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MONOGRAPHS

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MAKING advocacy a habit

By Mara Walker, Executive Director, Americans for the Arts, Editor-in-Chief, *MONOGRAPHS*, and National Co-Chair of Arts Advocacy Day 1997

*"The voice of protest,
of warning, of appeal...
it is the duty of the good
citizen not to be silent."*

True Patriotism (1898)

MONOGRAPHS is one of the benefits of membership in Americans for the Arts. To discuss ideas for submission, contact Mara Walker, Programs and Member Services, Americans for the Arts, 927 15th Street NW, 12th Floor, Washington, DC 20005-2304; tel 202.371.2830.

This monograph is for anyone and everyone looking to demonstrate to local, state and federal legislators the importance of the arts to their community and to the nation. For those new to advocacy, we will help you feel confident in your interactions with decision-makers, whether they be face to face, by phone or by letter. For the seasoned advocate, here is a refreshing review of the fundamental arts advocacy tools and some tips on helping others become effective advocates, as well.

Advocacy is the process of educating someone else on a specific point of view or facilitating an action in favor of your position. Think of it as a habit: the best advocacy is ongoing communication with your legislators, not simply what you do in times of crisis. Once you have cultivated a group of legislative supporters you can count on when decisions are being made, your advocacy strategy has been successful.

BECOMING AN EFFECTIVE ADVOCATE

There is little mystery surrounding what makes a successful advocate. Though often we may not consider what we are doing to be advocacy, we speak out on behalf of our beliefs continually. For example, an employee who negotiates a raise from his boss is a successful advocate; a toddler who convinces Dad to buy sugar cereal instead of oatmeal is one too. Both were successful because the same process occurred:

- ★ Their position or belief was made public.
- ★ A compelling case for the position was made.
- ★ A decision-maker considered the case.

- ★ The position was adopted.
- ★ The decision-maker's behavior or belief changed.

TOOLS FOR THE ADVOCATE

While there are many books about advanced advocacy techniques and long-term strategies, the goal of this monograph is to provide you with the tools for beginning your advocacy "habit" today. The three most common means used to communicate with decision-makers are:

- ★ Face-to-face visits
- ★ Letters
- ★ Phone calls

You should employ all of these strategies, although timing may be what dictates the use of one over another. Meeting with your legislators at their convenience well in advance of a vote on your issue is better timing for face-to-face visits. On the other hand, if a vote is imminent, phone calls are more appropriate. You will find that the phone calls will be more impactful if a working relationship has already been established.

MEETING FACE TO FACE

Visits with your legislators and their staff (usually legislative assistants, or LAs) are the most effective way to convey your message and to influence a decision-maker. Visits with Members of Congress, for example, can take place at a variety of locations including their Washington, D.C. office or their home district office(s), or your local cultural center. For district offices, Members are usually back home on Friday through Monday and during legislative recess and/or extended district work periods. Thorough preparation and attention to detail can make your legislative visit both successful and enjoyable.

STEP 1: MAKE THE APPOINTMENT

- ★ Begin several weeks in advance. It is unlikely that you will be able to meet with your legislator or the LA if you make an unscheduled visit.
- ★ If you are visiting Washington, D.C., call your legislator's office and ask to speak to his/her scheduler (if you don't know the number, call the Capitol

Switchboard at 202.224.3121 and ask for your legislator's office).

- ★ *Identify yourself as a constituent*, explain your purpose for requesting the meeting (e.g., to discuss the issue of federal arts funding) and provide the names of everyone in your party who will be attending the meeting. If a member of your group has a special relationship with the legislator, be sure to notify the scheduler.
- ★ Keep the delegation small enough for an easy exchange of viewpoints with the legislator.
- ★ Ask for no more than a half-hour meeting; you can reasonably expect about 15 minutes.

STEP 2: STUDY YOUR LEGISLATORS

- ★ Learn their background; request a biography from the office.
- ★ Cut out newspaper articles; study their areas of policy interest; find out what committees they sit on.
- ★ Obtain their arts voting record (call Americans for the Arts or your state arts advocacy group).
- ★ Do they regularly attend any arts events?
- ★ If someone you know is already acquainted with the legislator, invite him/her to go to the meeting with you.

STEP 3: PREPARE YOUR MESSAGE AND MATERIALS

- ★ Decide on the message you want to deliver and what action you want him or her to take.
- ★ Develop three to five factual points about how you, your organization or your community are affected by the issue.
- ★ Prepare fact sheets that detail the number of people served, programs affected and other impacts of the issue.
- ★ Prepare vivid anecdotes that illustrate your points.

STEP 4: SCRIPT THE PRESENTATION

With limited time to deliver your message, maximize the impact of your visit by ensuring that everyone participating knows their role. Disorganization will diminish the impact of your visit.

ABOUT THE AUTHOR
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- ★ Appoint someone to introduce members of the group and facilitate the discussion. Know what each person's role is and what they are to say. Plan your script in advance.
- ★ Be sure everyone in the group understands and agrees with the message that is being delivered. Avoid the introduction of surprise issues or airing disagreements among members in the party.
- ★ Prepare as much information as possible that supports your case, but do not feel the need to deliver it all at once. If your legislator feels overwhelmed, he/she may tune out your message.
- ★ *Decide on what action you want the legislator to take.* This can be more than just asking for their vote. It may be asking them to speak about your issue on the congressional floor, to be your advocate with the rest of the state delegation, to take a leadership role in convincing their colleagues, or even inviting them to your institution. Be very specific.

STEP 5: THE MEETING

With all the preparations in place, the meeting can be a fun experience. It is possible that your appointment may be interrupted for a vote or committee meeting, at which time you will probably finish the meeting with the LA. This may be disappointing, but remember that legislators rely heavily on their LAs for specific issues.

- ★ Be punctual. Demonstrate to your legislator and his/her staff that you respect their busy schedules.
- ★ Be friendly. Thank him/her for taking time to meet with you.
- ★ Be succinct. Avoid digressions and new issues. Do not ramble; stick to the script.
- ★ Introduce all members of the delegation. Provide a brief background on the organization or coalition you represent.
- ★ Explain why you are visiting. State the issue you are concerned about and what action you would like the legislator to take in the beginning.
- ★ Deliver your message calmly and courteously, especially if you know the legislator is unsympathetic to your issue. Watch for non-verbal

responses to what you say; you may trigger a response that he/she would not tell you directly.

- ★ Explain how this issue impacts you and your constituents. Give a local story. Be factual and be prepared to answer questions. Do not make claims you can't prove. Speak from your experience.
- ★ Allow time for your legislator to respond and ask questions. If you are asked a question that you cannot answer, say that you will get back to him/her with the appropriate information. Take the time to really listen and hear what is being said. Do not respond emotionally, even if the response makes you angry. Do not get into a fight. Prepare yourself with some introductory responses to ease the tension, such as:

"I can see we both have strong opinions, but are on opposite sides of the fence on this one. Let me share with you my positive experiences about [the issue]."

or

"I'm sorry your experience with [the issue] has been negative. I'd like to show you from my standpoint how this has been positive. Would you be willing to visit one of our programs when you are in the district to see how this legislation directly impacts the community?"

- ★ Let him/her know that you are a contributing member of the community, working toward creating a better quality of life for everyone—not just a small special interest.
- ★ Most legislators are not hostile to the arts, they merely have trouble seeing how they fit into the big picture or relate to their areas of interest. Help them connect the dots.
- ★ Asking for advice is a great way to get your legislator thinking about your issue from a personal perspective. Ask him/her to critique your arguments: What resonated? What didn't? What was missing that they needed to hear? What kind of information do they need to talk about with their colleagues? Allow him/her the opportunity to help you become a better advocate for your cause.

EFFECTIVE ADVOCACY STRATEGIES

★ **Be brief.** A legislator's time is limited.

★ **Be strategic.** Do your homework and research information about the decision-maker's previous positions, voting records, and legislative and policy goals. Establish as many connections as possible between you and the decision-maker.

★ **Be appreciative.** Acknowledge past support, do not be demanding, and always say thank you!

★ **Be specific.** State the clear purpose and timeliness of your visit or communication

★ **Be informative.** Give clear local examples of why a measure should be supported.

★ **Be bold.** Ask the decision-maker for a particular action.

★ **Be a good listener.** Give the decision-maker a meaningful opportunity to state his/her position so you can begin a dialogue.

★ **Be respectful.** Always maintain a good working relationship with decision-makers regardless of whether or not you come to agreement. Do not treat meetings as a one-shot opportunity, revisit issues on a regular basis. Become an information resource and cultural liaison to the decision-maker.

- ★ *Request a specific action.* Know what you want done for you before you go into the meeting and ask him/her to do it.
- ★ Leave some information behind. Prepare a short information packet that includes background information on your organization, brief fact sheets that highlight the points you made verbally, a list of board members and supporters, several newspaper clippings and marketing pieces, and your business card. All materials should be relevant to your point and jargon-free.

STEP 6: FOLLOW UP

- ★ Send a note immediately thanking your legislator for the visit. If he/she asked for information, be sure to acknowledge it is on the way.
- ★ Follow through on requests; also respond to any questions left unanswered.
- ★ Throughout the year, continue to invite your legislator to events. Think of opportunities to interact directly.
- ★ Regularly correspond and follow up on issues. Continue to voice your opinion on legislation. Let the legislator's office know that you are following his/her actions on these issues.

LETTERS

Letters are a very effective and lasting means of communicating with legislators. Chances are good your letter will become part of the legislator's collection of information about an issue. The anecdotes or statistics you cite may even find their way into a speech or presentation. Your letters are also a tangible reminder to your legislator that you are following his/her actions on a certain issue.

FIVE TYPES OF LETTERS TO YOUR LEGISLATOR

Letters should be sent regularly, not only when you want your legislator to do something for you. Consider incorporating the following five types of correspondence into your advocacy habit:

1. **Issue:** A letter describing your opinion about a particular issue.
2. **Follow up:** If someone has taken the time to speak with you either in-person or on the phone, follow up by answering any questions that arose and thanking them for their time. Demonstrate that you listened by providing an additional piece of information they will find relevant.
3. **Thank you:** You can never send too many thank you letters. Legislators need to feel supported, especially if they take actions on your behalf that are unpopular with their colleagues.
4. **Information:** Information letters should be an ongoing component of your long-term advocacy campaign. It is appropriate to write your legislator to announce important events for your organization; letting him/her know you received a federal, state or local grant, and what that grant will mean to programs in his district. Share brief, vivid anecdotes today; they will help you build and support your case in the future.
5. **Invitations:** Invite your legislator to attend cultural events or even a board meeting. Exposure to the arts matters, but actual involvement in an event is even better. Ask your legislator to speak at an event, award a citation, or even narrate a performance. Explore creative options for your legislator to get positive exposure in his/her district through your venue.

GETTING STARTED

1. Use the correct address and salutation. You can write your federally-elected leaders at the following addresses:

Members of the House of Representatives:

The Honorable (full name)

U.S. House of Representatives

Washington, DC 20515

Salutation: Dear Representative (last name):

Members of the Senate:

The Honorable (full name)
U.S. Senate
Washington, DC 20510

Salutation: Dear Senator (last name):

President of the United States:

President (full name)
The White House
1600 Pennsylvania Avenue, NW
Washington, DC 20500

Salutation: Dear Mr. President:

13. Be persistent. Do not be satisfied with responding letters that give a status report on the bill or promises to “keep your views in mind.” Without being rude, write back and ask for a more specific response.
14. Always follow up with a thank you letter. If your legislator did not support your position, let him know that you are aware of that and explain (kindly) why you think he should have decided differently. It might make a difference next time.

SAMPLE LETTERS

Use your personal or business letterhead, which ever is more appropriate.

Salutation

Dear Representative Smith:

Introduce yourself

I am a constituent in your district and a board member of the Arts Council.

Your reason for writing and requested action

I am concerned about spiraling decreases in public support for the arts and ask that you vote in favor of the budget increase. (Include the name and number of the bill, if available.)

Your position

I strongly support the amendment to increase public funding for the arts. (Use one or two paragraphs to explain your position on the issue. Describe how you and your constituents will be impacted. Use a vivid anecdote.)

Summary and reiteration of specific request

I strongly urge you to vote in favor of (your issue).

Sincerely,

Sign and print your name

EFFECTIVE LETTERS

★ Are written in a personal manner by a constituent.

★ State the issue up front.

★ Focus on a single issue.

★ Are concise and jargon-free.

★ State clearly your position, explaining your support or opposition.

★ Make specific request for action.

★ Contain factual information.

★ Include anecdotes that describe impact in legislator's district.

★ Are personalized with reference to a past meeting or voting record.

2. Include your return address on the letter. If you sign the letter, be sure your name is printed also.
3. Use your own words and stationary. Legislators feel that personal letters based on your own experiences and observations, rather than form letters, show greater personal commitment to the issue.
4. If you are writing about a specific bill, describe it by number or its popular name. Legislators deal with thousands of bills each year.
5. If you know the legislator personally, make reference to that.
6. Be brief. A concise letter is likely to be read sooner than a lengthy one.
7. Be specific. Your letter should be long enough to explain why you are writing. Legislators appreciate intelligent, well-thought-out letters which present a definite position, even if they do not agree.
8. Provide specific examples of how the issue affects your district or state.
9. Share your knowledge. Provide concrete reasoning for your position, particularly if you have a specialized knowledge. Legislators welcome such information.
10. Know your facts. Be accurate and honest.
11. Be positive and polite. Ask for an action; do not demand. Alienating your legislator can cause bad feelings and hurt your case.
12. Be timely. Contact your legislator while there is time to act on your request.

PHONE CALLS

Phone calls are an effective way of communicating quickly with a decision-maker when time is of the essence (such as an impending vote). They can also be part of an effective advocacy strategy such as an “arts call-in day.” However, it will be difficult to reach your key person with a single call and it is also difficult to deliver complex messages. Your call is likely to be simply tallied as either *for* or *against* a particular issue, unless you have already established a good working relationship with the legislator and his/her LA. Tips for making the call:

1. Call your legislator’s office.
2. Give your name (and address if they ask for it).
3. Ask to speak to the LA responsible for the issue you want to address.
4. State your position and explain the timeliness of your call.
5. State the action you want the legislator to take. Keep it short and simple.
6. Ask whether the LA feels that your legislator will support your position. If not, why not? Get some concrete reasons that you can research and address later.
7. Ask to be notified of the results of the action taken.
8. Send follow-up information that supports your position or responds to a concern. If favorable action was taken, extend your thanks. If not, describe why he/she should have decided differently.

E-MAIL, FAXES, TELEGRAMS AND MAILGRAMS

These are fast and simple methods to communicate with your legislator and, like the phone call, are most effective when the need for action is critical (e.g., an impending vote) or timed to coincide with a larger national grassroots campaign. Your communications should follow the same guidelines as writing a letter. If you send an E-mail, be sure to include your return address, as many offices only reply by written correspondence. Remember, you do not have to limit yourself to just one form of communication.

WHEN THEY SAY..., YOU SAY...

When communicating with individuals who don’t view the arts favorably, it is best to have a prepared response to their objections. The following is a short list of commonly cited objections about the arts, and some arguments advocates have used in response.

“The general public doesn’t care about the arts.”

The 1996 Lou Harris poll revealed that 86 percent of American adults participated in the arts during the previous year. The study also concluded that 79 percent of the American public favors government funding for the arts.

“Public investment in the arts are a form of cultural welfare for the elite.”

The arts are part of the engine that drives this nation’s economy. A 1994 study by Americans for the Arts found that the nonprofit arts industry contributes \$36.8 billion to the nation’s economy. This results in 1.3 million full-time jobs nationally, and puts \$25.2 billion into the pockets of Americans in the form of paychecks. The federal government receives \$3.4 billion in federal income tax, state governments receive \$1.2 billion in revenues, and local governments receive \$790 million in revenues back into their coffers.

“The general public is already over-taxed. We just can’t afford public support for the arts.”

Federal support for the NEA averages only 37 cents per person. The returns on this small investment are more than made-up for in more affordable ticket prices to museums, increased access to cultural events and festivals, and arts education programs in the schools. According to the Lou Harris poll, 61 percent of Americans say they would pay \$5 more in taxes to support federal arts funding.

“The arts are a nice thing for kids to do, but it’s not serious education like science and math.”

The arts are rigorous forms of study that require intellectual discipline, critical-thinking abilities, and creative problem-solving skills. Students who study the

arts regularly out-perform non-arts students on the Scholastic Aptitude Tests (SATs). According to the College Entrance Examination Board, students with four years of arts study scored 53 points higher on the verbal, and 35 points higher on the math portions of the SAT, than students with no arts education training.

“Businesses and private funding sources should support the arts—not the government.”

Even though government funding represents a small fraction of support for the nonprofit arts, it is essential to leverage private dollars. Private funders look for public dollar support, which is obtained only after the project and organization undergoes a rigorous panel selection process. Private support cannot replace the role of government arts funding. Private funders do not have the capacity to rigorously review proposals for excellence. According to the American Association of Fund-Raising Counsel, private giving to the arts barely exceeded the rate of inflation, even as federal funding for the arts was cut by 40 percent.

“There is no appropriate federal role for the government to be involved in the arts.”

The role of the federal government in promoting the arts has been clear since the NEA's inception 30 years ago: (1) To promote artistic excellence in all of the various arts disciplines and folk arts; (2) To leverage public dollars at the state and local government levels and throughout the private sector; (3) To promote access to and participation in the arts by every individual and child regardless of race, class, age or geographic location; (4) To preserve this nation's cultural heritage and indigenous art forms; (5) To improve the quality of life for all our citizens and communities.

**10 EASY STEPS TO DEVELOP
YOUR ADVOCACY HABIT**

1. Be informed. Get information on the issues (even the name and number of the legislation). Join your state arts advocacy group or national service organizations to become informed about the issues.
2. Find out who your representatives are at the federal, state, and local levels. Your state League of Women Voters can provide you with their contact information. Maintain records on each of your legislators with background materials, copies of all correspondence sent and received, newspaper clippings, and more. Create a contact log so you can document your progress with them.
3. Put your legislators on your mailing lists; ask to be put on theirs. Mutual awareness of what each other cares about is essential to building a strong relationship.
4. Share your success stories. Ask them to distribute brochures about your program at their office. Most legislative offices have information on happenings in their district. Let them be active in helping to promote you.
5. Send a poster or photograph for their office. Visual reminders help reinforce their awareness of you—especially if the picture is of them at one of your events. (Always check with the office manager first because there may be legal limitations and ethics issues involved in accepting gifts.)
6. Openly credit your public funding sources. Placards in the lobby, credit lines in programs, press releases in newspapers are all tools that take little time to create, but make an enormous impact.
7. Say thank you—a lot! If you don't have time to write, make a call. Never let them forget you are out there.
8. Create visibility for your legislator. Explore creative options for your legislator to get positive exposure in his/her district through your venue.
9. Act regularly and promptly. Don't wait for someone else to take care of the issues. Make a commitment to do what you are able to do, no matter how small it may seem. Start believing that a single voice can make a difference.
10. Activate. Find others to join you in delivering your message. A business owner makes an meaningful case about arts and economic development. A school principal brings additional credibility to

the case for arts in the schools. Make advocacy part of everyone's job description (board, staff, volunteers), because everyone has a role to play.

EXAMPLES OF GRASSROOTS ADVOCACY ACTIVITIES

Advocacy is one habit which can be done by anyone (legislators, school board members, friends), at any time, and anywhere that works (offices, social affairs, special events, etc.).

★ **Letter-writing campaign.**

Arts leaders in one mid-sized city hand delivered, en masse and in wheel barrels, nearly 15,000 letters in support of the arts to a U.S. Senator's district office. The media had been alerted to the event in advance and the arts community received notable coverage. The Senator held a key leadership position, but had not declared his position on the arts yet. Since that constituent-driven event, the Senator has been steadfast in his support of the arts.

★ **Congressional visits at members' district office.**

Communities throughout the country have organized strategic meetings with their Congressional Members. Representatives from various facets of the community are also included in the meeting, including mayors, city/county council members, Chambers of Commerce, police chiefs, business owners, and political advisors.

★ **Organize a group to make a congressional visit at members' Washington, D.C. office.**

Meetings can be organized in conjunction with a national event, such as Arts Advocacy Day, or separately.

★ **Organize a regional/local Advocacy Day.**

In a small midwestern city, a coalition of arts and culture activists organized a regional/local advocacy day to coincide with the National Advocacy Day. With the cooperation of the local public radio

station they organized a full day of coverage and celebration on the arts and culture. Following the radio station's regular live formatting they profiled regional and local artists and projects that have received federal funding (with and emphasis on current and future projects). For example, in the morning the normal classical music program was replaced with music performed by the local symphony, and in the evening during a two-hour opinion and commentary program they provided local opinion and commentary about the arts and culture. Throughout the day they encouraged their listeners to call their Representatives and Senators, always advocating for action rather than a particular position.

★ **Make regular telephone calls to congressional members' district and Washington, D.C. offices.**

Put yourself in the position of a resource for congressional staff members who work on cultural legislation issues. Participate in National Call-In Day efforts.

★ **Start a sign-on petition drive.**

In a mid-sized city, the arts and humanities organizations gathered more than 1,000 signatures and addresses of constituents in less than two weeks. Names were collected after symphony performances and other cultural events. The petitions were hand-delivered to the Congressman himself.

★ **Convene a town meeting.**

In a large urban city, the local arts club held a town meeting for hundreds of local citizens to meet with their Senators and area Representatives to discuss their position on funding for the arts and humanities.

★ **Convene a meeting each year near the start of the legislative session.**

Arts constituents can then discuss issues with key legislators in the state and in Congress.

- ★ **Write op-eds and letters to the editor in local and national newspapers.**
In one urban city, the local arts council's executive director writes a monthly column about the arts.
- ★ **Have your mayor, city/county councils, governors and state governments pass joint resolutions.**
Several city councils, serving cities both large and small, have passed resolutions asking congress to fully support reauthorization and appropriations for the federal cultural agencies, emphasizing the economic impact of the arts industry. In one city, the resolution was introduced with a presentation by various individuals, including a local businessman, the Chair of the local arts agency, a representative from the Convention and Visitors Bureau, a Latino businesswoman and a local high school student—each speaking from their perspective about how the arts and culture programs in their community effects them and their work. The City Council passed the resolution which then, in turn, authorized their lobbyists to press congress to support the arts and humanities.
- ★ **Invite members of congress and their staff to performances or to visit youth-at-risk programs.**
A local ballet company invited their U.S. Senator to a “behind-the-scenes” tour of the theatre. The tour was then followed by a discussion about federal arts support.
- ★ **Have your cultural institution's board of directors pass a resolution.**
Many cultural organizations' boards have passed strong policy resolutions to advocate for the preservation of our federal cultural agencies. Many organizations have sent copies of these resolutions with a list of the Board Members and their professional affiliations to their Congressional delegation.
- ★ **Recruit key political contributors who are also local cultural supporters.**
Many state arts agencies and local symphonies, for example, have been getting the lists of election campaign contributors and contacting them in coalition with arts and humanities organizations. To receive a list of political contributors, call the Federal Elections Commission at 202.219.4140.
- ★ **Create a public service announcements.**
Generate public service announcements to reinforce the message that tax money spent on the arts provides programs for the entire community. A dance company worked with a local TV station to develop and broadcast a public service announcement asking viewers to call their representatives in support of continued arts support.
- ★ **Place print advertisements in local newspapers and cultural newsletters.**
A local arts agency secured a full-page in their local paper to place an ad asking people to call a 1-800 phone number to send mailgrams to Congress. Arts organizations in some communities cooperatively develop ad slicks to place in their newsletters and programs with information about the arts and the 1-800 number.
- ★ **Invite your Member of Congress to write a column in your newsletter or to be interviewed.**
This offers some exposure through your publication to that Member and builds a stronger advocate at the same time. Help that politician to become better informed about your work and more cognizant of your position by having to put together some thought for an article on the arts in your state/region.
- ★ **Participate in regional congressional hearings.**
During legislative budget hearings, cultural orga-

nizations can attend the hearings with visible signs urging support for the arts and humanities.

ADVOCACY ON THE WEB

New web sites are constantly being developed which can provide you with contact information for your town, city, county, state or federal legislators; members of key legislative committees; up-to-date information about legislation; and much more.

Americans for the Arts: <http://www.artsusa.org>

FEDERAL

Find out your representatives in the U.S. Congress:

http://www.visi.com/juan/congress/zipit.html

U.S. House of Representatives (members, committees, schedules, affiliations): <http://www.house.gov>

U.S. Senate (members, committees, schedules, affiliations): <http://www.senate.gov>

Thomas: one-stop congressional information including text of the congressional record and pending legislation: <http://thomas.loc.gov>

Library of Congress: <http://lcweb.loc.gov>

Politics Now: Very user-friendly and comprehensive information: <http://www.politicsnow.com>

Congress.org: a congressional staffer-maintained directory of Members, etc.: <http://policy.net>

Roll Call (a Capitol Hill newspaper): <http://www.rollcall.com>

League of Women Voters: <http://www.lwv.org>

National Endowment for the Arts: <http://arts.endow.gov>

National Endowment for the Humanities: <http://www.neh.fed.us>

Institute of Museums and Library Services: <http://www.ims.fed.us>

STATE

National Governors Association: <http://www.nga.org>

National Conference of State Legislatures: <http://www.ncsl.org>

National Assembly of State Arts Agencies: <http://www.nasaa-arts.org>

CITY, COUNTY, TOWN

Local Government Homepage (one-stop access to National League of Cities, National Association of Counties, and International City/County Management Association): <http://www.localgov.org>

U.S. Conference of Mayors: <http://www.mayors.org>

National League of Cities: <http://www.nlc.org>

National Association of Counties: <http://www.naco.org>

International City/County Management Association: <http://www.icma.org>

National Association of Towns and Townships: <http://www.sso.org/natat/natat.htm>

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