

# GREENS & GRASSROOTS

A GOLF INDUSTRY GUIDE TO ADVOCACY





# CONTENTS

## GREENS & GRASSROOTS: A GOLF INDUSTRY GUIDE TO ADVOCACY



**FOREWORD**



**SOURCES**

### 4 FOREWORD

Darren J. Davis, CGCS

### 5 SOURCES OF INFORMATION

GCSAA Government Affairs Tools & Services  
GCSAA Government Affairs Resources  
Finding Legislative & Regulatory Information  
Government Information Resources on the Internet  
State Bill Status Resources

### 13 GUIDE TO GOVERNMENT

How State Legislatures Work  
How Congress Works  
Federal & State Regulatory Agencies  
Glossary of State Legislative & Regulatory Terms

### 24 ADVOCATING YOUR POSITION

Communicating with Lawmakers  
Personal Visits with Lawmakers  
Position Statements, Position Papers & Backgrounders  
Sample Position Paper Template  
Testifying at Hearings  
Tips for Presenting Effective Testimony

### 34 BUILDING RELATIONSHIPS

Getting to Know Your Lawmakers  
Conducting Site Visits for Lawmakers  
Rules on Gifts to Lawmakers  
Registration as a Lobbyist  
Campaign Contributions & PACs

### 41 ISSUE MANAGEMENT

Managing Local Issues  
Coalitions & Alliances  
Building Support for Your Issues  
Hiring a Contract Lobbyist



**ADVOCATING**



**RELATIONSHIPS**



# FOREWORD

BY DARREN J. DAVIS, CGCS

Congratulations! By picking up the Greens & Grassroots: A Golf Industry Guide to Advocacy manual you have taken the first step in becoming an effective advocate for the golf course management profession. By the time you finish reading through the tools in this manual, you will know how to confidently participate in the legislative process.

This manual provides you with simple, practical approaches on how to influence the political process and the tools you need to reach out to lawmakers. A wide variety of topics are covered including “Communicating with Lawmakers,” “Managing Local Issues,” and “Finding Legislative and Regulatory Information.”

I’m sure you noticed the word “grassroots” in the title. Grassroots advocacy involves superintendents and chapters using their collective voices to influence government actions. Your calls, letters and personal visits make a difference—it has been said that one phone call or letter to your member of Congress represents 100 votes.

Every day, lawmakers make decisions that affect the way we do our jobs. And, as you are aware, there are people and groups out there speaking against our interests. As superintendents, we are the best source for information on our profession and we must make sure we educate lawmakers about the positive role golf course superintendents play in preserving and protecting the environment. For our efforts to be a success, each member must help relay the positive message of our industry.

Thank you again for your interest and efforts in promoting golf’s positive message to lawmakers.

Darren J. Davis, CGCS  
GCSAA Director & Chairman, Government Affairs Committee  
2015



“*...we must make sure we educate lawmakers about the positive role golf course superintendents play in preserving and protecting the environment.*”

# SOURCES OF INFORMATION

## GCSAA GOVERNMENT AFFAIRS TOOLS AND SERVICES

GCSAA government affairs staff monitor, report and take action on government issues at the local, state and federal levels. Staff keep members informed about government activity through the Greens & Grassroots e-newsletter, the GCSAA Government Affairs Quarterly Briefing, the Advocacy section in Golf Course Management magazine and by direct contact with GCSAA chapters, state turfgrass associations and allied organizations.

Let us help you with your government affairs efforts!

Government affairs staff can:

- Explain issues and why/how they impact golf course management and golf course superintendents.
- Teach you how to write letters, compose e-mails and make phone calls to help you advocate your position on the issues.
- Provide you with outlines, drafts or ready-to-use materials to communicate with lawmakers including position statements, letters, testimony and newsletter or magazine articles.
- Provide lobbying packets containing relevant information to help educate lawmakers.
- Help you identify local, state and national lawmakers and provide you with contact information.
- Provide specific information on local, state and federal laws affecting golf course facilities.
- Provide your chapter with action checklists for dealing with specific issues.
- Help you facilitate the building of issue coalitions.
- Provide compliance counseling on OSHA and EPA regulations.
- Advise your chapter on lobbying strategies, including using the media.
- Conduct advocacy training for superintendents and green industry allies.

## GCSAA GOVERNMENT AFFAIRS RESOURCES

The GCSAA information and public policy department provides a variety of resources to members and chapters to support their need for information and assistance on government issues.

### GREENS & GRASSROOTS E-NEWSLETTER

Staff members monitor, report and take action on government issues at the local, state and federal levels. These efforts are communicated through Greens & Grassroots, GCSAA's free government affairs e-newsletter distributed via e-mail. Greens & Grassroots highlights both legislative and regulatory activity in an easy-to-read manner. Greens & Grassroots also contains "alerts" which provide information on how to influence pending bills or regulations. To subscribe go to <http://cqrcengage.com/gcsaa/app/register?0&m=15024>

### GCSAA PRIORITY ISSUES AGENDA

The GCSAA Priority Issues Agenda is developed annually by the GCSAA Government Affairs Committee and approved by the GCSAA Board of Directors. The Agenda outlines the legislative and regulatory "priority issues" for GCSAA—the issues that are likely to require the greatest amount of association resources and staff time. The Agenda can be found in the Government Affairs section of [GCSAA.org](http://GCSAA.org) or by calling the GCSAA information and public policy department at (800) 472-7878, ext. 3612.

### GCSAA GOVERNMENT AFFAIRS ONLINE

Home to a comprehensive government Affairs area for GCSAA members to use in their advocacy and compliance efforts, this resource keeps members up to date on local, state and federal legislative and regulatory matters important to the industry. GCSAA Government Affairs Online contains many useful sections including: Issues, Resources, Grassroots Network, and Compliance. Government Affairs staff continuously update and add useful information to the site.

### GCSAA GOVERNMENT AFFAIRS QUARTERLY BRIEFING

Quarterly GCSAA host a briefing on government activities. The briefings are held in January, April, July and October. Notification of the exact time and date of the briefings are published in GCSAA This Week.

### ADVOCACY COLUMN IN GCM

The Government Affairs Department writes a monthly column in the front 9 of GCM magazine. Topics for the column cover either issue awareness or political education.

### GCSAA GRASSROOTS AMBASSADOR PROGRAM

The Grassroots Ambassador program, aims to match a professional member with each member of congress. The program is minimal in time commitment and serves to create a proactive relationship with members of congress. A full job description of the Grassroots Ambassador Program can be on Government Relations Online.



## FINDING LEGISLATIVE AND REGULATORY INFORMATION

### FEDERAL LEGISLATIVE INFORMATION

To track the activities of the federal government on the Internet, visit [Congress.gov](http://Congress.gov) a web site maintained by the U.S. Library of Congress. THOMAS features information on all aspects of Congressional activity including the status of legislation and committee information. The site also includes links to the Library of Congress and comprehensive information on the federal legislative process. The U.S. House of Representatives ([www.house.gov](http://www.house.gov)) and the U.S. Senate ([www.senate.gov](http://www.senate.gov)) also have comprehensive web sites. If you don't have Internet access, you can call the Office of Legislative Information at (202) 225-1772 to locate bills in both houses of Congress. If you don't know the bill number, legislative staff search for the bill using key words or the name of the sponsor. Staff in your legislator's district office should also be able to update you on activity in Congress. You can find your legislator's district office phone number in the government listings section of your local phone book.

### FEDERAL REGULATORY INFORMATION


Official notices of proposed and final rules from federal regulatory agencies are posted daily in the Federal Register. Official notices of meetings and hearings by regulatory agencies like the EPA and OSHA are also published online.

### STATE LEGISLATIVE INFORMATION

Your local library is a great place to start when looking for comprehensive information on your state legislature. If you have Internet access, you can find the home page for all 50 states at <http://govspot.com/state/>. Many state legislators have even created their own personal web pages that provide their constituents with contact information including a direct link to their office via e-mail. Most state legislative committees publish schedules or news bulletins. You can ask to be put on the mailing list of committees that work on your issues. State legislatures also have "hotlines" for the status of bills, committee meetings and legislative activity.

### STATE REGULATORY INFORMATION

Many states are required to periodically publish updates or "registers" of new regulatory proposals. Contact your secretary of state's office to find out where regulatory material is published in your state. You may also be able to subscribe to publications that list proposed state regulations. If you have Internet access, you can find a listing of all state government agencies at <http://govspot.com/state/>.



*You can call your local library or state legislative research department to find out how the introduction of legislation is publicized in your state.*

### GCSAA LEGISLATIVE ACTION CENTER

The GCSAA Legislative Action Center (LAC), an exciting grassroots lobbying tool in the GR section of GCSAA Online, gives you the power to play an active role in the political process. In the GCSAA LAC, you can read the full text and track the status of current bills that government affairs staff are monitoring in your state, region and Congress. You can use the "zip code lookup" feature to quickly and easily locate contact information for your state and federal elected officials including personal data, e-mail address, phone numbers and staff contact information.

## GOVERNMENT INFORMATION RESOURCES ON THE INTERNET

### STATES

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- Legislative Hotline Directory -- Telephone numbers for bill status information in each of the 50 states.
- National Conference of State Legislatures -- Direct links to state legislatures and individual state legislators.

### FEDERAL AGENCIES & U.S. GOVERNMENT INFORMATION

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- ADA -- Americans With Disabilities Act Web site provided by the U.S. Department of Justice.
- EPA -- Official Web site of the Environmental Protection Agency.  
<http://www.epa.gov/>
- Federal Register -- Daily table of contents of the Federal Register.
- Immigration and Naturalization Service -- Official Web site of the U.S. Immigration and Naturalization Service.  
<http://uscis.gov/graphics/index.htm>
- OSHA -- Official Web site of the Occupational Safety and Health Administration.  
<http://www.osha.gov/>
- U.S. Government Printing Office Access on the Web -- Government publications, including the Federal Register and the Congressional Record.  
<http://www.gpo.gov/>

### CONGRESS

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- Thomas -- Legislative information.  
<http://thomas.loc.gov>
- The U.S House of Representatives -- Official Web site of the U.S. House of Representatives.  
<http://www.house.gov/>
- The U.S. Senate -- Official Web site of the U.S. Senate.  
<http://www.senate.gov/>



## GOVERNMENT INFORMATION RESOURCES ON THE INTERNET

### ENVIRONMENTAL INFORMATION

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- U.S. Water News -- Official Web site for U.S. Water News magazine, includes links to federal, state and international water agencies.  
<http://www.uswaternews.com/homepage.html>
- Wetlands Regulation Center -- Information on wetlands and wetlands regulations and links to other wetlands sites.  
<http://www.wetlands.com/>

### VOTER INFORMATION

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- C-Span Online - Congress Today -- Coverage of Congress and the President and also allows you to identify your members of Congress.
- Federal Election Commission -- U.S. Federal Election Commission home page.  
<http://www.fec.gov/>
- Project Vote Smart -- This site tracks the performance of over 10,500 political leaders.  
<http://www.vote-smart.org/>

### WHITE HOUSE & WASHINGTON D.C.

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- Washington, D.C. & Capitol Hill -- Maps, sight-seeing and tourist information, historical information, government guides and links to other D.C. sites.  
<http://www.washingtondc.com/>
- White House -- White House home page.  
<http://www.whitehouse.gov/>

## STATE BILL STATUS RESOURCES

State legislatures have “hotlines” and Web sites where you can find information on the status of bills, committee meetings or legislative activity.

State	Phone	Web Address
Alabama	(334) 242-7800 (Senate) (334) 242-7600 (House)	<a href="http://www.legislature.state.al.us/aliswww/aliswww.aspx">http://www.legislature.state.al.us/aliswww/aliswww.aspx</a>
Alaska	(907) 465-3701 (Senate) (907) 465-3725 (House)	<a href="http://www.legis.state.ak.us/basis/start.asp">www.legis.state.ak.us/basis/start.asp</a>
Arizona	(602) 926-3559	<a href="http://www.azleg.gov/">http://www.azleg.gov/</a>
Arkansas	(501) 682-6107 (Senate) (501) 682-7771 (House)	<a href="http://www.arkleg.state.ar.us">www.arkleg.state.ar.us</a>
California	(916) 651-4171 (Senate) (916) 319-2856 (Assembly)	<a href="http://www.legislature.ca.gov/port-bilinfo.html">http://www.legislature.ca.gov/port-bilinfo.html</a>
Colorado	(303) 866-4838 (Senate) (303) 866-2903 (House)	<a href="http://www.leg.state.co.us">www.leg.state.co.us</a>
Connecticut	(860) 240-0500 (Senate) (860) 240-0400 (House)	<a href="http://www.cga.ct.gov/">http://www.cga.ct.gov/</a>
Delaware	(302) 744-4133 (Senate) (302) 744-4351 (House)	<a href="http://legis.delaware.gov/">http://legis.delaware.gov/</a>
Florida	(850) 487-5270 (Senate) (850) 717-5650 (House)	<a href="http://www.leg.state.fl.us">http://www.leg.state.fl.us</a>
Georgia	(404) 656-5040 (Senate) (404) 656-5015 (House)	<a href="http://www.legis.state.ga.us/">http://www.legis.state.ga.us/</a>
Hawaii	(808) 586-6729 (Senate) (808) 586-6400 (House)	<a href="http://www.capitol.hawaii.gov">www.capitol.hawaii.gov</a>
Idaho	(208) 332-1000	<a href="http://www.legislature.idaho.gov/">http://www.legislature.idaho.gov/</a>
Illinois	(217) 782-3944	<a href="http://www.ilga.gov/">http://www.ilga.gov/</a>
Indiana	(317) 232-9400 (Senate) (317) 232-9600 (House)	<a href="https://iga.in.gov/">https://iga.in.gov/</a>
Iowa	(515) 281-3371 (Senate) (515) 281-3221 (House)	<a href="https://www.legis.iowa.gov/">https://www.legis.iowa.gov/</a>

## STATE BILL STATUS RESOURCES

State	Phone	Web Address
Kentucky	(866) 840-2835	<a href="http://www.lrc.ky.gov/">http://www.lrc.ky.gov/</a>
Louisiana	(225) 342-5997 (Senate) (225) 342-7259 (House)	<a href="http://www.legis.state.la.us">www.legis.state.la.us</a>
Maine	(207) 287-1540 (Senate) (207) 287-1400 (House)	<a href="http://legislature.maine.gov/">http://legislature.maine.gov/</a>
Maryland	(410) 946-5400	<a href="http://mlis.state.md.us">mlis.state.md.us</a>
Massachusetts	(617) 722-1276 (Senate) (617) 722-2356 (House)	<a href="http://www.state.ma.us/legis/ltsform.htm">www.state.ma.us/legis/ltsform.htm</a>
Michigan	(517) 373-0135 (517) 373-2400	<a href="http://www.michiganlegislature.org">www.michiganlegislature.org</a>
Minnesota	(651) 296-0504 (Senate) (651) 296-2146 (House)	<a href="http://www.leg.state.mn.us/leg/legis.asp">www.leg.state.mn.us/leg/legis.asp</a>
Mississippi	(601) 359-3229 (Senate) (601) 359-3360 (House)	<a href="http://billstatus.ls.state.ms.us/default.htm">billstatus.ls.state.ms.us/default.htm</a>
Missouri	(573) 751-4017	<a href="http://www.moga.mo.gov/">http://www.moga.mo.gov/</a>
Montana	(406) 444-4819 (House)	<a href="http://leg.mt.gov/css/default.asp">http://leg.mt.gov/css/default.asp</a>
Nebraska	(402) 471-2709	<a href="http://nebraskalegislature.gov/">http://nebraskalegislature.gov/</a>
Nevada	(775) 684-6800	<a href="https://www.leg.state.nv.us/">https://www.leg.state.nv.us/</a>
New Hampshire	(603) 271-3420	<a href="http://www.gencourt.state.nh.us/">http://www.gencourt.state.nh.us/</a>
New Jersey	(609) 292-4840	<a href="http://www.njleg.state.nj.us">www.njleg.state.nj.us</a>
New Mexico	(505) 986-4600	<a href="http://www.nmlegis.gov/lcs/">http://www.nmlegis.gov/lcs/</a>
New York	(518) 455-7545	<a href="http://assembly.state.ny.us/leg">assembly.state.ny.us/leg</a>
North Carolina	(919) 733-7779	<a href="http://www.ncleg.net/homePage.pl">www.ncleg.net/homePage.pl</a>
North Dakota	(701) 328-2916	<a href="http://www.state.nd.us/lr/information/bills">www.state.nd.us/lr/information/bills</a>
Ohio	(614) 466-5312	<a href="http://www.legislature.state.oh.us">www.legislature.state.oh.us</a>
Oklahoma	(405) 524-0126 (Senate) (405) 521-2711 (House)	<a href="http://www.lsb.state.ok.us/">www.lsb.state.ok.us/</a>

## STATE BILL STATUS RESOURCES

State	Phone	Web Address
Oregon	(503) 986-1180	<a href="https://www.oregonlegislature.gov/">https://www.oregonlegislature.gov/</a>
Pennsylvania	(717) 787-2342	<a href="http://www.legis.state.pa.us/cfdocs/legis/home/session.cfm">www.legis.state.pa.us/cfdocs/legis/home/session.cfm</a>
Rhode Island	(401) 222-3580	<a href="http://www.rilin.state.ri.us/Pages/Default.aspx">http://www.rilin.state.ri.us/Pages/Default.aspx</a>
South Carolina	(803) 212-6720	<a href="http://www.scstatehouse.gov/">http://www.scstatehouse.gov/</a>
South Dakota	(605) 773-3851 (Senate) (605) 773-3851 (House)	<a href="http://legis.state.sd.us/index.cfm">legis.state.sd.us/index.cfm</a>
Tennessee	(615) 741-3511	<a href="http://www.legislature.state.tn.us/">http://www.legislature.state.tn.us/</a>
Texas	(512) 463-2182	<a href="http://www.capitol.state.tx.us/">http://www.capitol.state.tx.us/</a>
Utah	(801) 538-1035 (Senate) (801) 538-1029 (House)	<a href="http://www.le.state.ut.us">www.le.state.ut.us</a>
Vermont	(802) 828-2231	<a href="http://legislature.vermont.gov/">http://legislature.vermont.gov/</a>
Virginia	(804) 698-7410 (Senate) (804) 698-1500 (House)	<a href="http://leg1.state.va.us/lis.htm">leg1.state.va.us/lis.htm</a>
Washington	(360) 786-7573	<a href="http://leg.wa.gov/">http://leg.wa.gov/</a>



# GUIDE TO GOVERNMENT

## STATE LEGISLATURES

All states, with the exception of Nebraska, have bicameral, or two-part legislatures designed along the lines of the U.S. Congress. Usually called the state legislature or general assembly, they have an upper chamber (usually called the senate) and a lower chamber (usually called the house of representatives, assembly or house of delegates). Nebraska has a unicameral legislature where only senators are elected.

The number of lawmakers in each chamber varies widely from state to state, as does the length of their terms of service.

Many legislatures elect a speaker of the house to preside over the lower chamber. In the senate, the president of the senate is often the state's lieutenant governor. A president pro tempore and a secretary, who often has the same type of authority as a speaker of the house, may be elected by members.

## LEGISLATIVE SESSIONS

- Most state legislatures have relatively short sessions, though the lengths vary from state to state.
- Most states meet for three to four months, usually convening in January and adjourning by May.
- The legislatures of many larger states have become so active that they meet year-round.
- A handful of states meet only every other year.



## STATE LEGISLATURES

### FORMS OF LEGISLATIVE ACTION

Laws can be made by legislatures in the following ways:

#### BILLS

A bill is the form used for most legislation, whether permanent or temporary, general or special, public or private. Bills must be passed by both houses and in most cases be approved by the governor to become law.

#### RESOLUTIONS

Generally express the opinions of the legislature on a particular matter. A resolution adopted by both houses is known as a concurrent resolution.

#### JOINT RESOLUTIONS

Used for matters of temporary application and have the force of law. A joint resolution is approved and signed in the same manner as a bill.

### THE LEGISLATIVE PROCESS

State legislative proposals can originate from several different sources. Often, a legislator will draft legislation after hearing about a problem faced by a constituent. Special interest groups, including associations and alliances, may develop legislation or promote adoption of “model” legislation nationally. The governor or a state agency may also seek to resolve an issue through legislation.

The legislator introducing the bill is called the sponsor. Often several other members will express their support for the legislation by becoming co-sponsors.

Once a bill is introduced it is assigned a number and is “read” or recognized for the first time. The legislation is then referred to one or more appropriate committees. Often, identical or similar pieces of legislation are introduced in both houses at the same time. These are known as companion bills.

**COMMITTEES:** As in Congress, committees play a vital role in the legislative process:

- They consider dozens of bills and decide which ones will advance to the full house or senate.
- Most legislatures have several standing committees for each house.
- Joint committees, with members from both legislative bodies, are also found in some states.

Most bills that affect golf course management are referred to a “committee on the environment,” “committee on natural resources” or similar designation. Small business committees may also consider legislation relevant to golf course management.

The committee chairperson decides whether to hold committee hearings on a bill. At a hearing, the bill’s sponsor, representatives of affected organizations, government agencies and public witnesses are given the chance to testify.

Bills may be amended many times by the committees. Typically, committees will vote “do pass,” “do not pass,” “pass with changes,” “hold” or “no recommendation.” Each of these bills may be sent on to the full house, but usually only “do pass” bills make any further progress.

## STATE LEGISLATURES

### HOW A BILL BECOMES A LAW

After a bill has passed through the committee process, it is sent back to the floor for a second reading. At this stage, bills may be sent to a rules committee, which decides when and if a bill should go to the floor for a third reading.

For the majority of states, the third reading offers all legislators the chance to debate or amend a bill. The full house votes on bills after their third reading.

If a bill passes and no companion bill exists, it must go through the same process in the other house. If companion bills that pass each house differ, a conference committee is convened to resolve any differences.

Once passed, bills are signed by the presiding officer of each house and sent to the governor.

**ACTION BY THE GOVERNOR:** Most governors do one of three things when legislation reaches them:

1. They sign bills, making them law;
2. disapprove of bills by vetoing them; or
3. let bills become law without their signature.

Governors may be given a time limit to act on the bill, for example, within 90 days after the session has adjourned. Exceptions are made for bills with emergency clauses, which require immediate action.

## HOW CONGRESS WORKS

**“** *All  
Legislative  
Powers herein  
granted shall  
be vested in a  
Congress of the  
United States,  
which shall  
consist of a  
Senate and  
House of  
Representatives.*

*(Article I, Section 1, of the  
United States Constitution)*

The chief function of Congress is the making of laws. A new Congress begins in each odd-numbered year, and lasts for two, one-year sessions. Sessions convene in January and adjourn in October. Congress normally recesses in August and around holidays, so members can travel back to their home states.

### CONGRESS

The United States Congress is made up of two legislative bodies, or houses:

#### THE SENATE

100 members (two from each state) elected to six-year terms

#### THE HOUSE OF REPRESENTATIVES

435 members elected to two-year terms

A state's population determines the number of representatives (each state has at least one)

## HOUSE AND SENATE DIFFERENCES

- House members have smaller constituencies and are assigned to fewer committees.
- Senators represent entire states and are assigned to several committees with wide scopes of jurisdiction, and rely heavily on their staffs to keep them informed of constituent concerns.
- The Senate operates under straightforward rules that have changed little over the years, including unlimited debate time and amendments on bills.
- The House is governed by rules that usually change each session. Special rules allow for floor consideration of specific bills, limit or assign control of general debate time and govern the number and types of amendments to be offered.

## FORMS OF CONGRESSIONAL ACTION

The work of Congress is initiated by the introduction of a proposal in one of four principal forms:



## HOW CONGRESS WORKS

**BILLS:** A bill is the form used for most legislation, whether permanent or temporary, general or special, public or private.

- A bill originating in the House of Representatives is designated by the letters “H.R.”
- A bill originating in the Senate is designated by the letter “S.”
- Bills are presented to the President for action when approved in identical form by both the House of Representatives and the Senate.

**JOINT RESOLUTIONS:** Joint resolutions may originate in either house. There is little difference between a bill and a joint resolution, both are subject to the same procedure. Joint resolutions become law in the same manner as bills.

**CONCURRENT RESOLUTIONS:** Matters affecting the operations of both the House of Representatives and Senate are usually initiated by means of concurrent resolutions. They are not presented to the President for action.

**SIMPLE RESOLUTIONS:** A matter concerning the operation of either the House of Representatives or Senate alone is initiated by a simple resolution. They are not presented to the President for action.

## THE LEGISLATIVE PROCESS

Members of Congress originate most legislation, however bills and amendments are also drafted by individuals, organizations or federal agencies promoting an initiative.

- Only Senators and Representatives can introduce legislation on the floor of the chamber.
- Members introducing the measure are known as the sponsors. Other members who want to formally endorse the legislation may join as co-sponsors.
- Once introduced, a bill is referred to one or more committees.
- A bill that is referred to multiple committees must be approved by each committee prior to consideration by the full House or Senate.
- The chairperson of the committee assigns the bill to the appropriate subcommittee.

### CONGRESSIONAL COMMITTEES:

Most of the work of Congress is done at the committee level. Both houses have committees with jurisdiction over certain issues. Committees also are divided into subcommittees with narrower jurisdictions. Each piece of legislation is referred to the committee that has jurisdiction over the area affected by the measure.

The committee is where a legislative proposal receives the closest scrutiny. The committees and subcommittees review and refine legislative proposals and determine what legislation should be considered by the full House or Senate. Members are selected for committee membership at the beginning of each Congress.

## HOW CONGRESS WORKS

### HOW A BILL BECOMES A LAW

Once on the floor, a bill may be debated, amended, voted up or down, tabled or reported back to committee. Measures that are tabled or reported back to committee usually die.

- After consideration and passage of a bill in the House or Senate, the legislation is referred to the other body.
- The legislation must pass through the committee process in both chambers.
- Related or identical legislation (companion bills) often moves through both houses simultaneously.
- Identical legislation approved by both houses is sent to the President for signature.

#### CONFERENCE COMMITTEES:

Companion bills almost never pass both houses in identical form. Differences between companion House and Senate-passed legislation is resolved by conference committees appointed by the leadership. The bill dies if the conference committee members do not reach agreement. If an agreement is reached and a single, revised bill is produced, it is sent back to the House and the Senate for approval before being sent to the White House for the President's signature.

#### PRESIDENTIAL ACTION:

The President may sign legislation into law, take no action or veto it. If the President does not take action on a bill, it automatically becomes law after 10 days. Congress may attempt to override a presidential veto. This requires a two-thirds vote of the House and Senate, and if either body fails to cast the required vote, the veto is sustained. Presidential vetoes are rarely overridden because the number of members of Congress divided between the political parties is usually close.

## FEDERAL & STATE REGULATORY AGENCIES

In federal and state governments, regulatory agencies exist to implement and enforce laws enacted by the legislature. Agency heads, usually called “secretary” or “administrator,” are appointed by the top government official, which is the president or the governor.

### HOW FEDERAL AND STATE AGENCIES OPERATE

Agencies accomplish their mandates by issuing regulations or rules, which provide more details about what a statute requires. Many laws specifically give authority to, or mandate that, certain agency heads promulgate or adopt regulations.

According to the Administrative Procedures Act, proposed federal regulations must be published for “comment” or input by the public. Exactly how regulations are adopted in each agency is also governed by the agency’s own regulations. States operate in similar ways.

The federal government publishes proposed and final rules in notices in the Federal Register. Many states have registers where rules are published, but some states only provide proposals to those that ask for them or are on their mailing list. In many states, it can be difficult to track regulatory action without a contact in the agency.

Rules or regulations are laws. Agencies also may issue guidance as policy statements or in other forms that do not legally have the force and effect of law. However, these guidelines will often be as zealously enforced by agencies as if they were laws.

Although they are considered part of the executive branch of government, agencies exist and are provided budgets at the discretion of the legislature. In advocating or lobbying a regulatory agency to take certain action, it is often effective to work through Congress or the state legislatures. In budget bills and their accompanying reports, agencies can be encouraged or specifically required to take certain actions.

### AGENCIES THAT REGULATE THE GOLF INDUSTRY

Federal agencies that regulate the golf industry include the Environmental Protection Agency (EPA) and the Occupational Safety and Health Administration (OSHA) and the Department of Labor (DOL). Each of these agencies is a huge bureaucracy with numerous, different offices and branches that have jurisdiction over different aspects of the environment, health and safety. These agencies also have regional and state offices to help them enforce the law nationwide. Many delegate some enforcement responsibility to state agencies. Information on all federal agencies is available on the Internet at <http://www.usa.gov/directory/federal/index.shtml>.

## GLOSSARY OF STATE LEGISLATIVE & REGULATORY TERMS

**Act:** A bill that has been approved by both houses of the legislature and signed into law by the governor or allowed to become law without the governor's signature or passed by the legislature over the governor's veto.

**Adopt:** To approve an amendment, motion or resolution. This is in contrast to "pass", which means to enact a bill by the required number of votes.

**Agenda:** A list of proposed actions to be taken at an upcoming committee meeting or daily House or Senate session.

**Amendment:** Means of modifying a bill, joint resolution or resolution by adding or deleting language or changing wording. Amendments may be offered in various ways including the following:

**Committee:** Changes proposed to the original bill by the committee.

**Conference:** An amendment to a bill recommended by a conference committee.

**Floor:** Changes offered as a House or Senate amendment by a legislator during floor debate.

**Appropriation Act:** The authorization to spend state and federal funds. Appropriating money is carried out by passing bills which authorize units (departments, agencies and institutions) of government to spend money for specified purposes.

**Assembly:** A name for one of the legislative bodies of a bicameral (two-house) legislature. This body is also commonly referred to as the "House."

**Author(s):** The legislator(s) or legislative committee that introduces a bill or resolution in either house. Members of the same house who sign onto the bill are referred to as co-authors.

**Bill:** A legislative instrument by which one or more legislators propose to a legislature the enactment of a new law or a change in or repeal of an existing law, an appropriation of public money or a change in the state constitution. Types of bills include:

**Engrossed:** A bill reported out of committee in the house of origin and prepared for a third reading and final passage in that house. The bill has been typed to incorporate all committee amendments adopted by the house of origin up to this point.

**Enrolled:** A bill as finally passed by both houses and prepared for signature of the presiding officers of both houses and transmittal to the governor for signature or veto.

**Original:** The bill introduced into the legislature. The original bill is used throughout the legislative process until engrossed.

**Prefiled:** A bill filed between legislative sessions with the chief clerical officer of either house. Prefiled bills are numbered and printed in preparation for the session and may be provisionally referred to the proper standing committees for pre-session consideration.

**Reengrossed:** The bill as typed to incorporate both committee and floor amendments adopted by the house of origin.

**Bill History:** A record of all the action on any given proposal. The term is also applied to action on resolutions and joint resolutions.

**Bill Status:** An account of where a bill is in the legislative process along with a history of what actions have been taken on the bill.

**Bill Summary:** Brief summary of the content and changes to law proposed in a bill.

**Chair:** Presiding officer during session of a committee, subcommittee or task force.



**Adopt:** To approve an amendment, motion or resolution. This is in contrast to "pass", which means to enact a bill by the required number of votes.



## GLOSSARY OF STATE LEGISLATIVE & REGULATORY TERMS

**Chamber:** The room where the House or the Senate meets.

**Committee:** A body of elected members delegated to consider and make recommendations concerning actions on bills, conducts studies and other related matters referred to it. Committees are usually appointed by the Speaker of the House or the Senate Majority Leader and are organized according to subject matter.

**Conference:** Composed of members of both houses; created to iron out differences between houses in a piece of legislation.

**Interim:** Created to study or investigate issues during the interim between legislative sessions.

**Joint:** A committee composed of members of both houses.

**Special:** A committee of one or both houses appointed for a limited purpose and discharged upon completion of this function.

**Standing:** A permanent committee with subject matter jurisdiction defined by rules of its house. It makes reports and recommendations on legislation to the house it serves and functions both during and between legislative sessions to conduct public hearings on proposed legislation and review proposed administrative rules.

**Companion Bill:** A bill which is part of a group or package of bills that is necessary to accomplish a single legislative goal.

**Concurrent Resolution:** A resolution expressing the sentiment or intent of both houses, on matters of interest of the legislature, the state and the nation.

**Conference Report:** A report, signed by a majority of the conferees of each house, consisting of agreements reconciling the different versions of a bill passed by the

**House and Senate:** A conference report must be approved in each house by the same number votes as it takes to pass the bill.

**Constituents:** People who live in a given senate or house (assembly) district.

**Convene:** To call the legislature together to meet. The legislature can convene daily, weekly or at the beginning of a session.

**Co-sponsor:** Any member signed on as a supporter (other than the prime sponsor) of a piece of legislation.

**Effective Date:** The date a law becomes binding.

**Engross:** A motion to engross a bill is the step before final passage in the house of origin. An order to print a proposal in its engrossed form means to incorporate all amendments and chief clerks'

corrections to the original bill for consideration by the second house.

**Engrossed Copy:** The final printed version of an enacted bill or resolution.

**Enrollment:** The process of having a bill or joint resolution reprinted in its final form as passed by both houses. The enrolled version includes all amendments, without the stricken or inserted new language specifically noted. It is in this form that bills are presented for action by the governor.

**Executive Order:** An order issued by the governor. An executive order is an expression of gubernatorial rule, regulation or will.

**First Reading:** The formal announcement on the floor of the legislature that a bill or other proposal has been introduced.

**Fiscal Note:** Statement prepared on the cost or savings resulting from a proposed bill.

**Floor Debate:** Discussion of a proposal in the Senate or House chambers. A bill being debated is referred to as being "on the floor."

**Hearing:** Meetings held by committees to allow the public to comment on proposed legislation.

**House Bill:** A bill introduced by a member of the house of representatives.

## GLOSSARY OF STATE LEGISLATIVE & REGULATORY TERMS

**House of Representatives:** One of the legislative bodies of a bicameral (two-house) legislature. This body is commonly referred to as the “house” or “assembly.”

**Immediate Passage:** Motion allowing a bill to move from one order of business to the Order of Third Reading for passage on the same legislative day.

**In Concurrence:** Motion to pass a bill in the same form as already passed in the other chamber.

**Initiative:** The procedure by which citizens can propose a law and put it to a public vote.

**Interim:** The interval between regular legislative sessions.

**Introduction:** The formal presentation of a legislative proposal for consideration.

**Joint Resolution:** A proposal that makes a request, affects operations of both houses, pays tribute to public figures, or proposes a constitutional amendment that is acted on by both houses.

**Joint Standing Committee:** A permanent committee made up of members from both houses of the legislature.

**Legislative District:** The area of the state represented by a legislator, distinguished by geographical boundaries and usually based on population.

**Legislative Intent:** Used by courts to interpret statutes when the actual wording of the law is vague or unclear. To determine legislative intent, members’ statements made during debate on a bill are examined.

**Legislative Process:** The procedure by which a bill becomes a law.

**Legislator:** Elected representative or senator.

**Lobbyists:** People who are paid to represent various interest groups before the legislature.

**Majority Leader:** Elected by the members of the majority party in the senate to lead them. This person is the spokesperson for the majority party, directs numerous administrative responsibilities and heads the appointment of members to committees. In the house this person is called the Speaker of the House.

**Minority Leader:** Elected by the members of the minority party (in both the house and senate) to lead them. This person is the spokesperson for the minority party and works in consultation with the Speaker of the House on the appointment of minority members to committees and other leadership positions.

**Motion:** A formal proposal submitted by a member of a legislative body requesting some action be taken by that body.

**Override:** The legislature may pass a measure over the governor’s objections by voting to override a veto. Usually requires a two-thirds majority of members present in both houses.

**Parliamentary Procedure:** The rules and rulings under which legislatures conduct their business.

**Pass:** To give a vote of final approval to a bill in either house. Also called “final passage” or “passage of a bill.”

**Pocket Veto:** Failure of the governor to sign a bill within the required number of days of receiving it after sine die adjournment.

**Pre-filed Bill:** Proposed legislation filed during the interim.

**Public Act:** A bill passed by both chambers of the legislature that amends the state’s general statutes.

**Public Hearing:** Meetings held by committees at which members of the public, lobbyists, legislators, and state agency representatives may testify on bills, resolutions or issues before the committee.

**Readings:** The formal steps of consideration that a bill goes through. Many legislative bodies across the country require the bill must be read three times in each house before becoming law.

**Refer:** To send any item of legislative business to a committee.

## GLOSSARY OF STATE LEGISLATIVE & REGULATORY TERMS

**Regulation:** A rule adopted by a state agency to implement, interpret or prescribe law or policy or describe its procedure or practice requirements. Agency regulations have the force of law and must be adopted according to procedures described in the law.

**Repeal:** A method by which legislative action is revoked or nullified.

**Resolution:** A document expressing the will of a house of the legislature that is not a law. The proposal usually requires no action by the other house. Resolutions can be used to urge state agencies or the Congress to take certain actions; formally approve certain plans of governmental agencies; conduct certain legislative business; place constitutional amendments on the ballot; express the legislature's collective opinion; or establish study committees to examine issues. Some resolutions are also offered as an expression of congratulations, commemoration or tribute to an individual or group.

**Second Reading:** When the bill number is read in the Chamber and referred to a committee. The stage at which amendments to proposals are often considered.

**Senate:** One of the two legislative bodies that make up a bicameral (two-house) legislature.

**Senate Bill:** A bill introduced by a member of the senate.



***Sine Die:** A Latin phrase that signifies final adjournment. A sine die motion is used to close an annual session of a legislature and terminates all unfinished business.*

**Session:** The entire period that begins with the swearing in of a new legislature and ends just before the swearing in of the next legislature. This is most often a two-year cycle.

**Sine Die:** A Latin phrase that signifies final adjournment. A sine die motion is used to close an annual session of a legislature and terminates all unfinished business.

**Speaker of the House:** Elected by the house of representatives to be presiding officer over that body. This person is the spokesperson for the majority party, directs numerous administrative responsibilities and heads the appointment of members to committees.

**Special Session:** A meeting of the legislature called for a particular purpose.

**Sponsor:** The originator of a legislative proposal, either a legislator or a committee.

**Statute:** Another name for a law.

**Statutes:** The general laws of the state.

**Subcommittee:** A part of a larger committee that is given responsibilities by the full committee.

**Substitute:** Another version of a bill that incorporates into one document a substantial number of amendments to the original bill. Multiple substitutes may be offered in each house to the same original item, so each is referred to by its designation, i.e., "House Substitute (H: 3)" or "Senate Substitute (S: 2)."

**Third Reading:** The stage at which bills and other proposals come up for final discussion and possible passage. Usually no amendments may be offered at this point.

**Unfavorable Report:** A recommendation from a committee that a bill be defeated.

**Upon Passage:** Used as the effective date for certain bills. Means the act takes effect the day the governor signs it.

**Veto:** The governor's rejection of a bill in its entirety.

**Veto Override:** To pass a bill over a governor's veto. This normally requires a two-thirds vote of the members elected and serving of each house.

# ADVOCATING YOUR POSITION

## COMMUNICATING WITH LAWMAKERS

You can effectively communicate with lawmakers through letters, e-mails and phone calls. Lawmakers want to hear from their constituents “back home” so they can make informed decisions on issues. Your calls, letters and e-mails will make a difference—it is said that one letter or phone call is equal to hearing from 100 voters with the same view on the issue.

### COMMUNICATING IN WRITING: LETTERS

- Write your letter on personal or company stationery. Be sure your name and return address are legible.
- Try to keep your letter to one typewritten page if possible and don't write on the back of a page. Ask someone to proof and edit your letter before you send it.
- State your purpose in a short first paragraph. Support your position with the rest of the letter.
- Be factual and personal. If writing about a bill, cite it by name and number. Explain how the legislation will affect you and the industry. Avoid using jargon or acronyms since your lawmaker may not be familiar with the golf course management industry.
- If you believe the legislation is wrong and should be opposed, say so, indicate the likely adverse effects and suggest a better approach.
- Ask for the legislator's position on the issue but don't demand support. Elected officials respond to a variety of views, and even if your position is not supported on one issue or bill, it may be the next time.
- Thank the legislator for considering your views.

### PROPER FORMS OF SALUTATION

#### 1 CONGRESS:

The Honorable  
[first & last name]  
United States Senate  
Washington, DC 20510  
Dear Senator [last name],

or

The Honorable  
[first & last name]  
U.S. House of Representatives  
Washington, DC 20510  
Dear Representative  
[last name],

#### 2 STATE OFFICIALS:

The Honorable  
[first & last name]  
[State Senate or  
House of Representatives]  
Street Address  
City, State, ZIP  
Dear Senator or Representative  
[last name]

## COMMUNICATING WITH LAWMAKERS

### COMMUNICATING IN WRITING: E-MAIL

Almost all members of Congress and state lawmakers have e-mail capability. Lawmakers and their staffs like receiving e-mail: they can read and respond to constituent messages when time allows, instead of being interrupted throughout their busy day.

E-mail offers a great opportunity to quickly and easily express your views on pending issues. Messages can be informal, but have the same impact as a letter. Generally, the same tips for writing a letter apply to writing an e-mail.

When sending an e-mail to an elected official, be sure to include your street address, city, state and zip code in your message, so you can be identified as a constituent. You should also make sure to ask the elected official to state their position on the bill or issue.

E-mail addresses for elected officials can easily be located on the Internet and in the GCSAA Legislative Action Center. Many Congressional and state lawmakers have their own homepages with links to their e-mail.

### COMMUNICATING VERBALLY: PHONE CALLS

Phone numbers for local, state and federal lawmakers can be found in the government listing section of your white pages phone book and in the GCSAA Legislative Action Center.

- Prior to the call, prepare a script or outline to follow including any key points you want to get across.
- Ask to speak to the staff person who has responsibility for your issue. Don't expect them to know all the details about the bill or regulation. Be prepared to explain the issue and your position.
- Identify yourself and your golf facility. Be sure your lawmaker or their staff know you and/or your golf facility are in the lawmaker's district.
- Be brief. Your call should not take longer than 3-5 minutes. Be considerate of their time constraints.
- Be factual and personal. Explain how the legislation will affect you and the industry.
- Ask for the legislator's position on the issue but do not demand support. Elected officials respond to a variety of views, and even if your position is not supported on one issue or bill, it may be the next time.
- After the phone call, follow up with a thank you letter reaffirming your position on the issue.
- If you feel you need more time to discuss the issue, you may want to schedule a follow-up visit.

#### USING THE CAPITOL SWITCHBOARD TO CALL MEMBERS OF CONGRESS

**1** Call (202) 224-3121 and ask to be connected to your member of Congress.

**2** If you don't know who your member of Congress is, tell the operator your zip code.

**3** Remember to ask to speak with the staff member who handles your issue.



## PERSONAL VISITS WITH LAWMAKERS



Personal visits with lawmakers are very important to developing relationships that will help you address existing issue and those that will develop in the future. Federal and state legislators usually have times when they or their staff members can meet with you at their offices either in their districts or at the capitol. Members of Congress may be more accessible away from the distractions of Capitol Hill but don't hesitate to request a meeting with them at their offices in Washington, D.C.

## SCHEDULING A MEETING

A lawmaker's appointment secretary usually sets up meetings with constituents. If you find your elected official is not available for a meeting, ask if you can schedule an appointment with the staff person who deals with your issue. Staff members play an important role in analyzing issues and lawmakers rely heavily on them for information—don't discount the importance of building relationship with staff.

State regulators usually have to be met in the state capitol. Regional offices for federal agencies are located in each state or multistate area.

Have your own or a GCSAA position paper or information sheet ready. Prepare a "talking paper" or list of the issues you want to discuss. Gather some information about your golf course to share.

### THE MEETING

- Introduce yourself and your golf facility. Tell them you are a constituent and let them know your professional affiliations (for example, that you are a member of GCSAA and your local chapter).
- Give a brief description of your chapter or organization and GCSAA.
- Identify the issue that concerns you. Briefly and succinctly describe how you think it will affect you, your facility and GCSAA.
- Ask if you can answer any questions. If you do not know the answer to a question, say so and offer to get back to them with the answer. You can also say that you will ask someone on the GCSAA staff to provide them with the information they need.
- Ask their opinion on the issue and take careful note of the response you receive.
- Ask who on the staff will serve as a contact for future communications. If in Washington, D.C., ask about district or regional offices and who would serve as a contact there.
- Leave written information about the issue, your facility and GCSAA.
- Be sensitive to the busy schedules of lawmakers and their staffs. Plan on most meetings lasting no more than 15 to 30 minutes.

## PERSONAL VISITS WITH LAWMAKERS

### AFTER THE MEETING

Follow-up is crucial! At the first opportunity, write a personal thank-you note. Briefly restate your position and enclose additional information as appropriate. Remind them that you and GCSAA are available to assist them in any way.

Government affairs staff can help you put together a lawmaker leave behind. Government affairs staff can provide you with information on the issues and other materials such as data from the Golf Course Environmental Profile and information on the golf course management profession. You can further customize your leave behinds with your own chapter publications and information on your golf facility.



## POSITION STATEMENTS, POSITION PAPERS AND BACKGROUNDER

To inform lawmakers, allies or the public about an issue, you should draft a position statement or position paper. These useful documents are designed to be educational and persuasive and explain your position on a particular issue.

### POSITION STATEMENTS

A “position statement” is used to designate a straightforward statement or declaration of the association’s policy on a particular issue, bill or proposed regulation. A position statement is usually short and concise and does not include background information or discussion relative to the position. A position statement generally does not quote facts and figures developed by outside sources and does not utilize a bibliography.

### POSITION PAPERS

A “position paper” also sets forth the association’s policy on a particular issue, bill or proposed regulation. However, as the term implies, a position paper also contains background information and discussion in order to provide a more complete understanding of the issues involved and the rationale behind the position set forth. A position paper frequently cites outside sources and may include a bibliography. Try to limit your position paper to no more than one page front and back.

Sample Template: You can use the included template to develop a position paper. This template has been designed as a position paper to address a bill, but can easily be adapted to address a specific issue. Remember to always put position papers on association letterhead that includes contact information.

### BACKGROUNDER PAPERS

Additional documents are sometimes prepared which attempt to more fully explain specific issues. These documents are called “backgrounder” papers and may originate from various sources, including internal association committees or staff, and are produced for the purpose of providing information on the particular topic. A backgrounder paper does not necessarily stand by itself as a statement of policy but may be used to formulate a position paper.

## SAMPLE POSITION PAPER TEMPLATE

• LETTERHEAD • LETTERHEAD • LETTERHEAD • LETTERHEAD •

### POSITION PAPER ON A CONGRESSIONAL ACT

H.B. 0000

In the first paragraph state the association's position on the issue. Use simple, concise language that's easy to read and understand. Keep sentences short.

In the second paragraph describe the association, its membership, and its mission or objectives. Explain the association's interest in the issue. Use short sentences.

## BACKGROUND

Describe the bill and its relevant provisions. Explain why the bill was drafted or introduced. Include any relevant legislative history. Don't assume all readers of your position statement are familiar with the bill. Keep it brief.

## DISCUSSION

Explain your position on the issues one at a time. Use short paragraphs.

USING SUBHEADINGS, HIGHLIGHT EACH ARGUMENT SUCCINCTLY OR GIVE EACH TOPIC A TITLE

Readers should be able to skim the position paper quickly. Choose an easy-to-read font. Use underlined or bolded text to guide readers through the discussion.

- Use bullets to highlight lists.
- Indent some margins.

Re-edit with an eye to simplifying language, shortening sentences, and dividing into short paragraphs.

FIT YOUR POSITION STATEMENT ON ONE PIECE OF PAPER

A one-page position paper can be printed on one or both sides. If two-sided, direct the reader to the other side, so it's not missed in reading or copying.

## SAMPLE POSITION PAPER TEMPLATE

### MAKE IT INTERESTING AND CONVINCING

Explain technical terms used (in parenthesis, as briefly as possible) if necessary. Support your arguments with easily understood statistics.

Use strong action words. “Will” instead of “may.” “Urges,” “supports,” “believes,” not “wants” or “feels.” Use exclamation points! And questions marks? Don’t lengthen sentences with extra adjectives or adverbs. Finish each discussion item discussion with a firm “sound bite.”

### ACTION NEEDED AND/OR SUGGESTED AMENDMENTS

Clearly state what action you want taken. Describe it as what is needed. Explain what this action or change will accomplish and don’t worry about being repetitive.

If space allows, outline your proposed amendment to the bill. Otherwise, describe the change needed. You can prepare amendments on separate plain paper, too.

For a bill, indicate the title and section of the bill to be amended. Make it easy to read and understand.

- Use the “strikeout” feature on your computer for language to be deleted.
- Underline and bold language to be added, or put it in italics.
- Avoid font shading effects that may black out when copying or faxing.

Most word processing programs now have these font features available.

### CONCLUSION OR SUMMARY

Restate your position. Restate the impact on association members and your state or region. Summarize your arguments. Summarize the remedy. Repeat the importance to the association or the golf course management industry.

Be firm in what you’re asking for, and remember that position papers should not include the courtesy “thank-you” used in testimony.



## TESTIFYING AT HEARINGS

Lawmakers hold hearings to gather information on issues that are the subject of legislation or proposed regulations. Testifying at a hearing allows you to directly communicate with lawmakers about how the proposal will affect your job as a superintendent and the golf course management industry.

## TESTIFYING BEFORE STATE OR LOCAL GOVERNMENTS

At the state and local levels, anyone can usually testify and an invitation from the committee is not necessary. Advance notice of your plan to testify may be necessary, or you may only need to sign up at the beginning of the hearing. Contact the committee staff in advance to find out how it works for their hearings.

## TESTIFYING BEFORE CONGRESS

In Congress, an invitation to testify is necessary. Invitations can be arranged through the committee staff, with the help of the bill sponsor or through your own member of Congress. Not all requests for invitations are granted. Sometimes invitations are offered first-come, first-served on a certain day, and the agenda fills rapidly.

The length of your written testimony (for the record) can be detailed, but use only attention-getting excerpts for your oral presentation, which should be brief, and to the point.

Many committees have their own requirements for written testimony, including double-spaced pages, legal sized paper, and a standard number of copies for committee use. Generally, there are no restrictions on the length of written testimony submitted for the official hearing record.

## DELIVERING TESTIMONY

The person who delivers the testimony is just as important as what is said. Be sure to select someone who is a good public speaker, is knowledgeable on the issue, is a leader in your organization and if possible, is from the same state or district as a member on the committee.

If you are chosen to present testimony you should do as much advance preparation as possible—especially if you are not completely comfortable with public speaking. Reading a book or article on public speaking is a good idea, and practice your testimony in front of your chapter members or colleagues.

During your testimony explain your position clearly by speaking naturally and following an outline. Avoid reading your testimony if possible. Visual aids and specific examples are also very effective in getting your message across.

## TIPS FOR PRESENTING EFFECTIVE TESTIMONY

*By Timothy Haake, Esq., Haake & Associates*

### BEFORE THE HEARING

**DO YOUR HOMEWORK.** Adequate preparation requires seeking answers to these four questions:

- 1) What has our association said before on this subject?
- 2) What legislators sit on the committee?
- 3) What is the committee hoping to get from this hearing?
- 4) What do we hope to get from this hearing?

**PREPARE YOUR STATEMENT FOR THE OFFICIAL HEARING RECORD.** Most witnesses will use a prepared text when testifying before a legislative committee. Many witnesses find it beneficial to think of this prepared statement as having two forms:

- 1) The statement submitted for the official hearing record; and
- 2) The statement from which the witness actually reads aloud.

**“** *Analyze your audience in terms of how they view the subject. Is there common ground shared by them and you on which you can build an appealing argument?*

**CAREFULLY CONSIDER HOW BEST TO WRITE YOUR “READ VERSION.”** Its function is not only to communicate but also to persuade. Analyze your audience in terms of how they view the subject. Is there common ground shared by them and you on which you can build an appealing argument? While some may be fixed in their opposition, is there a middle-ground approach that can work to persuade others? What opposing points should you be prepared to rebut?

**ADHERE TO THE COMMITTEE’S GUIDELINES FOR WRITTEN TESTIMONY.** Many committees have their own requirements for written testimony, including double-spacing, legal sized paper, and a standard number of copies for committee use. Generally, there are no restrictions on the length of written testimony submitted for the official hearing record.

**PRACTICE READING YOUR TESTIMONY ALOUD.** Time yourself, and listen carefully. It is helpful to have an audience, either a colleague or spouse, to provide constructive comments on your presentation.

**CONSIDER “PLANTING” QUESTIONS WITH FRIENDLY COMMITTEE MEMBERS.** Draft several questions and float them to any receptive committee members. This can help you get your point across and will ensure that you are prepared for possible questions.

## TIPS FOR PRESENTING EFFECTIVE TESTIMONY

### DURING THE HEARING

**KEEP YOUR “READ VERSION” BRIEF.** Summarize what is in the official record version, emphasizing only the important points. You should be able to read it aloud in no more than five minutes. Avoid abbreviations, undefined acronyms, and any other industry-specific technical jargon. It is unlikely that everyone present will understand them.

**ADHERE STRICTLY TO ANY TIME LIMITS IMPOSED BY THE COMMITTEE CHAIRMAN.** Staying within limits demonstrates preparedness and fosters a favorable environment.

**DON'T ANSWER A QUESTION UNLESS YOU KNOW THE ANSWER.** Never guess at an answer or tell a legislator what you think he or she wants to hear. Instead, tell the legislator (or committee) you will be happy to get information from your association and send it as soon as possible. Ask for the name of a staff person you can contact.

### AFTER THE HEARING

**BE SURE TO FOLLOW UP WITH THE COMMITTEE.** After the hearing, the committee may send you a transcript of your remarks. This is not required, but is a normal courtesy accorded to witnesses. It gives you the opportunity to edit and correct your grammar and improper phrasing.

It is not an opportunity to change the substance of any answer, even if, on reflection or review, you conclude that you were in error. If you wish to change an answer, write a letter to the chairman indicating where you were mistaken, and give the correct information. Observe the committee's deadline in returning your transcript.

**ALWAYS LET YOUR ASSOCIATION MEMBERS AND STAFF KNOW HOW YOUR TESTIMONY WENT.** Was a particular committee member interested in or responsive to your positions? Did he or she vow to help you achieve your goals or offer any suggestions?

Timothy Haake, Esq., Haake & Associates Washington, D.C., represents several associations before Congress. This article is excerpted and reprinted with permission of the American Society of Association Executives, 1575 I St., N.W., Washington, D.C. 20005-1168; © 1995-96, (202) 626-2723; [www.asaenet.org](http://www.asaenet.org).

# BUILDING RELATIONSHIPS

## GETTING TO KNOW YOUR LAWMAKERS

Building relationships with lawmakers at the local, state and federal levels of government is an easy and effective chapter government affairs activity. It is also one of the most important ways your chapter can influence government actions that affect your job as a golf course superintendent.

By having frequent contact with lawmakers and establishing golf course superintendents as a good source of information, your chapter will already have an open line of communication should an issue arise that affects golf course maintenance.

The following are two ways your chapter can start building good relationships with lawmakers.

### GOLF COURSE TOURS

An organized golf course tour is a great way to get to know your lawmakers and teach them about your work. It is an opportunity for chapter members to showcase environmental practices on the course while getting to know lawmakers personally. Encourage lawmakers to bring along their staff members who work on environmental issues. Invite others from the golf course who might add to the experience, such as members of the golf course maintenance staff or the green chairman.

You can also invite state and local lawmakers for a round of golf following the tour. Federal lawmakers cannot accept a gift of free golf, but they may be willing to pay to play the course. Some state governments have similar restrictions so be sure to ask your lawmaker what is allowed.

*“Include copies of photos with thank you notes to the lawmakers. They may be interested in using them in their press releases and constituent newsletters.”*

Don't forget to take photos of the event. Include copies of photos with thank you notes to the lawmakers. They may be interested in using them in their press releases and constituent newsletters. You can use the photos in your chapter and golf course newsletters, and post them on course information bulletin boards to let everyone know about your activities.



## GETTING TO KNOW YOUR LAWMAKERS

### SPEAKER PROGRAMS

Inviting lawmakers to speak at chapter meetings is another way to build relationships. It sends the message that you care about their work and helps them accomplish their goals by providing an opportunity to address their constituents. Lawmakers are usually eager to accept invitations to speak as their schedule permits.

The invitation will be most appealing if lawmakers only have to speak 10-15 minutes. Allow for a 15-20 minute question and answer period following their speech. The nature of the questions from chapter members will educate your lawmaker about what your group is most concerned about. It also allows chapter members to get more specific information about issues.

It is a good idea for chapter members to prepare some questions in advance. It will give both the speaker and the questioner the opportunity to make a good impression—and lawmakers will appreciate the effort. Again, don't forget to take photos and send thank you notes.





## CONDUCTING SITE VISITS FOR LAWMAKERS

*by Michael Graham, American Dental Association*

One of the best uses of time and money in a grassroots lobbying effort is to conduct a site visit with an elected official. Few occasions provide such a great opportunity for a legislator to get to know your association members and become educated on your issues.

Here are three reasons why you should make site visits a part of your grassroots lobbying action plan:

- Give the elected official an opportunity to know you and your association member(s) personally.
- Educate him or her about your profession, business or industry; and
- Put a human face on legislation that impacts your members.

### GETTING TO KNOW YOU

Perhaps you feel that you have a good relationship with an elected official. Your letters get answered. You even get a face-to-face visit once or twice a year. Now ask yourself—is that enough contact? Can that elected official be counted on during “crunch time?” Maybe not. And it’s not worth the risk.

Remember that an elected official sees lots of people each day. You are competing with everyone. Therefore, you must get to know legislators on a personal level so they respond to you as well as those you represent. Spending two hours discussing your issues—both business and personal—is usually an unforgettable experience. Be sure to take advantage of it.

### EDUCATING THE LEGISLATORS

Do the legislators really know your profession? Some professions enjoy high profiles that allow, or even force, legislators to recognize them on a daily basis. Other professions don’t have the same profiles. A site visit allows legislators to get to know your issues better because they see them first-hand and meet the people responsible for delivering the goods and services.

### PUTTING A FACE ON LEGISLATION

Once visits have been concluded, you can be assured that every time a bill affecting your profession crosses those legislators’ desks, they will think about the visits they made to the site. At the very least, it provides legislators with a point of reference should you need to remind them when you are discussing your legislation.

## CONDUCTING SITE VISITS FOR LAWMAKERS

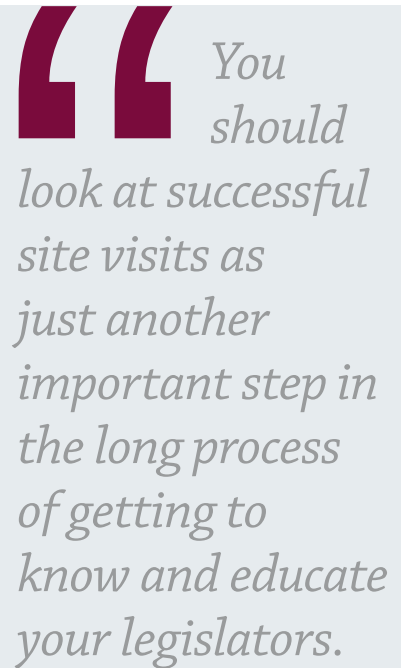
### HELPFUL HINTS

**SCHEDULING.** Extend invitations to legislators to visit during a personal meeting or by sending a letter. The invitation may include a “meet and greet” reception following the visit to introduce legislators to other individuals in your profession. If you send a letter, be brief but specific about what you hope the legislator will learn from the visit. Follow up with the office scheduler to confirm the date and time.

**VISIT LOGISTICS.** Educate your participants about the legislators, key issues and what you wish to accomplish. Assign each participant a specific duty. What key issues, technologies, practices and techniques do you wish to highlight? What refreshments will you serve? Map out the tour, and perform a walk-through. Prepare an information sheet, and schedule a photographer. Under some circumstances, a legislator may want the press on hand.

**CONDUCTING THE VISIT.** Stay on time. Remember your goals for the tour. Tie the technologies, practices, and so on, to the legislative issues you care about. Give the legislators time to visit with all participants, and provide a question and answer period. Remember to thank the legislators and respective guests. Don’t forget to tell the legislators what you want. (“Please support/oppose H.R. \_\_\_\_.”).

**FOLLOWING UP YOUR VISIT.** Write thank-you notes to your legislators, reemphasizing the key points you made during the tour. Include additional update information, if appropriate, as well as photos taken during the visit. Stay in contact with the legislators. You should look at successful site visits as just another important step in the long process of getting to know and educate your legislators.



*You should look at successful site visits as just another important step in the long process of getting to know and educate your legislators.*

Michael Graham, senior congressional lobbyist, American Dental Association, Washington, D.C., is a member of the American Society of Association Executives (ASAE) government relations section. Michael E. Dunn, president, Michael E. Dunn and Associates, Arlington, Virginia, contributed to this article. Reprinted with permission, ASAE, 1575 I St., N.W., Washington, D.C., 20005-1168, ©1998, ASAE, (202) 626-2723; [www.asaenet.org](http://www.asaenet.org).

## RULES ON GIFTS TO LAWMAKERS

### CONGRESS

Beginning January 1, 1996, new gift restrictions were imposed on members of Congress and their employees. The House and Senate adopted different rules, but both define a gift as any gratuity, favor, discount, entertainment, hospitality, loan, forbearance, etc., having monetary value, including services, training, transportation, lodging and meals, made to any individual based on their relationship with the member of Congress.

The House prohibits representatives and their employees from accepting a gift worth \$50 or more, and limits gifts from one source to \$100 per year. A gift that is under \$10 does not count toward the \$100 limit. The ban only allows items of nominal value, such as food or refreshments not offered as part of a meal, and small items, such as tee-packs, T-shirts, caps or promotional products from their home state.

The Senate prohibits senators and employees from accepting a gift worth \$50 or more, and limits gifts from one source to \$100 per year. Any gift of \$10 or more counts toward this limit.

There are a few exceptions to the rules. An elected official may accept free attendance at a widely attended event if they participate in an official capacity. This does not include entertainment or recreation expenses, such as a round of golf. Organizations or people registered as lobbyists cannot pay for a member's travel expenses to an official event.

For example, members of Congress or their staff may be invited to attend a charity golf event, but most legal experts agree that the rules do not allow them to play in the tournament for free.

Information on the congressional gift rules can be found at the following Internet sites:

- House of Representatives: <http://ethics.house.gov/>
- Senate: <http://www.ethics.senate.gov/public/index.cfm/gifts>

### STATE RULES

Many states have enacted similar rules on accepting gifts. Some states are even stricter about what items or services of value an elected official may accept. Check with your state's legislative information office or the Office of the Secretary of State for guidance on gift rules.

### CAN LAWMAKERS ACCEPT FREE GOLF?

You can invite a state or local lawmaker for a round of golf following a golf course site tour. Federal lawmakers cannot accept a free gift of golf, but they may be willing to pay to play the course. Some state governments have similar restrictions so be sure to ask your lawmaker what is allowed.



## REGISTRATION AS A LOBBYIST

With the enactment of the Federal Lobbying Disclosure Act of 1995, trying to influence a federal agency official or the regulatory process is now included in the definition of lobbying, for purposes of registration with the federal government. Lobby registration forms are public documents. Some groups monitor lobbying expenditures by special interests such as the golf industry, and publicize information contained in the reports. Most golf industry lobbying would not likely attract attention.

### FEDERAL LOBBYIST REGISTRATION

Organizations who try to directly influence the passage or defeat of legislation by Congress must register as lobbyists under the Federal Lobbying Disclosure Act. For example, if a chapter association of golf course superintendents communicates a position on legislation to members of Congress, registration of the association would be necessary.

In 1996, the definition of lobbying was expanded to include not only direct contacts with policy-makers, including federal agency officials and their aides, but also the preparation and research intended to be used to influence laws and policy. Therefore, lobbying or negotiating with federal agency officials was added to the definition of lobbying under the new law. Coordination of grassroots lobbying campaigns still does not require registration as a lobbyist, although an individual must register if he or she spends more than 20 percent of his or her time engaged in paid lobbying. Anyone can voluntarily try to influence his or her own elected official without having to register.

### FEDERAL REPORTING AND COST

Each organization engaging in lobbying the federal government as defined by the law must register by filling out a report form indicating what issues they have an interest in influencing and the names of employees expected to act as lobbyists. This information must be updated quarterly on simple, two-page report forms, which are sent to the Secretary of the Senate and the Clerk of the House of Representatives. There is no fee for registration as a lobbyist.

You can download copies of federal Lobbying Report forms at <http://lobbyingdisclosure.house.gov/>. For additional copies of the Lobbying Report forms, Form LD-1 (registration) and LD-2 (semiannual reporting), contact the Secretary of the Senate, Office of Public Records, 232 Hart Building, Washington, D.C. 20510, (202) 224-3622, or the Clerk of the House of Representatives, U.S. Capitol, Room H154, Washington, D.C. 20515, (202) 225-7000.

### STATE LOBBYING REQUIREMENTS & REPORT FORMS

Most states also require registration of individuals or groups who try to influence state lawmakers. The definition of lobbying and related requirements varies from state to state. Different levels of activity trigger different obligations, sometimes including paying a fee. Check the law before you begin lobbying in your state by contacting the legislative information office or the office of the secretary of state. They will be able to explain your state's laws on lobbying and provide you with reporting forms.

## CAMPAIGN CONTRIBUTIONS AND PACS

Through campaign or political action committee (PAC) contributions, individuals can financially support candidates who share their views on the issues. A PAC is a group of individuals with a common interest who want to advance a specific political agenda by contributing to political candidates who share their views.

While tax-exempt organizations cannot contribute directly to political campaigns, individuals can make these important donations. You can also volunteer to spend a few hours or more of your personal time on helping out with a lawmaker's political campaign by passing out literature or making telephone calls.

It may be a useful program for your chapter or alliance to establish a PAC, especially if you anticipate some important legislative or regulatory challenges in the future. PAC money can be raised and spent as donations to the political campaigns of candidates who support your views, or for sending representatives to their fund-raising events.

Attending campaign fund-raisers is an unbeatable way to get your legislator's attention when important issues arise. Be selective about which events to attend (for example, be sure it has not been arranged or sponsored by an adversary). Even more memorable to a lawmaker would be allowing the use of your golf facility for fund-raising events. The arrangements would have to be handled carefully not to break any laws or upset your club members, but such an effort could quickly bring you into your lawmaker's inner circle of friends and advisors.

## LAWS ON DONATIONS

### DONATIONS TO FEDERAL CANDIDATES:

PACs that raise or spend money for federal elections must register with the Federal Election Commission (FEC) and report the names and specific dollar amounts of all contributors. This information becomes public record obtainable on the Internet. The Federal Elections Law limits individual contributions to PACs at \$5,000. There is no limit to the number of PACs to which an individual may contribute. However, individuals must limit contributions to PACs and candidates to no more than \$25,000 annually.

There are many rules that apply when making an individual campaign contribution in a federal election. You can obtain comprehensive information on donating to federal elections on the Federal Elections Commission Internet site at <http://www.fec.gov/pages/brochures/citizens.shtml>.

### DONATIONS TO STATE CANDIDATES:

The laws regarding PAC and campaign contribution limitations vary from state to state. Contact the secretary of state's office in your state to obtain campaign contribution and PAC limitation information and forms. To locate your secretary of state's office go to <http://www.statelocalgov.net/50states-secretary-state.htm>. Select your state from the alphabetical listing and follow the links under the "statewide offices" heading.



# ISSUE MANAGEMENT

## MANAGING LOCAL ISSUES

A local issue has arisen which threatens your golf course maintenance facility or the golf course maintenance industry as a whole. The issue is being driven primarily by emotion, not fact, and is gaining media attention. You have been asked to get involved. The following information outlines how to get started managing the issue by getting organized and developing and implementing an action plan.

### I. ORGANIZE THE LOCALS

When a controversial issue arises in your community or region, identify and make personal contact with all potential allies familiar with or affected by the issue.

#### GETTING STARTED

Organize a meeting or conference call with all interested parties. This meeting should include people, companies and organizations directly impacted by the issue, as well as those who could be impacted in the future.

#### **Why a face-to-face meeting is better than a conference call:**

- A meeting provides the best opportunity to learn where everyone stands on the issue;
- A meeting facilitates development of an action plan;
- A meeting gives moral support to those impacted by the issue. Other like-minded people find they are not alone in fighting an issue and that action is being taken.

#### **Before the meeting:**

- Gather local newspaper articles about the issue and related issues to distribute at the meeting;
- Gather any newspaper articles or information you can find from other areas of the country where the issue has received attention;
- Gather published industry and scientific information to provide facts and background for letters, speeches and other correspondence.

## MANAGING LOCAL ISSUES

### EXCHANGE NAMES/ADDRESSES

Have everyone at the meeting write their name, business name, phone and fax numbers, and e-mail address on a sign-up list. After the meeting, compile the list and distribute it to all attendees to facilitate rapid communication.

## II. DEVELOP A PLAN

Once all parties have presented their views about the issue, begin work on a plan of action. Following these steps will help you develop an effective action plan:

- **Define Your Objective.** An objective should briefly explain what the group wants to accomplish from a big picture perspective. An objective should be one or two simple sentences that do not include specific tactics.
- **Outline Key Audiences.** Identify primary and secondary audiences to target for the most impact.
- **Name Allied Organizations (current and potential) and Individuals.** List individuals, associations, companies, institutions and government agencies that can provide support, ideas and make other contributions to the group's objective.
- **Identify Issue Leaders.** Identify one or two local individuals who will serve as issue team leaders. These individuals will coordinate activities and organize meetings.
- **Contact Industry Associations.** Make sure all related trade associations are aware of the issue and its development. Include them in relevant correspondence, even if they are not directly involved with the issue. You may want to inform state and national associations (including the GCSAA affairs department) as well.
- **Locate Experts.** Identify local experts who can provide information or support for the group's position on the issue. Experts can include university extension agents, county or state health officials, and other third party sources.
- **Create Messages.** Develop and agree on a few key messages. Use these messages in conversations, correspondence, media interviews and to build support for the group's action.

### SET UP A TIMELINE

After the plan has been developed, establish a timeline for its completion. Set deadlines and assign people to complete the tasks.

### OBSTACLES TO ORGANIZING AROUND AN ISSUE

Sometimes obvious allies may choose not to participate in your group's activities and efforts must be made to overcome their reluctance. Some people will participate but prefer not to lend their names or companies to an issue for fear of negative publicity. This possibility always exists, but the result of doing nothing at all can be far more damaging in the long run.

## MANAGING LOCAL ISSUES

### III. DEVELOP TACTICS OR ACTION ITEMS

Now that you have a clear plan of action, it is time to develop tactics and action items to carry out your plan.

#### MEDIA RELATIONS

If the issue is expected to have media coverage that impacts the reputation or standing of you or your club, organize a media response plan. A visit to the local newspaper editorial staff (and local TV/radio stations if appropriate) is a good vehicle to establish a flow of communication. Meet with “editorial writers” if you want an opinion page editorial written about the issue. If you expect future news coverage of the issue meet with the “editorial staff” (i.e. reporters, managing editor, business editor).

- **Media visits should be organized as soon as an issue breaks.** Reporters need contacts, names of experts, and sources that understand the group’s position if they are expected to cover the issue fairly.
- **Never expect reporters to know all the facts.** They probably are not familiar with issues affecting the golf course maintenance industry. If reporters do not have adequate background or correct information to cover an issue, much damage can occur before they are brought up to speed.
- **Send a thank-you letter immediately after a media visit.** If resulting news coverage is balanced and/or favorable send another thank-you letter commending the reporter. If the contact is by letter, send a copy to the reporter’s managing editor. If a favorable editorial is written, send a thank-you letter to the editorial board manager.

#### ORGANIZING AN EDITORIAL BOARD MEETING

If your group wants to influence a newspaper to write an editorial, contact the editorial board manager (one person is typically in charge of arranging visits for the paper) by calling the newspaper’s editorial department. Once you’ve been connected to the right person, briefly state the issue and explain why it is of interest to readers, then request a 15-20 minute meeting to explain the issue to the editorial board (these usually turn into 60-minute sessions).

**Who Should Attend an Editorial Board Meeting:** Ideally, a small group (3-5 people) with expertise on the issue should attend this meeting. Depending on the issue, the group can include management people from golf facilities, industry officials or university extension officials/professors.

**What You Should Bring to an Editorial Meeting:** Reporters always prefer leave behind materials. At the minimum, bring along a list of those in attendance (name, phone, company, and title) as well as additional contacts, names of experts, and sources that understand the group’s position and are willing to be interviewed (check before suggesting a name). Also provide position papers on the issue, reprints of articles on related subjects and other background information.

## MANAGING LOCAL ISSUES

### LETTERS TO THE EDITOR

Your group can react to newspaper articles by organizing a quick “letter to the editor” writing campaign. Ideally, these letters should come from local concerned citizens and/or business people. For the greatest impact, letters should be submitted quickly after an article runs. Everyone, not just one person representing the group, should write a letter—numbers count! Keep copies of published letters to use in building support. Follow-up with the newspaper by phone if a letter is not printed—ask why it was not printed.

### TRADE PRESS CONTACTS

Consider informing the trade press about the issue. The trade press can be a great ally in communicating to others in the industry, and the information could help superintendents facing similar issues in other parts of the country.

### ORGANIZE COMMUNITY RELATIONS

Many civic organizations such as Kiwanis and Rotary clubs allow guest speakers to address meetings on specific issues. This is a great way to reach community decision-makers and business people. The GCSAA Government Affairs Department can help you prepare for a presentation.

### ON-GOING ISSUE MANAGEMENT

Should the issue be a long-term situation, identify one person to be the “key contact.” This person can help coordinate correspondence, watch for issue developments, and serve as the go-to contact for the rest of the group. This person should be local and have a strong interest in the situation. The issue may “drag” over time, making it difficult to maintain high action interest by coalition members. Regular updates and communication to the coalition will keep them alert to the issue.



This document was adapted from the Responsible Industry for a Sound Environment (RISE) guide to “Managing Local Issues.” Reprinted with permission from RISE, 1156 Fifteenth Street NW, Suite 400, Washington, DC 20005

## COALITIONS AND ALLIANCES

### COALITIONS

Coalitions are usually organized to handle a particular issue, most often the subject of a proposed law or regulation. If there are other groups that share your position on an issue, a coalition can be formed. Coalitions are useful for sharing information, for dividing up tasks and for sharing the costs of a legislative or regulatory effort.

Coalitions can also be very influential with lawmakers—they show that there is widespread interest in an issue.

### ALLIANCES

Alliances are usually ongoing and serve to communicate information, as well as lobby on issues in which its members have common interest.

If you regularly have an interest in issues in common with other groups, you might want to organize an alliance. In many areas, golf course superintendent chapters and other golf-related organizations participate in “turfgrass” or “green industry” alliances.



*Coalitions can also be very influential with lawmakers—they show that there is widespread interest in an issue.*

### ORGANIZING A COALITION OR ALLIANCE

- Identify and make contact with all potential allies familiar with or affected by your issue. (The coalition should be as broad as possible to show wide support for your issue.)
- Exchange name and contact information with all parties.
- Develop a clear mission and a plan of action.
- Assign individuals different tasks based on the level of resources available to each participant.
- Select a leader or co-leaders to share leadership responsibility.
- Meet on a regular basis and show your progress toward your overall goal. Minutes from each meeting should be distributed to members in a timely manner.



## COALITIONS AND ALLIANCES

### WAYS TO ENSURE SUCCESS

- Establish clear, attainable goals. Accomplishment of the goal should produce a win-win situation for all members.
- Understand that not all groups will have the same involvement—maintain flexibility.
- Maintain clear communication. Make sure members feel they are “in the loop.”
- Empower members by giving each of them a specific task to perform.
- Recognize individual efforts. Every person should feel like they have made a contribution.

### BENEFITS OF COALITIONS AND ALLIANCES

There are many benefits to working with coalitions and alliances. Sharing of information and resources between coalition members both eliminates duplication of efforts and saves money by combining resources. In addition, chapter members can gain professional development skills by cooperating with diverse groups of individuals.





## BUILDING SUPPORT FOR YOUR ISSUES

Gaining wide support for an issue can greatly increase your chance of success with lawmakers. You can often boost the effectiveness of your campaign and capitalize on your message by building support in the media or through golfers at your course.

### PUBLICITY AND USING THE MEDIA

If lawmakers aren't responsive to your concerns, you may want to look to the media for help. The media can be a powerful tool for advocating your position. Consider newspapers, television, radio and even the Internet.

Identify a "hook" for a good news story, and let your local newspaper or television reporters know. A survey, trend or event can prompt a news story about your issue. Be careful, however, because the media tend to sensationalize issues and a reporter might give the story an unfavorable spin.

- Talk radio, news radio and cable TV may also offer good opportunities—talk and call-in shows are always on the lookout for good discussion topics.
- Your local newspaper's editorial staff may be willing to publish an editorial on your issue. Ask for a meeting to help explain the issue.
- Guest editorials or letters to the editor will bring the issue to the attention of the public, and may also influence lawmakers. To avoid having your submission edited, limit the length of your piece to 400-600 words.

Get to know the media in your area and learn how to reach their reporters and news directors. Try to appoint a single spokesperson the media can consistently call for comments on issues, and who can be relied on to meet their deadline requirements.

### USING YOUR CLUB MEMBERS OR REGULAR GOLFERS

The members or regular golfers at your course may include lawmakers or other people in your community who can be key players in your efforts. There may be opportunities at your golf course to get their support or help.

Some golf facilities may frown upon or prohibit approaching members or golfers at all in this regard. Be sure you have authority and the support of your management before making any contacts.

To avoid interrupting their game, or discussing your issue in front of their playing partners, ask if you can have a few minutes of their time after their game. Invite them to play a round with you in the near future, if appropriate (whether the round can be free to lawmakers depends on gift rules that apply). Or, mention that you have an issue you'd like to get their advice about, and tell them you'll write them a letter or call for an appointment at their office. You'll be able to tell how receptive they are to your suggestions. If they are not receptive, don't force the issue—they may not agree with you today but may support you on another issue in the future.

In your letters, at your meetings or during your round of golf, invite them to tour your facility or observe firsthand the effect the issue has on your work. Developing good relationships with influential members of the community has many good benefits.



## GOVERNMENT AFFAIRS TOOLKIT

1421 Research Park Dr., Lawrence, KS 66049