

# The Nonprofit Board Member's Guide to Lobbying and Advocacy



**Marcia Avner**  
Minnesota Council of Nonprofits  
*with Kirsten Nielsen*



Amherst H. Wilder Foundation

# Nonprofit Board Members Guide To Lobbying And Advocacy

**Karin Nielsen-Saines**



## **Nonprofit Board Members Guide To Lobbying And Advocacy:**

**The Nonprofit Board Member's Guide to Lobbying and Advocacy** Marcia Avner, 2004-07 Nonprofit lobbying is exciting rewarding honorable work Lobbying is a proven way to advance issues support good ideas respond to crises avert disasters and ensure that an organization's work is adequately supported Through lobbying specific laws and regulations that will further an organization's mission can be identified and pressed for adoption Public policies can be shaped and sustained to reflect an organization's values and priorities The Nonprofit Board Member's Guide to Lobbying and Advocacy shows board members how to use their power and privilege to move their organization's work forward The book includes concepts principles and strategies specific to board members of 501 c 3 charities an eight step process that enables boards to plan for advocacy first person success stories and from the field advice from board members across the U S 3 ways to influence the executive branch of government 4 facts about lobbying with foundation grant funds 20 frequently asked questions about lobbying information about the laws that govern lobbying by nonprofits detailed worksheets that lead readers through critical processes an appendix of lobbying tips and tactics and encouragement to make advocacy and lobbying core to a board's active leadership Detailed worksheets lead you through critical processes from creating a public policy readiness profile selecting lobbying strategies identifying key decision makers identifying resources and drafting a public policy work plan An annotated list of helpful resources includes publications organizations and web sites Nonprofits can and should participate in shaping public policy through advocacy and lobbying Board member's voices are heard when others are ignored Whether your organization is large or small national or local a lobbying expert or a rookie this book will help your board get out there and advocate

**The Lobbying and Advocacy Handbook for Nonprofit Organizations** Marcia Avner, 2002-01-15 Your How To Guide to State and Local Lobbying This guide is your complete road map to shaping public policy at the state and local level It gives detailed step by step instructions for developing an effective plan and putting it into action With this handbook you will discover how lobbying can help fulfill your mission learn how to initiate support or defeat bills develop effective lobbying skills gather and mobilize support for your positions learn how to use the media effectively influence government administrators to back your policy positions comply with state and federal regulations and set up systems in your nonprofit to support lobbying Adaptable to Your Unique Needs This flexible book can be tailored to fit your situation You have four different planning strategies to choose from short term long term proactive or reactive Want to move quickly Use the planning shortcuts Plus a special rapid response guide helps you with emergencies Straightforward and Action Oriented In addition to a clear framework for planning your policy work author Marcia Avner shares with you the nitty gritty of effective lobbying based on her more than 30 years of experience You'll find concrete information on building relationships with public officials what you need to know to make your case how to testify at a committee hearing how to find out how it works in your area mistakes to avoid and much more

**The Lobbying and Advocacy Handbook for Nonprofit Organizations,**

**Second Edition** Marcia Avner, 2013-07-23 *The Lobbying and Advocacy Handbook for Nonprofit Organizations* Second Edition is your complete road map to shaping public policy at the state and local level. It gives detailed step by step instructions for developing an effective plan and putting it into action. With this handbook you will discover how lobbying can help fulfill your mission, learn how to initiate support or defeat bills, develop effective lobbying skills, gather and mobilize support for your positions, learn how to use the media effectively, influence gov't administrators to back your policy positions, comply with state and federal regulations and set up systems in your nonprofit to support lobbying. In addition to updated worksheets, case studies and resources, new material in the second edition includes nonprofit civic engagement and voter mobilization, designing the Policy Committee that works for your nonprofit, utilizing social media in your communications strategies, administrative advocacy, working with governmental agencies and understanding the why, what and how of collaboration.

**The Fieldstone Alliance Nonprofit Guide to Crafting Effective Mission and Vision Statements** Emil Angelica, 2001-06-15 Bring focus and direction to your work. Too often if you ask four people in a nonprofit what their organization's mission is, you'll get four different answers. Organizations without clearly defined and agreed to mission and vision statements frequently find themselves adrift at sea in real financial trouble and unable to make an ongoing positive impact on the community. But an effective mission and vision statement can help an organization unify services and create a consistent approach to new program development. *Crafting Effective Mission and Vision Statements* will help your organization develop or revise mission and vision statements that bring focus and direction to your work. With orderly, easy to follow steps, this engaging guide helps you: Build ownership for the mission and vision statements among board and staff; Create a common understanding of your organization's goals; Understand how mission and vision statements differ and how to use both for greatest benefit; Develop a mission statement that captures exactly what your organization does; Create a vision statement based on stakeholders' ideas and the organization's history, capacity for growth and fundraising potential; Use this guide to create mission and vision statements that help your organization stay focused and keep it moving toward a positive future.

**Lobbying Advocacy and Nonprofit Boards** John D. Sparks, 1997 *Consulting With Nonprofits* Carol A. Lukas, 1998-07-01 At last, a comprehensive guide to the art, craft and business of consulting with nonprofits and community groups. Nonprofit consulting requires specialized skills and knowledge of how the sector works. This guide gives you the resources and tools to help you provide quality assistance throughout your career. Experienced consultants will find it an invaluable reference; new consultants will get oriented to the sector and find step by step guidance through the entire process. Technical specialists will gain insights into the larger processes that shape nonprofit organizations; for-profit consultants and business sector volunteers will discover how to shift their expertise to match the unique culture of nonprofit and community work. Students in public administration, organization development and nonprofit management will find it a useful guide for fieldwork, service projects or future career search. With this illustrated guide, you get an overview of the

nonprofit sector and unique elements of consulting with nonprofits the six stage process of consulting with concrete steps and challenges in each stage the art of consulting including roles dynamics and ethics lessons from the field stories from thirty skilled consultants offering sage advice on common challenges from setting up contracts to cross cultural consulting to choosing a consulting role that matches the client s needs when team consulting makes sense key differences between internal and external consulting how to run your business marketing your services setting fees estimating costs and billing managing your career growth working with funders nine worksheets sample proposals professional standards annotated bibliography and much more

**The Handbook of Nonprofit Governance** BoardSource,2010-04-16 THE HANDBOOK OF NONPROFIT GOVERNANCE From BoardSource comes The Handbook of Nonprofit Governance This comprehensive resource explores the overarching question of governance within nonprofit organizations and addresses the roles structures and practices of an effective nonprofit The Handbook of Nonprofit Governance covers the topics that are of most importance to those charged with creating and sustaining effective leadership including building a board succession planning policies financial oversight fundraising planning strategic planning processes risk management and evaluation of the board CEO and organization Praise for The Handbook of Nonprofit Governance This is the first book I ve found that covers the topic of governance from A to Z I know what I ll be assigning the students in my governance class as a textbook next semester

TERRIE TEMKIN founding principal CoreStrategies for Nonprofits Inc BoardSource has prepared an exceptional resource for nonprofit boards and leaders This comprehensive volume offers timely and relevant information about board work and governance including practical tools and resources that will be valuable to all types of nonprofits DAVID O RENZ chair department of public affairs Beth K Smith Missouri Chair in Nonprofit Leadership and director Midwest Center for Nonprofit Leadership University of Missouri Kansas City If you are involved in nonprofit organizations and if you ever have doubts about how they are best run this is the book for you and BoardSource is the place to turn FISHER HOWE consultant Lavender Howe Associates and author The Nonprofit Leadership Team BoardSource formerly the National Center for Nonprofit Boards is the premier resource for practical information tools and best practices training and leadership development for board members of nonprofit organizations worldwide

**The Community Leadership Handbook** James F. Krile,2006-02-03 Tools for people seeking to improve their communities This significant guide puts the tools of democracy into everyone s hands Based on the best of Blandin Foundation s 20 year experience in developing community leaders it gives community members like yourself the tools to bring people together to make changes Here are some of the useful resources you ll find Identifying Community Assets Community Problem Analysis Accessing Community Data Appreciative Inquiry Translating Vision to Action Interpersonal Communication for Leaders Managing Interpersonal Conflict as a Leader Building Social Capital Across Cultures Network Mapping Locating Your Social Capital Stakeholders Analysis Building Coalitions Building Effective Community Teams Recruiting and Sustaining Volunteers Getting the Most from Your Meetings **The**

**Manager's Guide to Program Evaluation** Paul W Mattessich.,2003-08-08 Your Guide to Getting a Useful Evaluation Evaluation is vital and beneficial to any nonprofit organization An effective evaluation can help identify an organization s successes share information with key audiences and improve services It can confirm that an organization is truly making a difference This book is for organization managers and decision makers policymakers funders researchers and students studying applied social service research Benefits you ll get describes what types of information to collect and what questions this information can answer details the four phases of evaluation and the steps involved in each phase and information on various types of research consultants and advice selecting one

**The Nonprofit Mergers Workbook Part I** David La Piana,2008-09-10 Nonprofit mergers are on the rise Executive directors and board members are discovering the advantages comprehensive service delivery better finances more powerful fundraising increased market share Bottom line mergers make more mission possible From assessing reasons and readiness to finding a partner to negotiating the best path to budgeting and implementation author David La Piana guides you through the maze of options with a steady hand Based on experience with more than sixty mergers this handbook is the perfect starting point for any nonprofit exploring a possible merger and a basic resource for all nonprofit managers You ll find how to decide what kind of structure from collaboration to merger meets your goals how to know your own motivation and keep your mission forefront what kind of merger best fits your goals structure and financial situation how to seek merger partners and objectively assess the pros and cons of each how to manage the boards essential role in merger considerations how to exercise due diligence and write the merger agreement how to deal with the rumor mill what you can do yourself when to call in attorneys and consultants and how to select them typical roadblocks and how to beat them how to move past old history and build new traditions as you integrate staff management boards systems and corporate cultures how to budget for and raise funds to implement the merger and much more Full merger case studies decision trees twenty two worksheets checklists tips milestones an extensive resource section and many samples including the minutes of a completed merger negotiation give you concrete assistance with your own merger plans and implementation A special chapter written for nonprofit organizational consultants explains their roles and responsibilities in assisting clients interested in merger

**Nonprofit Management 101** Darian Rodriguez Heyman,2011-05-03 A comprehensive handbook for leading a successful nonprofit This handbook can educate and empower a whole generation of nonprofit leaders and professionals by bringing together top experts in the field to share their knowledge and wisdom gained through experience This book provides nonprofit professionals with the conceptual frameworks practical knowledge and concise guidance needed to succeed in the social sector Designed as a handbook the book is filled with sage advice and insights from a variety of trusted experts that can help nonprofit professionals prepare to achieve their organizational and personal goals develop a better understanding of what they need to do to lead support and grow an effective organization Addresses a wealth of topics including fundraising Managing Technology Marketing Finances

Advocacy Working with Boards Contributors are noted nonprofit experts who define the core capabilities needed to manage a successful nonprofit Author is the former Executive Director of Craigslist Foundation This important resource offers professionals key insights that will have a direct impact on improving their daily work **The Jossey-Bass Handbook of Nonprofit Leadership and Management** David Renz, Robert D. Herman, 2010-11-08 This is the Third Edition of the bestselling nonprofit management reference and text called the big green book Based on updated research theory and experience this comprehensive edition offers practical advice on managing nonprofit organizations and addresses key aspects such as board development strategic planning lobbying marketing fundraising volunteer management financial management risk management and compensation and benefits New chapters cover developments in such areas as social entrepreneurship financial leadership and capital structure accountability and transparency and the changing political legal climate It includes an instructor s manual Marketing Workbook for Nonprofit Organizations Gary J. Stern, 1997-08-15 Don t just wish for marketing results get them If marketing seems too commercial or too complex or if your current efforts aren t delivering results this book is for you With this helpful guide you can create a simple usable marketing plan designed to get results Since its first edition in 1990 the Marketing Workbook has helped thousands like you use marketing to reach the people you want to help and attract the money and support your organization deserves Now this updated second edition offers an easy to follow five step process to create an effective marketing plan provides an expanded resources section including Internet examples and includes web wisdom to help you set reasonable web goals build an on line reputation and learn about the possibilities and pitfalls of web promotion Use it to be sure you have the right services to meet people s needs reach the audiences you want with a message that motivates people to respond and make a strong impact in your community and beyond This book will guide you through each stage of the marketing process You ll learn how to link marketing with strategic planning set goals and evaluate your success conduct a marketing audit using the Six Ps of Marketing position your organization in a unique niche and develop a marketing plan and promotional campaign Plus you also get 27 proven promotional techniques dozens of tips for writing and design a sample marketing plan a case study of how one nonprofit implemented their plan and much more Get the Marketing Workbook and start putting the power of marketing to work in your organization *The Accidental Techie* Sue Bennett, 2005 This book shows you how to create a support system that will help your organization use technology more effectively and make your day to day life less hectic This hands on guide walks you through five projects that when completed will give you a comprehensive and usable support system Conducting a technology inventory Assessing and supporting staff Assessing and buying technology Protecting your organization from disasters and data loss Managing your role Book cover Financial Leadership for Nonprofit Executives Jeanne Bell, Elizabeth Schaffer, 2005-03-31 Making sure that your nonprofit is going to be around long term requires financial leadership This means creating a financial vision for your organization and planning how you ll get there Financial

Leadership for Nonprofit Executives gives you the framework specific language and processes to lead with confidence With it you ll learn how to protect and grow the assets of your organization and accomplish as much mission as possible with those resources The good news is you don t have to be a trained accountant earn an MBA or have run a for profit business in another lifetime You already have many of the skills it takes to be a financial leader This useful guide makes the process understandable and doable You ll find clear logical steps to learn how to get accurate financial data in a format you can understand use financial data to evaluate your organization s health plan around a set of meaningful financial goals and communicate progress on these goals to your staff board and external stakeholders You ll also find five foundational financial leadership principles three overarching questions every financial leader needs to be able to answer and where to find those answers two fundamental budgeting principles and five steps to building a strong annual budget At the end of each chapter is an evaluation tool You can rate how your organization is doing relative to the component of financial leadership covered in each chapter Each attribute is scored as being red yellow or green Red items are below standard and require immediate attention yellow items are widely practiced though not generally ideal and green items are considered best practice Over time as you and your partners on the board and staff move the organization toward green in each of these areas you will create an environment in which financial leadership can flourish

The Community Economic Development Handbook Mihailo Temali,2002-09-20 The step by step guide to turning any neighborhood around A weak local economy can be strengthened A run down neighborhood of boarded up storefronts litter strewn sidewalks high unemployment and poorly maintained housing can be transformed An entire community can be lifted up Mihailo Mike Temali knows this first hand He has spent nearly twenty years working in community based economic development helping cities as diverse as St Paul Minnesota and Santiago Chile In this concrete practical jargon free handbook he describes a proven way to make any community a better place to live Comprehensive realistic and easy to use If you don t already have a community economic development CED organization in place Temali tells you how to set one up Then he defines four pivot points that are crucial to neighborhood economies 1 Revitalizing your commercial district 2 Developing microbusinesses 3 Developing your community workforce and 4 Growing good neighborhood jobs He explains how to choose your first pivot point then guides you through the process of tackling each one True stories of successful CED provide inspiration Sidebars explore related issues dealing with gentrification finding potential partners supporting microentrepreneurs and more Other CED professionals share their insights in From the Field notes Appendices point you toward useful resources show you how to use the Internet to research your regional economy and include dozens of worksheets that will help you move from reading about CED to doing it The Community Economic Development Handbook is precisely what you need to turn your neighborhood around

**Nonprofit Stewardship** Peter C. Brinckerhoff,2004-09-30 In an environment of increasing competition and eroding trust nonprofits are under pressure to up their ability to deliver on their mission Stewardship is a paradigm shifting



way to view your role your board your staff your funders and yourself Understanding that the nonprofit is rooted in its ownership by the community helps break the boundaries of turf and fragmentation that prevent sustainable impacts Author Peter Brinckerhoff internationally known expert at helping not for profits get more mission for their money explains why stewardship is the smart thing to do and how you can use it to transform your organization You ll discover The eight characteristics of a mission based steward The various stewardship roles that exist in your not for profit and why each is essential in a well functioning organization Three surprising truths about your not for profit The nine characteristics of a successful not for profit Fifteen warning signs of trouble in your organization Stewardship rich ways to view your finances your budgeting and your financial reporting A refreshing new perspective on the relationship between funders and not for profits Crisis management tools that really work A stewardship self assessment to use now as a starting point and later as a reference point to measure your progress Comprehensive passionate and practical Dozens of real world examples make this book relevant End of chapter discussion questions reprise key points and reinforce important ideas Nonprofit Stewardship is recommended for leaders of all types of not for profit organizations serving individuals the local community the state the nation or the world Also recommended for donors grant makers government agencies and others who fund your work

**The Jossey-Bass Handbook of Nonprofit Leadership and Management** David O. Renz, 2016-08-15 The go to nonprofit handbook updated and expanded for today s leader The Jossey Bass Handbook of Nonprofit Leadership and Management is the bestselling professional reference and leading text on the functions processes and strategies that are integral to the effective leadership and management of nonprofit and nongovernmental organizations Now in its fourth edition this handbook presents the most current research theory and practice in the field of nonprofit leadership and management This practical relevant guide is invaluable to the effective practice of nonprofit leadership and management with expanded attention to accountability transparency and organizational effectiveness It also extensively covers the practice of social entrepreneurship presented via an integrative perspective that helps the reader make practical sense of how to bring it all together Nonprofit organizations present unique opportunities and challenges for meeting the needs of societies and their communities yet nonprofit management is more complex and challenging than ever This Handbook provides a framework to help you lead and manage efficiently and effectively in this new environment Building on solid current scholarship the handbook provides candid practical guidance from nationally recognized leaders who share their insights on The relationship between board performance and organizational effectiveness Managing internal and external stakeholder relationships Financial viability and sustainability and how to enhance both for the long term Strategies to successfully attract retain and mobilize the very best of staff and volunteers The fourth edition of the handbook also includes content relevant to associations and membership organizations The content of the handbook is supplemented and enriched by an extensive set of online supplements and tools including reading lists web references checklists PowerPoint slides

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**Generations** Peter C. Brinckerhoff, 2007-03-15 The Clock Is Ticking Is Your Nonprofit Ready Boomers are leaving the workforce soon Do you have a plan to replace them How do you relate to GenX and Gen employees volunteers and donors What are you doing today to adjust your services your outreach your mission Generational change presents as many opportunities for nonprofits as challenges In Generations The Challenge of a Lifetime for Your Nonprofit nonprofit mission expert Peter Brinckerhoff tells you what to expect and how to plan for it From iPod policies to recruiting younger board members Brinckerhoff shows how you can address generational trends today to keep your nonprofit organization relevant and able to meet the changing needs of your staff volunteers donors and the community you serve Six trends and what to do about them Generations examines six generational trends that will affect everything you do 1 financial stress 2 technological acceleration 3 diversity of population 4 redefining the family 5 MeBranding and 6 work life balance You'll come away with an understanding of these trends and how they will impact your nonprofit Individual chapters provide in depth information on how to deal with generation issues in each area of your organization staff board volunteers clients marketing technology and finances Practical tools help you take action This hands on guide includes the Generational Self Assessment Tool This tool gives you a baseline to measure your success as you bring generations into your planning Throughout the book you'll find real life examples that illustrate key points You'll also find practical ideas that you can use immediately Finally the book includes key points and discussion questions because you need to get your staff and board involved in this discussion today The wake up call has been given to nonprofit boards and staff alike now is the time to plan for generational change

**Collaboration** Paul W. Mattessich, 2001-05-15 What makes the difference between your collaboration's failure or success Collaboration What Makes It Work Second Edition answers this question with an up to date and in depth review of collaboration research This new edition also includes The Wilder Collaboration Factors Inventory

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