



## **Government Relations Peer Review Self-Assessment Tool**

*Originally developed by  
Sheri Bango, CAE, Mark Golden, CAE, and Brian Pallasch, CAE*

### **Table of Contents**

<b><u>Section</u></b>	<b><u>Page</u></b>
<b>Introduction</b>	<b>2</b>
<b>Direct Lobbying (Federal, State, Local, and/or International)</b>	<b>3</b>
<b>Grassroots</b>	<b>4</b>
<b>Political Action Committees</b>	<b>4</b>
<b>Governance/Management</b>	<b>5</b>
<b>Volunteer Leadership – Evaluation Tool</b>	<b>7</b>
<hr/>	
<b>Answer Key—A Guide to Additional Information Related to Each Question</b>	<b>9</b>
<b>Direct Lobbying</b>	<b>9</b>
<b>Grassroots</b>	<b>15</b>
<b>Political Action Committees</b>	<b>20</b>
<b>Governance/Management</b>	<b>23</b>

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## **Introduction**

The ASAE & The Center for Association Leadership Government Relations Peer Review Program is an assessment document that allows government relations professionals to evaluate their competencies in the areas of direct lobbying, grassroots, Political Action Committees (PAC), governance/management, and volunteer leadership.

This document was originally developed by Sheri Bango, CAE, Mark Golden, CAE, and Brian Pallasch, CAE, all former chairs of the ASAE & The Center Government Relations (GR) Section Council.

The GR Council's Government Relations Peer Review Committee is responsible for ensuring that this Peer Review Self-Assessment Tool is current by adding or deleting assessment questions and updating the reference resources listed in the document.

Please contact ASAE's Joy Harper at [jharper@asaecenter.org](mailto:jharper@asaecenter.org) with any questions or comments.

## **Direct Lobbying (Federal, State, Local, and/or International)**

1. Does the association have a Federal/State/Local/International Legislative or Regulatory Program?
  - a. if YES, Proceed to question 2
  - b. if NO:
    - i. Does the Association's membership engage in activities that would be impacted by federal/state/local/international legislative and regulatory actions?
    - ii. Has the Association engaged in an informed debate on the pro/cons in not having a federal/state/local/international legislative or regulatory program in place to advocate on behalf of their members?
    - iii. Are there federal/state/local/international affiliates or chapters that have federal/state/local/international legislative or regulatory programs in place?
2. Is the program carried out by a dedicated advocacy staff, or is the program volunteer driven? What is the breakdown of staff / volunteer participation? Is there a volunteer committee(s) that sets policy and or advocates on the issues?
3. How is the relationship between the national/state/local chapter organizations? Is information shared equally? Are advocacy efforts coordinated between the units?
4. Are outside consultants or lobbyists engaged to carryout the goals of the program? How is this expense budgeted? Is it shared with local/state/international affiliates of chapters?
5. Does the association form /or participate in coalitions to further their federal/state/local/international legislative or regulatory agenda?
6. Does the association engage the media to further their federal/state/local/international legislative or regulatory agenda?
7. Does the association have an annual or regularly scheduled event to train and /or educate volunteer members and or legislators or regulators?
8. How does the Association define success of the program and how does it communicate this to its membership and external stakeholders?
9. What type of monitoring systems are in place for federal/state/local/international relations?

## Grassroots

10. Does the association have a system in place to mobilize members into state legislative or regulatory action? How are volunteers educated or kept apprised of legislative or regulatory developments?
11. Do you know who your "key legislators" are? (key to your issues, constituency) Do you know who your members are who live/work in these districts/states?
12. Do you have an easy, quick method of communicating with your grassroots?
13. Do your "calls to action" clearly state: action requested, what to say, how to identify and contact elected officials, follow-up request, request to forward to others who might take action.
14. Do you have a method of tracking grassroots actions taken by your members? Can you name 100 members who have taken action in the past six months? 50 members? (can vary the number depending on size of membership) In the past month?
15. Does the association encourage member visits with legislators and regulators? If so, does the association play an active role in facilitating these meetings or events?
16. Do you have a way of acknowledging and thanking grassroots participants?
17. Are your leaders (staff and volunteer) participants in grassroots activities? Do they publicly support grassroots efforts?
18. Do you have a method of involving grassroots in setting government relations agenda of your organization?

## Political Action Committees

19. Does the Association have a Political Action Committee (PAC)?
  - a. If YES: Proceed to question 2.
  - b. If NO: Does the association fully understand the requirements, costs and potential benefits and challenges of Political Action Committees? Has it engaged in an informed debate and made an informed decision not to include a PAC in its government relations operations?
20. Does the association have clearly stated policies in place establishing the criteria used to determine eligibility of candidates who will receive PAC contributions (e.g. past support of association positions, position on relevant committee of jurisdiction, incumbent versus challenger, general election or primary, etc.)?
  - a. Are these criteria strictly adhered to?
21. Does the association have a PAC committee, with clearly articulated policies on who is accountable for what activities (e.g.; PAC fundraising, decisions RE: expenditure of PAC funds, etc.)?

22. Does the association achieve a broad, generally bipartisan mix of contributions overtime or is it viewed as aligned with a particular party or interest area?
23. Does the association have a mechanism in place for insuring the appropriate handling of PAC funds and bookkeeping and that required reporting (internal financial reports as well as required FEC filings) is made in a timely basis in full compliance with campaign finance regulations?
24. Are staff involved in PAC activities (within the Executive and Finance Departments as well as the Government Relations Department) fully aware of the restrictions and limitations on solicitation and acceptance of PAC donations and on PAC expenditures? Does the association have a mechanism and/or competent expert counsel available to ensure that PAC operations remain current with any changes in campaign finance regulations?
25. Does the PAC have clear and specific goals for each year or election cycle in terms of fundraising targets and issues to be focused on?
  - a. Is there a mechanism for assessing performance against goals?
26. Are a variety of fundraising approaches utilized (In-house, peer-to-peer, outside consultants)?
27. Does the PAC succeed in securing both new (first time) donors as well as retention and increased level of support from past donors? Is there substantial (preferably full) participation by volunteer leadership as donors to the PAC?
28. Is the association's volunteer leadership (board, committees, etc.) and general membership aware of the role and importance of a Political Action Committee, and of the activities of the association's PAC?
29. Does the PAC have an incentive program to promote contributions or to increase the amount contributed?
30. What type of recognition programs exist for PAC contributors?

## **Governance/Management**

31. Does the association have clearly stated goals and objectives in place for the government relations program? How often are the goals and objectives reviewed and is this procedure aligned with the association's strategic planning or budgeting processes?
32. Does the association have a formal mechanism in place for identifying public policy issues of importance to the membership?
33. Does the association have a clearly articulated and well understood process for how policies are adopted and by whom? Are these policies strictly followed?
34. Are policies identified on an ad hoc basis, or is there a clear hierarchy of policy decision making (e.g.; association strategic plan drives establishment of a general,

long term “platform” of legislative/regulatory objectives, which in turn is used as the basis for annual or tactical advocacy plans)?

35. Is there a formal mechanism for tracking performance against advocacy objectives?
36. Is there a formal mechanism for reviewing and updating public policy positions, and eliminating those no longer relevant?
37. Is there a mechanism for keeping volunteer and staff leadership informed, on an ongoing basis, of association advocacy efforts?
38. Is there a mechanism for keeping the general membership informed, on an ongoing basis, of association advocacy efforts?
39. Are the association’s members and leaders effectively involved in association advocacy efforts?
40. Is the government relations staff organized in a manner to:
  - a. Best accomplish the association’s advocacy mission?
  - b. Accommodate fluctuations in the advocacy opportunities and workload?
  - c. Effectively assess and forecast the political landscape and the resulting or anticipated advocacy opportunities/challenges?
41. Are the government relations and communications/public relations operations of the association closely coordinated, with clear delineation of areas of authority and accountability?

#### ***Compliance Issues—Internal Revenue Service***

42. Has the association reviewed the Internal Revenue Service rules and regulation regarding lobbying by 501(c)(3) and 501(c)(6) organizations?
43. If you are a 501(c)(6) organization does the organization report the non-deductible portion of membership dues on the renewal form? Is this recalculated annually?
44. If you are a 501(c)(3) organization has the organization made the 501(h) election?

#### ***Congressional Lobbying Rules***

45. Has the association registered with the House and Senate in compliance with the Lobbying Disclosure Act of 1995? Is everyone who needs to be registered under the LDA actually registered?
46. Does the association file semi-annual reports required under the LDA?

#### ***State and Local Lobbying Rules***

47. If your association is lobbying at the state or local level are state and local laws regarding lobbying reviewed to ensure compliance? Has the association registered if necessary?

### ***Lobbying Ethics***

48. Does the association require its lobbyists to adhere to either the ASAE Lobbying Code of Ethics or the American League of Lobbyists Code of Ethics?
49. Does the association review with its employees the Congressional Ethics rules regarding gifts and travel?
50. If lobbying at the state or local level does the association review state and local laws regarding gifts and travel?

## **Volunteer Leadership – Evaluation Tool**

***Use this simple survey tool to ask key association leaders and staff about their impressions of the association's government relations program.***

1. Is the mission of the association's government relations program sufficiently clear and focused?
2. Does the association have the necessary and optimum mix/balance of internal and external resources to support the government relations mission?
  - a. Budget
  - b. External Consultants/Lobbyists
  - c. Information resources
  - d. Outsourced Functions
3. How should the association's government relations staff be organized to best accomplish the public policy mission?
4. How should the association's government relations staff be organized to accommodate fluctuations in advocacy opportunities/workload?
5. How should the association's government relations staff be organized to effectively assess and forecast the political landscape and the resulting or anticipated opportunities/challenges?
6. What is the most effective balance (now and in the foreseeable future) of the association's advocacy activities in the federal and state arenas?
7. How should the association measure the effectiveness of our government relations work?
8. Are the association's members and leaders effectively involved in the association's public policy activities?
9. How does consumer advocacy tie into the association's public policy mission?

10. How does the association best align members' desired outcomes with the feasibility/possibility of success in any given area?
11. What is the most effective (and reasonable) balance of staff effort relative to keeping members involved and informed and advocating for the professions and their issues?
12. How can we best communicate with the association's members regarding public policy efforts/goals/outcomes on their behalf?
13. What balance of public policy activity with association/national office activities and responsibilities is appropriate for the government relations staff?

### **Possible Groups to Interview within your Association**

- Executive Committee
- Association members, Committee volunteers, Board members
- External contacts
- Association staff

## **Answer Key**

### ***A Guide to Additional Information Related to Each Question***

#### **Direct Lobbying**

1. For general resources on the topic of "Direct Lobbying," see:

"Grow Your GR Budget By Managing Your Bottom Line," by Ned Monroe, CAE, Government Relations Newsletter, July 2008.

<http://www.asaecenter.org/PublicationsResources/eNewsletterArticleDetail.cfm?ItemNumber=35340>

"From Resistance To Resources," by Amy Showalter, Government Relations Newsletter, May 2008.

<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=34450>

"Warming Up to the EU," by Julie K. Buzbee, Associations Now, June 2007.

<http://www.asaecenter.org/PublicationsResources/ANowDetail.cfm?ItemNumber=26301>

"Guide to State Lobbying," by Robert L. Guyer (ASAE, 2007).

"Building a Government Affairs Program on a Lean Budget," by Karen W. Penafiel, CAE, Government Relations Newsletter, September 2006.

<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=24668>

"Governance/Government Affairs/Components/Legal," Volume 5 of Policies and Procedures in Association Management: A Benchmarking Guide (ASAE, 2006).

"European and U.S. Approaches to Lobbying," ASAE Global Link, July 2005.

<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=11667>

"Advocacy in a Time of Transition," by Karla Taylor, Association Management, November 2004.

<http://www.asaecenter.org/PublicationsResources/AMMagArticleDetail.cfm?ItemNumber=6450>

"Five Steps to Public Policy Development," by Peter Farnham, CAE, Government Relations Newsletter, May 2004.

<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=1271>

"One-Hour Activist," by Larry Slesinger (ASAE, 2004).

"The Art of Lobbying," by Debra L. Wentz and Daniel R. Seymour, Association Management, November 2003.

<http://www.asaecenter.org/PublicationsResources/AMMagArticleDetail.cfm?ItemNumber=7285>

"An Effective Advocate," by Gary Shapiro, Association Management, June 2003.

<http://www.asaecenter.org/PublicationsResources/AMMagArticleDetail.cfm?ItemNumber=7242>

"Lobbying Disclosure Act of 1995: A Summary and Overview for Associations," by Jeffrey S. Tenenbaum, Esq., Venable LLP, June 2002.

<http://www.asaecenter.org/PublicationsResources/whitepaperdetail.cfm?ItemNumber=12224>

"Limitations on Lobbying Activities: Guidelines for 501(c)(3) Organizations," by Jeffrey S. Tenenbaum, Esq., Venable LLP, May 2002.

<http://www.asaecenter.org/PublicationsResources/whitepaperdetail.cfm?ItemNumber=12212>

"The Lobbying and Advocacy Handbook for Nonprofits: Shaping Public Policy at the State and Local Level," by Marcia Avner (Minnesota Council of Nonprofits, 2002).

"The Nonprofit Lobbying Guide," 2<sup>nd</sup> edition, by Bob Smucker (Independent Sector, 1999).

<http://www.independentsector.org/programs/gr/lobbyguide.html>

"Creating and Managing an Association Government Relations Program," edited by Michael E. Kastner (ASAE, 1998).

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2. "Five Ways To Give Your Small GR Shop a Boost," by Cherilyn T. Cepriano, JD, CAE, Government Relations Newsletter, March 2008.

<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=32054>

2. "One-Person Show: Running the GR Department by Yourself," by Michael F. Stark, Government Relations Newsletter, September 2006.

<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=24669>

2. "Passing a State Law: A Primer," by Christine Umbrell, Government Relations Newsletter, May 2004.

<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=727>

2. "The Value of Teamwork," by Robert E. McLean, CAE, Government Relations Newsletter, April 2004.  
<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=1786>

2. "Managing Your Government Relations Staff," by Adam Nelson, Government Relations Newsletter, August 1998.  
<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=6706>

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3. "Flying Solo in the State Capitol," by Dennis Brown, Government Relations Newsletter, September 2007.  
<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=28110>

3. "Establishing State Government Relations in National Associations," by Dennis Brown, CAE, Government Relations Newsletter, September 2004.  
<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=6197>

3. "Passing a State Law: A Primer," by Christine Umbrell, Government Relations Newsletter, May 2004.  
<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=727>

3. "Quick Tips for State-Level Advocacy," by Dennis Brown, CAE, Government Relations Newsletter, January/February 2004.

3. "Targeting National Meetings of State Legislators," by Adrian Hochstadt, CAE, Government Relations Newsletter, January/February 2004.

3. "State and National Government Relations: A Team Approach," by Diane M. Ewert, CAE, and David Reynolds, Government Relations Newsletter, November 2003.  
<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=9379>

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4. "Hiring a State Lobbyist," by Judy Pulice, Government Relations Newsletter, September 2007.  
<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=28112>

4. "Looking for a Lobbyist?" by Christopher R. Brown, Government Relations Newsletter, May 2007.

<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=26230>

4. "Help...I Need a Lobbyist," by Diana Ewert, CAE, Government Relations Newsletter, November 2006.

<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=24630>

4. "Lobbyist Lowdown," by Scott Lambert, Association Management, November 2002.

<http://www.asaecenter.org/PublicationsResources/AMMagArticleDetail.cfm?ItemNumber=18893>

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5. "4 Steps to Build a Coalition," by Lisa A. Robin, Government Relations Newsletter, May 2008.

<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=34447>

5. "State Coalitions—Who Needs 'Em?," by Judy Pulice, CAE, Government Relations Newsletter, November 2007.

<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=29179>

5. "Coalition Building, Part I: Why and How to Get Started," by Robert E. McLean, CAE, Government Relations Newsletter, May 2005.

<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=11215>

5. "Coalition Building, Part II: Reaping the Benefits," by Kristin Hellquist, Government Relations Newsletter, May 2005.

<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=11216>

5. "Raising Your Voice Internationally," by Morag Elaine Fullilove, ASAE Global Link, November 2004.

<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=6415>

5. "How to Sleep with the Enemy and Still Love Yourself in the Morning," by Peter Farnham, CAE, Executive Update, October 2004.

<http://www.asaecenter.org/PublicationsResources/EUArticle.cfm?ItemNumber=11554>

5. "Political Partnerships: The Rise and Rise Again of Lobbying Coalitions," by Robert F. Uttenweiler, CBM, Executive Update, August 2002.

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6. "Five Online Social Networking Tips," by Stephanie Vance, Government Relations Newsletter, November 2007.

<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=29178>

6. "Make the Media Part of Your Legislative Advocacy Campaign," by Al Rothstein, Communications News, August 2005.

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6. "The Making of a Spokesperson," by Al Rothstein, Government Relations Newsletter, November 2004.

<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=6359>

6. "Persuading the Legislature Through Strategic Use of the News Media," by Al Rothstein, Government Relations Newsletter, September 2004.

<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=6286>

6. "Using Public Relations in Government Relations," by Jenny Boese, Government Relations Newsletter, November 2003.

<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=9380>

6. "Using Newspaper Editorials to Influence Legislators," by Joel Blackwell, Government Relations Newsletter, June 2001.

<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=5153>

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7. "Make the Most of Your Next Fly-In," by Gail Vertz, Government Relations Newsletter, July 2008.

<http://www.asaecenter.org/PublicationsResources/eNewsletterArticleDetail.cfm?ItemNumber=35342>

7. "Successful Congressional Visits for State-Centered Organizations," by Valerie Brown, Government Relations Newsletter, May 2006.  
<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=18459>

7. "Extending Your Fly-In Miles," by Alan Rosenblatt, Ph.D., and Pam Fielding, Government Relations Newsletter, March 2005.  
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7. "New Faces, New Strategies: Inner Workings of a New Congress," by Susan Berger, Government Relations Newsletter, January 2005.  
<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=9255>

7. "Grassroot Games: 26 Interactive Exercises to Prepare Your Advocates for Battle," by Christopher Kush (ASAE, 2002).

7. "Maximizing Your Key-Contract Training," by Amy Showalter, Government Relations Newsletter, August 2001.  
<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=5260>

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8. "Five Online Social Networking Tips," by Stephanie Vance, Government Relations Newsletter, November 2007.  
<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=29178>

8. "Assessing Your Advocacy Efforts," by Keith Belton, Association Management, February 2001.  
<http://www.asaecenter.org/PublicationsResources/AMMagArticleDetail.cfm?ItemNumber=5925>

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9. "Choosing a Software Package for Government Affairs," by Brian I. Caudill, Government Relations Newsletter, May 2005.  
<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=11217>

9. "Establishing State Government Relations in National Associations," by Dennis Brown, Government Relations Newsletter, September 2004.  
<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=6197>

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### **Grassroots**

10. "Motivate Your Grassroots Through Training," by Judy Pulice, CAE, Government Relations Newsletter, March 2008.  
<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=32055>

10. "Teach Them To Fish: Build Grassroots Capacity at the State and Local Level," by Sue Pechilo Polis, Government Relations, March 2008.  
<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=32056>

10. "New Year's Resolutions for Your Grassroots," by Leslie Nolan, Government Relations Newsletter, January 2008.  
<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=31061>

10. "Communicating with Gen Xers and Millennials," by Judy Pulice, CAE, Government Relations Newsletter, March 2007.  
<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=25489>

10. "Introducing (or Reintroducing) Your Members to Their Government Affairs Program," by Mike Stark, Government Relations Newsletter, March 2006.  
<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=17418>

10. "Ten Ways to Get Association Members Involved in the Political Process," by David C. Gessel, Government Relations Newsletter, July 2005.  
<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=11895>

10. "Tell Me Again Why Grassroots Is Important?" by David E. Hebert, Government Relations Newsletter, September 2005.  
<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=14065>
10. "Size Wise: Getting Members Involved in Grassroots Lobbying," by Robert E. McLean, CAE, Association Management, April 2005.  
<http://www.asaecenter.org/PublicationsResources/AMMagArticleDetail.cfm?ItemNumber=11052>
10. "Achieve Legislative Results with a Grassroots Program," by Catherine O. McCuish, Government Relations Newsletter, July 2004 (originally published September 1998).  
<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=6679>
10. "Trust: The Ultimate Grassroots and PAC Motivator, Part II," by Amy Showalter, Government Relations Newsletter, July 2004.  
<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=2295>
10. "Trust: The Ultimate Grassroots and PAC Motivator, Part I," by Amy Showalter, Government Relations Newsletter, May 2004.  
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10. "Roots of the Grassroots, Part II," by Susan Berger and Jay Dick, Government Relations Newsletter, November 2003.  
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10. "Roots of the Grassroots, Part I," by Susan Berger, Government Relations Newsletter, September 2003.  
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10. "Grassroot Games: 26 Interactive Exercises to Prepare Your Advocates for Battle," by Christopher Kush (ASAE, 2002).
10. "The People Speak, and Speak, and Speak..." by Willie Schatz, Association Management, October 2001.  
<http://www.asaecenter.org/PublicationsResources/AMMagArticleDetail.cfm?ItemNumber=5363>

10. "Fifty Pearls of Wisdom for Association Grassroots Programs," by Robert Floyd, Government Relations Newsletter, June 2001.

<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=6036>

10. "What's in a Good Grassroots Program? A Practitioner's View," by Michael Dunn, Government Relations Newsletter, June 2001.

<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=5154>

10. "Media Relations and Grass Roots: The Missing Link," by Jeffrey Porro, Government Relations Newsletter, January 2001.

<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=5843>

10. Creating and Managing an Association Government Relations Program, edited by Michael E. Kastner (ASAE, 1998).

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11. "Understanding Your Audience: A Checklist," by Stephanie Vance, Government Relations Newsletter, October 2001.

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12. "Be a Better Servant: 10 Tips for Emailing Congress," by Barkley Kern, Government Relations Newsletter, July 2008.

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12. "Grassroots and Technology," by Edward A. Grefe, Government Relations Newsletter, July 2006.

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12. "Maintaining the 20/80 Rule in Grassroots Advocacy," by Amy Showalter, Government Relations Newsletter, April 2002.

<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=5579>

12. "Creating a True Online Grassroots Community," by Amy Showalter, Government Relations Newsletter, November 2001.

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13. "Seven Things Your Grassroots Advocates *Don't* Want to Hear," by Amy Showalter, Government Relations Newsletter, January 2008.

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13. "Roots of the Grassroots, Part II," by Susan Berger and Jay Dick, Government Relations Newsletter, November 2003.

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14. "Seven Things Your Grassroots Advocates *Don't* Want to Hear," by Amy Showalter, Government Relations Newsletter, January 2008.

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14. "Choosing a Software Package for Government Affairs," by Brian I. Caudill, Government Relations Newsletter, May 2005.

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**2008**

**July**

Grow Your GR Budget By Managing Your Bottom Line

<http://www.asaecenter.org/PublicationsResources/eNewsletterArticleDetail.cfm?ItemNumber=35340>

Be a Better Servant: 10 Tips for Emailing Congress

<http://www.asaecenter.org/PublicationsResources/eNewsletterArticleDetail.cfm?ItemNumber=35341>

Make the Most of Your Next Fly-In

<http://www.asaecenter.org/PublicationsResources/eNewsletterArticleDetail.cfm?ItemNumber=35342>

Perspective: Taking Action on Social Responsibility

<http://www.asaecenter.org/PublicationsResources/eNewsletterArticleDetail.cfm?ItemNumber=35344>

**May**

4 Steps to Build a Coalition

<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=34447>

Seating-Chart Magic

<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=34448>

From Resistance To Resources

<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=34450>

**March**

Five Ways To Give Your Small GR Shop a Boost

<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=32054>

Motivate Your Grassroots Through Training

<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=32055>

Teach Them To Fish: Build Grassroots Capacity at the State and Local Level

<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=32056>

## **January**

Seven Things Your Grassroots Advocates *Don't* Want to Hear

<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=31059>

Know the New Rules for Lobbyists

<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=31060>

New Year's Resolutions for Your Grassroots

<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=31061>

## **2007**

### **November**

Five Online Social Networking Tips

<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=29178>

State Coalitions—Who Needs 'Em?

<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=29179>

### **September**

Leave Your Imprint at Town Hall Meetings

<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=28109>

Flying Solo in the State Capitol

<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=28110>

Hiring a State Lobbyist

<http://www.asaecenter.org/PublicationsResources/EnewsletterArticleDetail.cfm?ItemNumber=28112>