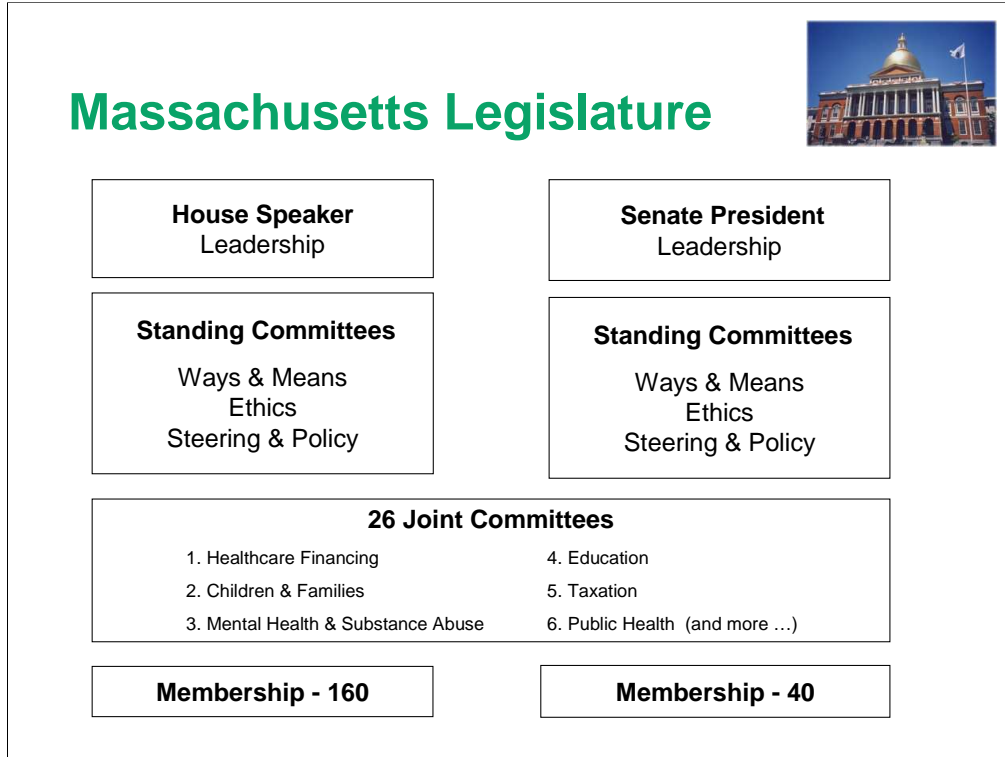
- Developing Regulations
- Creating Initiatives
- Making Appointments
- Prioritizing Spending
- Prioritizing Enforcement

The Public Policy
Institute ■■■

Facilitator's Notes:

This is what the Administrative Branch does all day.

1. They develop regulations – to fill in the details of a new law. For instance, if a new law says you need to refrigerate milk in a store, the regulation may say the minimum and maximum temperature at which the milk must be stored.
2. Especially new governors – they start off their term by announcing some priorities. They are going to solve homelessness, repair infrastructure of the transportation department, reform the prisons. A new initiative means that their personal staff spends a lot of time trying to coordinate department secretaries to work on a few of the Governor's Initiatives together.
3. Governors get to make appointments of every Secretary, many commissioners, and some line staff, in addition to their personal staff. While they try to hire smart, savvy managers, sometimes they make mistakes, or are embarrassed when some of their appointees turn out to be disloyal or make stupid decisions.
4. It's a big budget with 5000 line items. It's not at all unusual for a governor to think that one program could be delayed a few months, sometimes in order to save money, sometimes because he or she simply thinks it's a bad idea.
5. Okay, here's an example: You've got a crime wave. Where do you disperse the state police: traffic control on the Mass Pike or taking care of business that addresses the major dope-smuggling ring?



Facilitator's Notes:

There are 200 legislators in Massachusetts. 160 in the House, 40 in the Senate. Each branch organizes itself into a leadership structure at the beginning of each two-year session. In each branch, Democrats go into one room, and Republicans go into another, and they choose their leaders.

Then all of the House members join together and they nominate and vote on the Speaker of the House. In the Senate, they nominate and vote for the Senate President. These votes in full-caucus go along strict party lines. In Massachusetts right now, Democrats are in majority, and the leader of each branch is a Democrat. The Republicans leader is called the Minority Leader. In Massachusetts, the Speaker and the Minority leader each have total discretion to name their leadership team and to make appointments to joint committees.

Each branch of the legislature has three standing committees whose members are composed of members of just that branch – Ways and Means, Steering and Policy, and Ethics (no smart remarks ;-)

The Speaker and Minority Leader in each branch also make appointments to 26 Joint Committees. Each of these has members from both branches and both

Policy Making in the Legislature

- Passing a New Law
- Amending An Old Law
- Repealing An Old Law
- Creating a Special Study Commission
- Appropriating Money

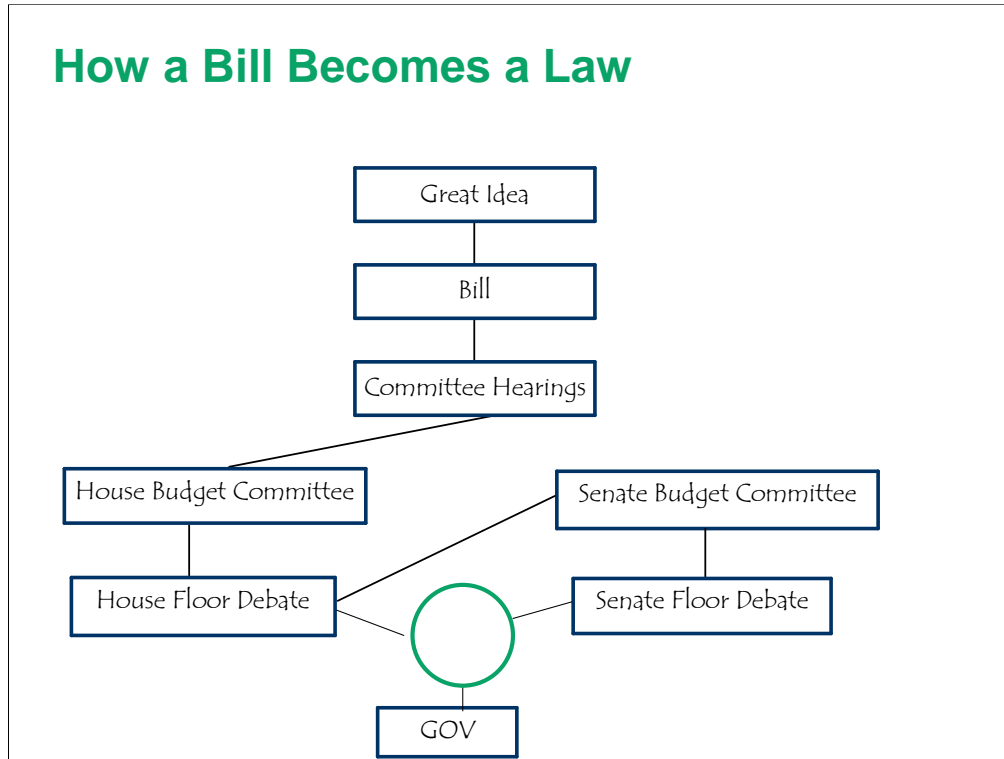
The Public Policy
Institute ■■■

Facilitator's Notes:

This is what legislatures do (see above).

Creating a Special Study Commission is a traditional activity when they can't decide what to do about a question... they study it for a while.

Appropriating Money is the biggest occasion of power for the legislature. In short, the Governor can *ask* the legislature to appropriate money for one of his or her programs, and they can do it if they want to – or not – through the budget process (more on this later).



Facilitator's Notes:

This is a simplified version to illustrate a famous rule of all legislative bodies – there is only one way to pass a bill, and a thousand ways to kill it.

This chart illustrates a bill that is sponsored by a member of the House (the only difference being that it goes from the Joint Committee to the House. If it was a Senate-sponsored bill, it would go from Joint Committee directly to the Senate).

In this state, you have to file a bill – in correct form, on special paper or special electronic forms – by the First Wednesday in December. House members file bills in the House. Senate members file bills in the Senate. The first step for any bill is to be assigned to the appropriate Joint Committee for a hearing. The Transportation Committee handles bills about transportation, the Human Services Committee handles bills concerning Human Services, etc.

Each Joint Committee organizes their bill hearings around subject matter. Sometimes there are hearings of a hundred bills in a single day. The bill's sponsor usually gets advance notice of the hearing day, and advocacy organizations keep in close touch with committee staff to get advance notice. Both *Lobbying on a Shoestring* and *Real Clout* include extensive information on preparing for these hearings, but we are not going into depth on that today.

After the hearing, Joint Committee members vote on each bill, either killing it, sending it to a study, or reporting it out – ought to pass. If a bill has **ANY IMPACT AT ALL** on state finances, it will go to the Ways and Means Committee. The Ways and Means Committee (or Budget Committee) can sit on it forever or report it out to the full chamber for debate, accompanied by a fiscal note that documents the cost or the savings impact of each piece of legislation.

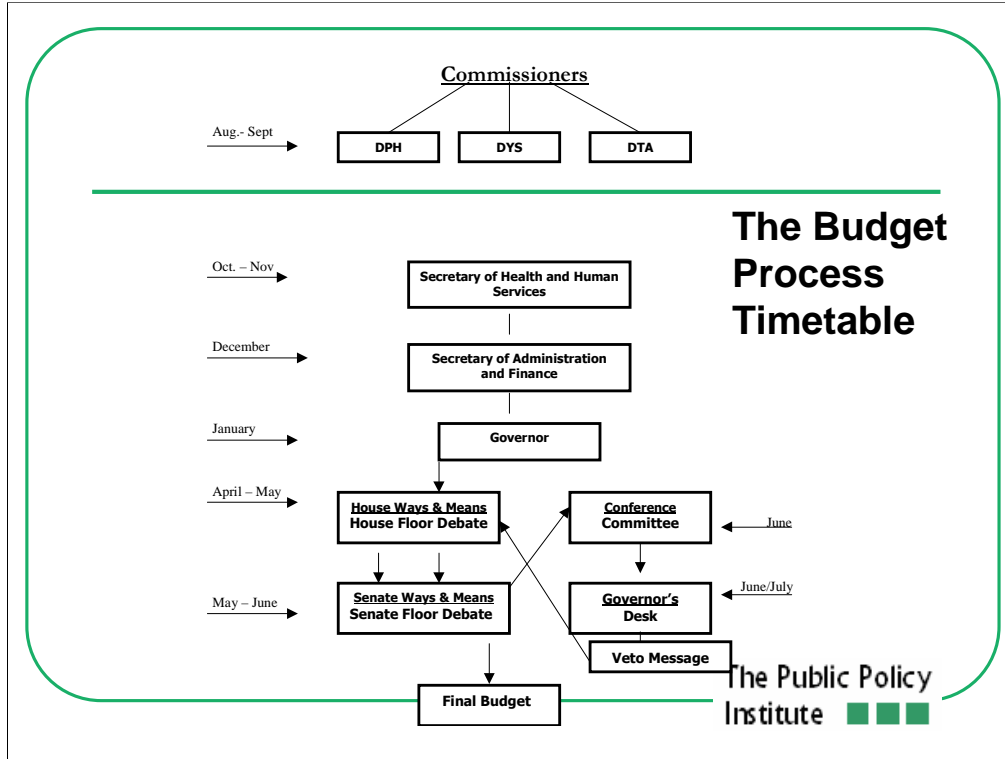
After floor debate in the House, the bill is sent over to the Senate Budget Committee, where they can either sit on it forever, or send it out to the full chamber with a fiscal note.

After Senate floor debate, assuming the bill passes, it goes to the Governor for a signature.

What is missing on this chart?

- Answer 1: If the Senate and House versions of the bill differ, it goes to the Conference Committee where House and Senate members agree on a final version. That final version is approved again by the full House and the full Senate before it goes to the Governor.

- Answer 2: This chart does not reflect the possibility that the Governor can veto the bill, in which case it goes back to the full House and the full Senate, who can override the Governor's veto with a 2/3 vote of each branch.



Facilitator's Notes:

The budget is a year-round process. Assuming we are in August of 2008, the Governor has just signed the FY09 Budget, which started July 1, 2008 and will end on June 30, 2009.

In August of 2008, each department and agency is asked to prepare budget recommendations in August of 2008 for FY10, which begins on July 1, 2009 and ends on June 30, 2010. Each agency head will be developing that budget, with guidelines, from the Secretary of A&F that traditionally tell them just to reflect a so-called "Maintenance Budget," meaning: do what you're doing now, just reflect the cost of inflation, and a separate budget that reflects expansions due to recently-passed legislation or new policy directives from the Governor. Those budgets go up the management ladder to the appropriate secretariat.

This chart shows Human Services agencies sending their budgets up to the Secretary of Health and Human Services. Every secretariat – and there are 16 of them – develop their entire budgets using the same guidelines from A&F and they hold hearings throughout the state, requesting input from local officials and local advocacy organizations. Each Secretary sends their budget request to the Governor in December and the Governor puts them all together and submits his budget to the legislature in the Third Wednesday of January.

House Ways & Means takes until the middle of April to analyze the Governor's budget and report out their own version to the House. The House finishes the budget in late April and sends it to the Senate. The Senate Ways & Means usually only takes about a week to synthesize the Governor and House's budgets, and reports out its own version of the budget in Middle May.

There is ALWAYS a Conference Committee to deal with the differences between the House and the Senate version to complete the Conference Committee Report, which is usually given to the Governor in early June. The Governor has ten days to submit his or her line-item veto messages and amendments, which go first to the House. If the House overrides any of those individual line item vetos they go to the Senate, and if the Senate overrides the veto, it is done. Veto overrides can take place any time until the end of the calendar year.

Rule I of Influencing Public and Private Policy Makers

Elected and appointed officials make different decisions when watched by the residents who live in their district. (Constituents) and their customers.

The Public Policy
Institute ■■■

Facilitator's Notes:

Policy makers are truly interested in how affected constituents feel about legislation. The rule of thumb is that if they get five phone calls, the legislator will more closely consider the issue because they believe the people they represent are passionate about the issue.

Most legislators care about a piece of communication in direct relation to the amount of time that the constituent puts into the communication:

- An email blast gets little to no attention, because it is essentially spam that takes no thought
- A phone call or handwritten letter, especially one that ends in “God Bless You” gets much more attention!

Rule II of Influencing Public and Private Policy Makers

To influence public or private policy you have to get the right information (a compelling sympathetic problem and an effective solution) to the right person at the right time (before she or he has to decide which way to go on your issue)

The Public Policy
Institute ■■■

Facilitator's Note:

This is why a lobbyist's main job is to keep track of a piece of legislation as it goes through the rulemaking process, and communicates with advocacy groups as the piece of policy is exposed to the most attention – or as it is about to hit the floor.

Rule III of Influencing Private or Public Policy Makers

Elected and appointed officials making policy decisions always weigh opinion as equal to fact.

The Public Policy
Institute ■■■

Facilitator's Note:

This goes back to the “human story” here that these legislators are humans with human values. Many issues – gay rights, abortion, capital punishment – mix some small amount of facts with a significant amount of emotion and moral grounding. While facts CAN change opinions, you need to recognize that opinions can and do shape the way that people look at issues.

A Sympathetic Compelling Problem
+ A Strategic Effective Solution =

A Hero Opportunity

The Public Policy
Institute ■■■

Facilitator's Note:

A key to the first chapter of the real clout workbook: Frequently there is a small, critical mass of people who are interested, up-to-date, and engaged on any specific problem. They have done their best to organize groups who will present their issues to legislators who will be able to champion the issue to their legislative body.

What is a Hero Opportunity?

A compelling problem or crisis that provides policymakers with public occasions to be the champion of a solution that makes a positive difference in the lives of a critical mass of their constituents/customers.

The Public Policy
Institute ■■■

Facilitator's Notes:

Ask: Why would someone care about Hero Opportunities? (Wait for a few answers from the group)

Representatives want to feel good about going into work every day! You provide them an opportunity to make a positive impact on their community, which may or not include press conferences, etc.

Potential Heroes

**Walsh
Dorchester**



**Wilkerson
Boston**



**St Fleur
Dorchester**



**TOLMAN
Boston,
Watertown,
Belmont**

The Public Policy
Institute ■■■

Use Shared Values to Build Context

- **Level One (values & big Ideas): justice, opportunity for all, family, rewarding work, security, fairness, prosperity, equality**
- **Level Two (issue types & movements): anti-poverty, women's rights, the environment, children's advocates**
- **Level Three (policies and stats): TANF, S-CHIP, Minimum Wage, EITC.**

The Public Policy
Institute ■■■

Facilitator's Notes:

1. Often (press button) we start down here and begin with specific issues that usually only we are familiar with or if others are familiar with them, they already have a visual image or frame attached to them, so we are just cueing up that old wrong frame when we lead with these, what we call, level 3 policies.
2. "The next level (press button) that we often lead with is what we call level two -- it is more issue type or movement focused. Again, the public may not relate to this movement or may have negative or limiting frames associated with it."
3. "That is why (press button) Level one values, that focus on big ideas of justice or opportunity or fairness or equality are most effective, in terms of gathering public support and drawing people into the conversation. These big ideas are generally something we can all agree on as values, so that when we lead with these values we are beginning the conversation from a point of agreement and we are conjuring up the value and image that we want to cue up."

An example: Every child deserves the opportunity to work hard to reach their goals and dreams. Right now our schools are overcrowded; the textbooks are decades old. This tax levy will ensure that each child in our district has the tools he or she needs to build a strong foundation for future success. Even the most conservative, budget-sensitive person will find it difficult to shoot down an issue if you begin the conversation from a consensus on a shared value.

Your All Purpose Fill-In-The-Blanks Rap Guide to Asking Anybody for Anything

- I know you agree that (big idea connecting audience to shared values like fairness, opportunity, safety).
- _____ are in crisis because _____. (The Problem)
- You should care because _____. (Link back to shared values).
- We know that _____ would begin to fix it. (The solution)
- You can help by _____. (The action request)

The Public Policy
Institute ■■■

Facilitator's Notes:

The Real Clout Model for a Winning Campaign

- **Hero Opportunity Message..... a sympathetic compelling problem and a strategic effective achievable solution**
- **Operational Coalition with enough resources for skilled savvy staff and coordinated public education efforts**
- **An Advocacy Team: A Grassroots Network Of Affected Constituents/Customers**

The Public Policy
Institute ■■■

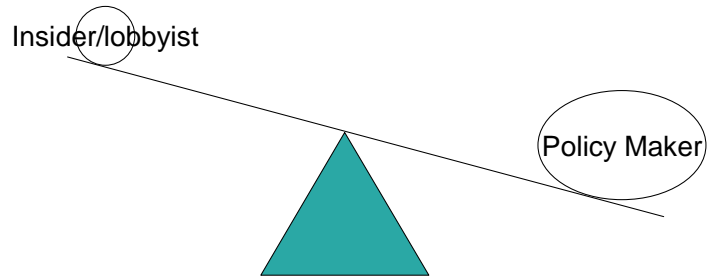
Facilitator's Notes

Bare Bones Real Clout Campaign

- ☆ Define Compelling Problem and Achievable Solution
with affected constituency
- ⌚ Identify Key Players and Recruit Heroes and Inside Advocates
with affected constituency
- ⌚ Build Operational Coalition
with affected constituency
- ⌚ Present Problem & Solution to the Right Key Players at the Right Time
with affected constituency

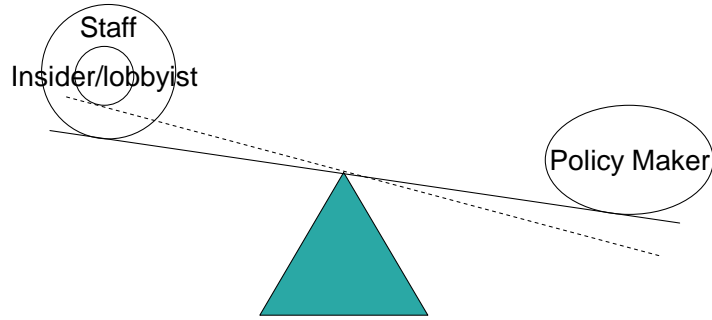
The Public Policy
Institute ■■■

We can only win if we're organized



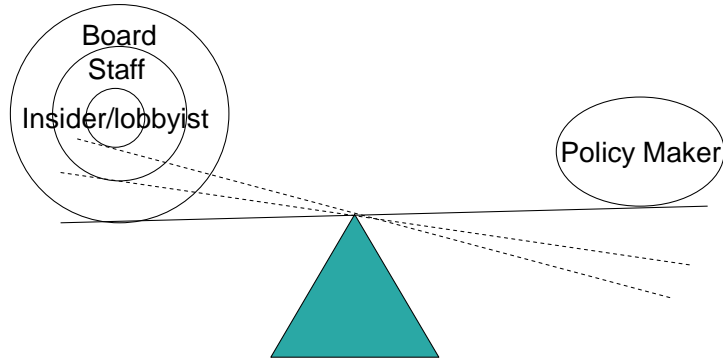
The Public Policy
Institute ■■■

We can only win if we're organized

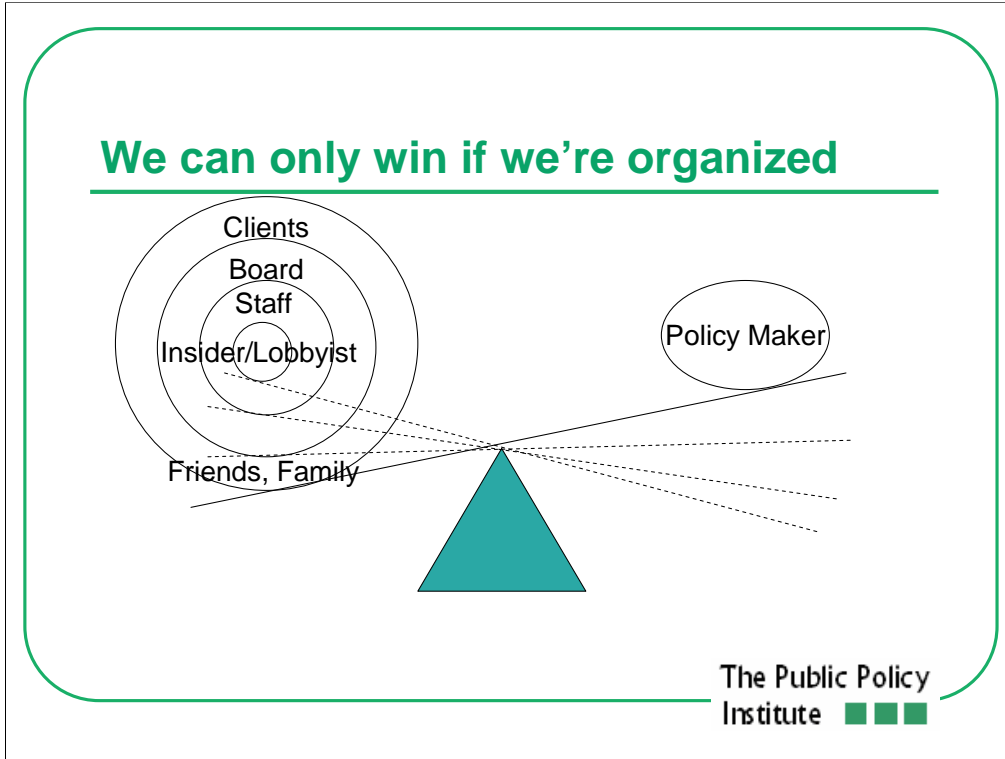


The Public Policy
Institute ■■■

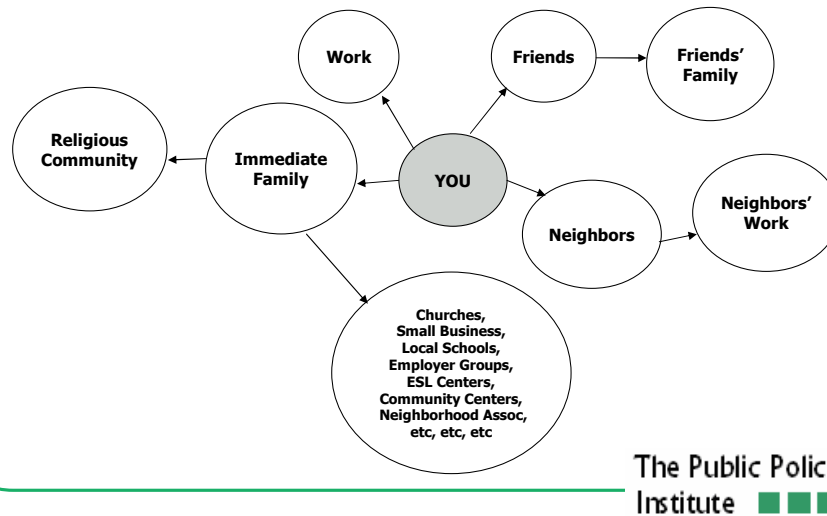
We can only win if we're organized



The Public Policy
Institute ■■■



Building a Local Coalitions



Building a Local Coalition (2 minute lecture)

The reality is that the smaller the group of affected constituents the harder it is to find the time and resources to win a policy change campaign. But we are never, ever too powerless to make our voices heard. It is important to start to reach out to other individuals in your community and members of like-minded organizations that might care very much about immigrant groups. In fact, these people might have a direct self-interest in helping you fix it. You should be on the lookout for other community leaders, including elected officials who might have a very personal interest in your policy problem because it affects them or their family. Inclusive to allies in the room now, who have you worked with before? who can you work with in the future?

* Ask them to pick one issue from brainstorm

Small Group work: (5 minute introduction, 15 minutes for group work, 5 minute debrief)

Using list of policy priorities from the brainstorm or one of the following issues; In-State Tuition, Drivers Licenses and Citizenship Assistance

- * List the 10 influential allies (organizations or individuals) to be recruited into a Campaign Coalition
- List the 5 organizations who could mobilize their members and neighbors into advocacy activities (meeting with policy makers, writing letters to policy makers, joining public demonstrations, etc)
- * Give each group a flip chart and have them write their coalition building and ask one person from each group to debrief on what they came up with.

The All Purpose Script for Contacting Policy Makers

**We are constituents/customers
(or We serve your constituents/customers)
We are part of the Advocacy Team ... and we
care about an issue.....a particular Bill,
Budget Item or Regulation
We know the facts about the issue
We want an answer
You Have a Hero Opportunity**

The Public Policy
Institute ■■■

What if we get a technical question we can't answer?

- We belong to the Advocacy Team
- We have technical experts with good back up information on this issue.
- Someone will get back to you soon with detailed answers to your question.
- Is there any other information you want?
- Thank you for your attention.

The Public Policy
Institute ■■■

What if you get a “Sorry I can’t support you issue because.....”

- **We are a constituent/customers or serve your constituents/customers and are part of the Advocacy Team**
- **The Advocacy Team will very disappointed to hear that you can’t support us this time.**
- **Thank you your careful attention and thank you for being candid with us.**
- **We hope to be able to win your active support of some of our other issues, such as...**

The Public Policy
Institute ■■■

Non-Profit Lobbying Facts

The First Amendment

What does it say?

The Public Policy
Institute ■■■

Non-Profit Lobbying Facts

The First Amendment

Congress shall make no law respecting an establishment of religion, or prohibiting the free exercise thereof; or abridging the freedom of speech, or of the press; or the right of the people peaceably to assemble, and to **petition the Government for a redress of grievances.**

The Public Policy
Institute ■■■

Non-Profit Lobbying Facts

- The IRS limits the amount of lobbying activities of non profit 501(c)3 organizations.
- The IRS defines lobbying as communications intended to influence specific legislation.

The Public Policy
Institute ■■■

What is Lobbying?

- **When an organization or its agent communicates to policy makers and:**
 - refers to specific legislation
 - expresses a view
- **When an organization communicates to it's members and to the public and:**
 - refers to specific legislation
 - expresses a view
 - encourage recipients to take lobbying action.

The Public Policy
Institute ■■■

What is NOT Lobbying?

- **Non partisan analysis or research reports or publications**
- **Pubic discussions or examinations of broad social and economic problems**
- **Response to a written request for information from a public policy maker.**
- **“Self Defense” Communications**

The Public Policy
Institute ■■■

MORE Non-Profit Lobbying Facts

Alliance for Justice

11 Dupont Circle NW 2nd Floor

Washington D.C. 20036

202 822 6070

Alliance@afj.org

Nonprofit Advocacy Brochure

Does lobbying make your board nervous? Download or order free copies of the newest brochure from the Nonprofit Advocacy Project to share the message that lobbying by nonprofits isn't just legal - it's important, powerful, and fundamental to democracy.

The Public Policy
Institute ■■■