PLANTING THE SEEDS OF SUCCESS

Marketing the Community Forest

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About This Handbook

This handbook is a research product created by the Center for Urban Forest Research in collaboration with the California Urban Forest Council, Crocker/Flanagan Marketing, Inc. and Hal Voege Consulting. The purpose of the research was to identify barriers and obstacles that prevent the effective delivery of urban forestry technology and information, allowing us — as supporters of community forests — to better communicate our messages and take urban forestry to the next level. The results of our Center's research, along with Everett Rogers' pioneering work on the art of persuasion covered in chapter 2, guided the development of this handbook and the companion PowerPoint presentation.

Two related products are available:

1. A PowerPoint presentation which summarizes the research — "Research Findings: Obtaining an Investment in the Urban Forest From Local Decision Makers"
2. A short 10 minute PowerPoint presentation designed to be shown to local elected officials — "Trees in Our City"

To obtain any of these products, please visit our website at *http://cufr.ucdavis.edu* or contact us at the Center for Urban Forest Research, Pacific Southwest Research Station, USDA Forest Service, 530-752-7636.

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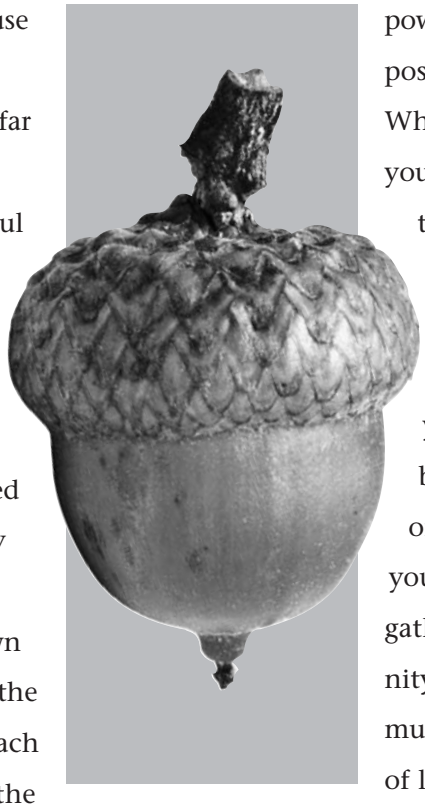
Preface

We live in an era in which the demands made upon community resources are increasing. As a supporter of community forests, you may find yourself promoting one important community need among many. Because of this, your struggle for attention and funding is far more difficult than in times past. To be successful in this struggle, it is crucial to engage it in the most effective manner possible.



This handbook is intended to help develop a strategy for your community — whether it's a village, town or city — that will reach the audiences you need to reach to gain their support for the cause of community trees. The pages that follow discuss who you need to reach, the messages you must communicate, and the steps you need to follow in order to communicate those messages as powerfully and persuasively as possible.

Whether it's a question of starting your campaign from scratch, maintaining what exists or expanding into the future, community forests need champions. If you're reading this handbook, you probably have the desire to be a community forest champion. Use this handbook to guide you as you face the challenges of gathering support for your community trees. By doing so, your community will realize a better quality of life through the benefits of trees.

Introduction

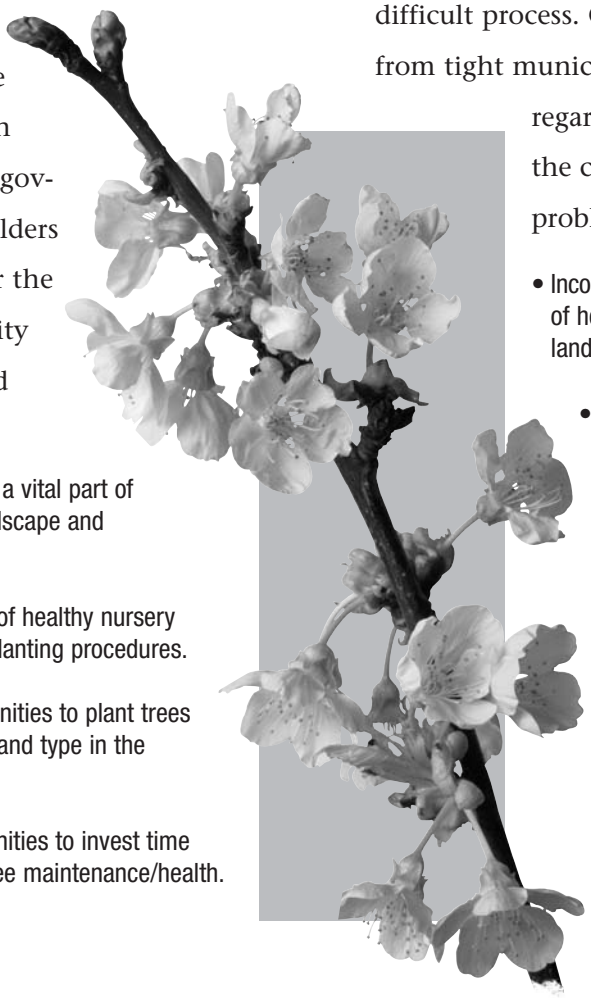
Chapter 1

Introduction

This handbook was developed to provide you with a comprehensive strategy to create a campaign to increase the extent, vitality and sustainability of the trees in your community. The steps and processes most likely to gain the support you need in this quest are described below...

Included in this handbook are the tools to obtain support from the government, shareholders and the public for the goals of community forest renewal and improvement:

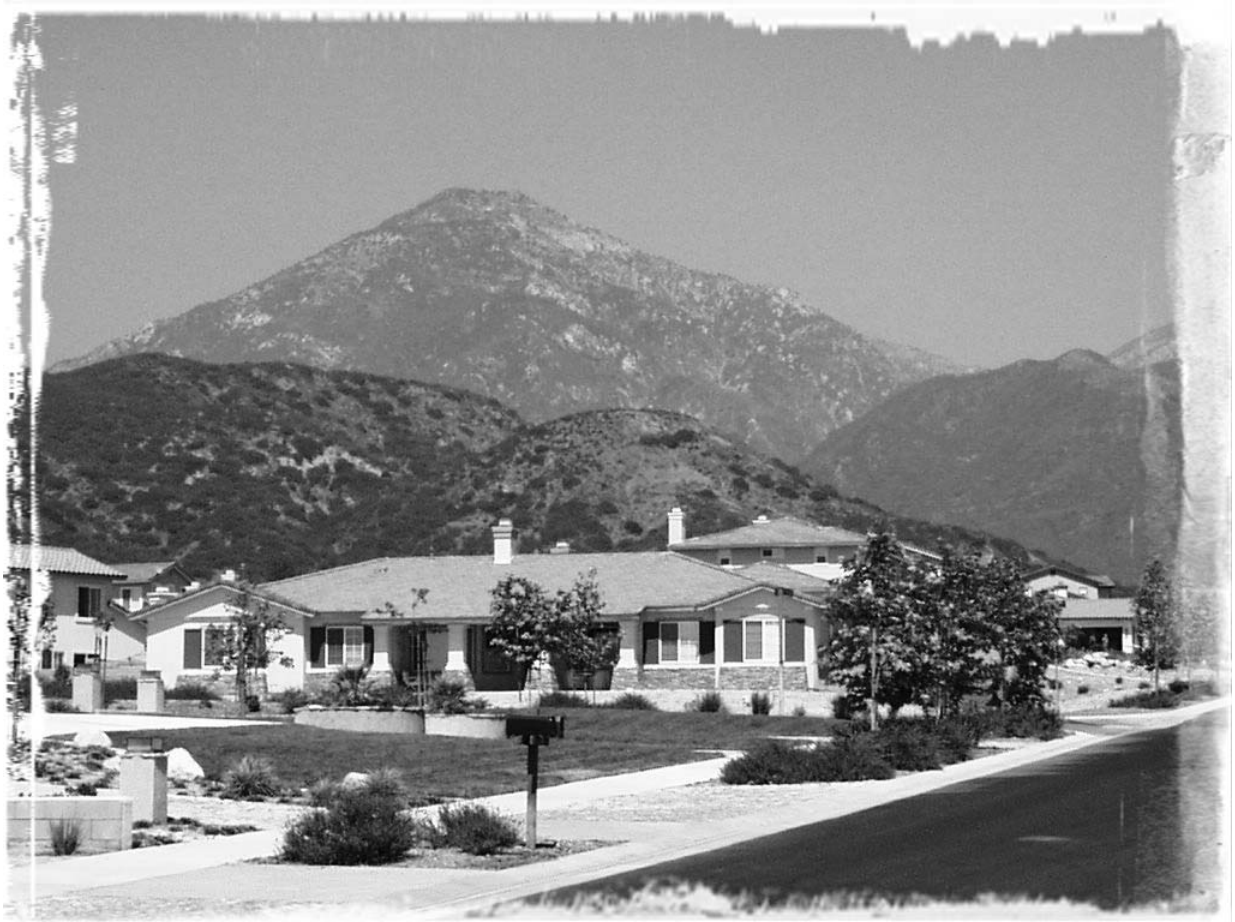
- To promote trees as a vital part of the community landscape and infrastructure.
- To promote the use of healthy nursery stock and correct planting procedures.
- To persuade communities to plant trees of appropriate size and type in the right locations.
- To convince communities to invest time and resources in tree maintenance/health.
- To demonstrate to communities ways to create value from trees that are harvested.
- To promote the development of community landscapes that promote human health and well-being.



Experienced community forest supporters understand that attaining these goals is a difficult process. Obstacles run the gamut from tight municipal budgets to ignorance regarding the role of trees in the community landscape. The problems are many:

- Incorrect or incomplete understanding of how trees fit into the community landscape.
- Lack of resources — financial and human — to accomplish community forest objectives.
- Inappropriate or unenforceable planting and management ordinances.
- Poor or nonexistent planning for community trees.
- Lack of cooperation between organizations.

The steps outlined in this handbook will assist you in defining and understanding the various target audiences you must win over in order to be successful. It will outline ways — strategies and tactics — to promote audience understanding of and interest in community trees and how they contribute to achieving community objectives. In addition, this handbook suggests ways to overcome the obstacles described above in order to motivate audiences toward active support of community forestry goals.

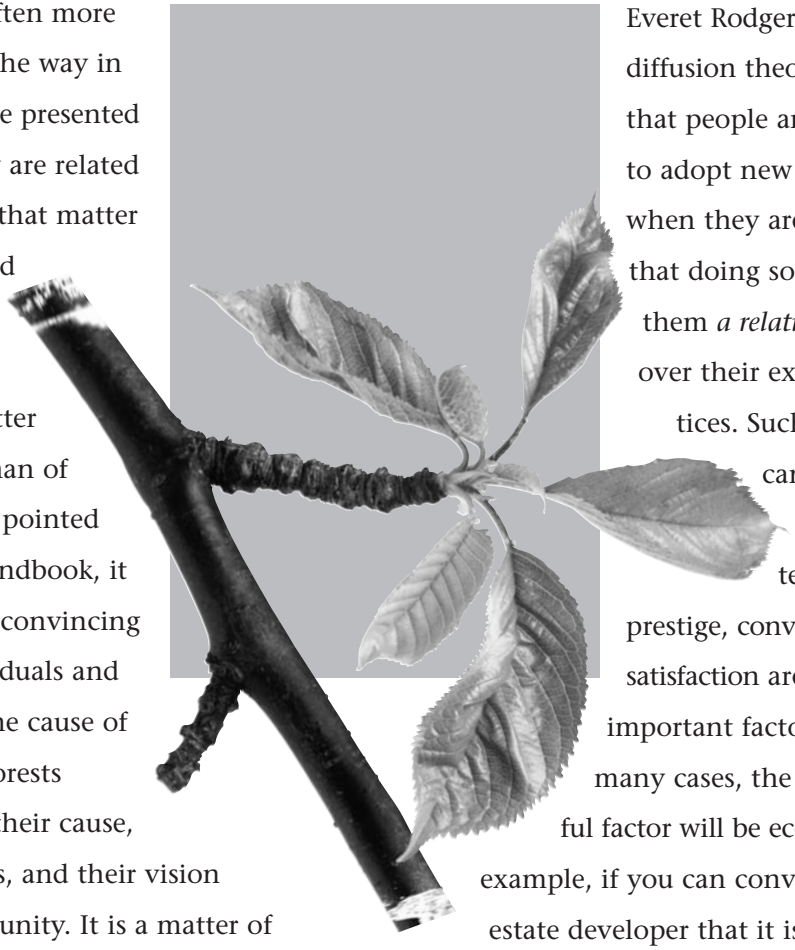


The Art of Persuasion

Chapter 2

The Art of Persuasion

Before we get into the nuts and bolts of the process of building a campaign, let's take a moment to understand why this process works. With the best of intentions, people sometimes think that simply explaining the facts will gain them the support of their audiences. Sadly, this is rarely true. Often more important is the way in which facts are presented and how they are related to the things that matter to the intended audience. In other words, it is less a matter of teaching than of *persuasion*. As pointed out in this handbook, it is a matter of convincing various individuals and groups that the cause of community forests meshes with their cause, their concerns, and their vision for the community. It is a matter of persuading them either to take action or support the actions of others. This being the case, the theory of "innovation diffusion" — which focuses on the factors that persuade people to adopt new practices or strategies — is worth a brief examination.



Innovation Diffusion

Everet Rodger's innovation diffusion theory suggests that people are persuaded to adopt new practices when they are convinced that doing so will bring them *a relative advantage* over their existing practices. Such advantage can be measured in many terms. Social prestige, convenience and satisfaction are several important factors. But in many cases, the most powerful factor will be economic. For example, if you can convince a real estate developer that it is possible to sell houses for higher prices when

properties and neighborhoods are landscaped with appropriately selected trees, you may persuade that developer to take tree planting and maintenance into account in planning developments. Interestingly, innovation diffusion theory does not insist that the innovation promise a high degree of advantage, only that the advantage be clear to the individual you are trying to persuade. You don't have to raise the selling price of any single one of the hypothetical real estate developer's houses by a huge amount. The increase need only be enough to make most of the houses with trees sell for more than those without.

Other factors in innovation diffusion are compatibility with existing practices, perceptions and values; complexity of innovation; and the immediacy of the results of a given innovation. This means that along with a perceived advantage, the target of persuasion must feel comfortable with the new practice being called for. It needs to blend with existing beliefs and traditions, it needs to be communicated in terms the individual grasps, and it needs to promise results in a timeframe with enough potential impact to make the effort seem worthwhile. This last point is particularly important relative to community forestry, because of the long-term scope of planting and growing trees. It is crucial that among the reasons given for communities to commit valuable resources to planting and maintaining trees there are some that can be realized within a relatively short time frame. Years are better than decades. Months are better than years. Immediate is best of all. For example, in a presentation to a board of supervisors, a community forest supporter might point out that since older trees already provide benefits to a community, allocating resources to better maintain them offers an immediate return on investment.

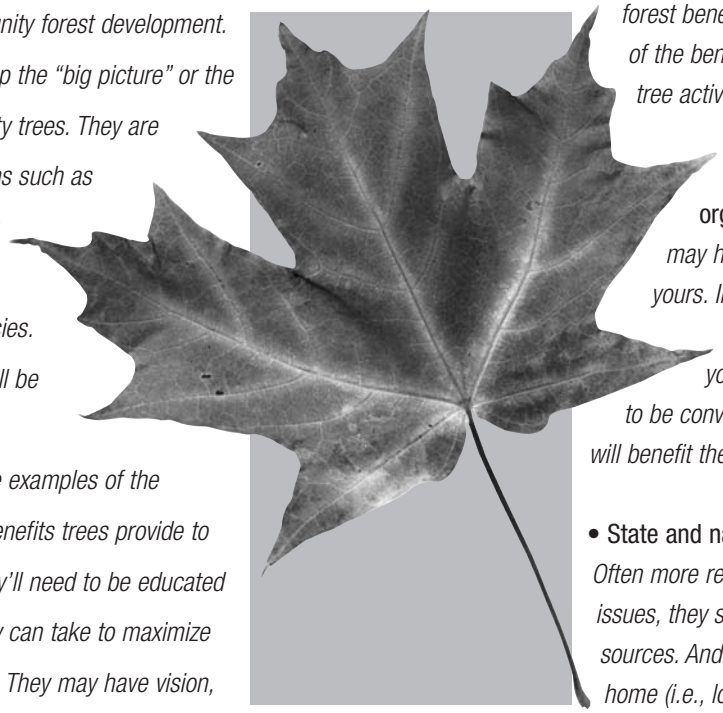
Audiences & Objectives

Chapter 3

Audiences & Objectives

The first step in any process of persuasion is understanding the people you're trying to persuade — your audience. For community forest supporters there are several crucial audiences:

• Local elected officials — *As a key audience, this group controls the most immediate and crucial financial resources for community forest development. Often they don't grasp the "big picture" or the long-term value of city trees. They are motivated by concerns such as reelection, community health and welfare, and community legacies. Value propositions will be crucial to sway them. They'll need concrete examples of the actual value of the benefits trees provide to their community. They'll need to be educated as to the actions they can take to maximize tree-derived benefits. They may have vision, but are also driven by politics and complex agendas. They must be helped to see how city trees can help them navigate both.*



• City Managers, heads of municipal departments and planners — *they are less visible to the public and often have a more bureaucratic role than the elected officials. They often control crucial budgets, but those budgets are usually tightly structured for well-established purposes. They may not understand what budgetary benefits trees provide, while they may be very aware of the costs of tree maintenance. They too will need clear, concrete examples of the ways in which community forest benefits outweigh costs, as well as of the benefits of working with volunteer tree activists.*

• Potentially allied organizations — *These groups may have closely related goals to yours. In some cases, they simply need to be made aware of your efforts. At most, they need to be convinced that promoting city trees will benefit their cause.*

• State and national legislators — *Often more removed from local politics and issues, they still can control critical funding sources. And they all have to be elected by home (i.e., local) constituencies. They may not understand how their legislation promotes or hinders development of sustainable community forests, nor recognize the importance of funding local planning, marketing, and educational efforts. They need to grasp how support for city trees can enhance their image with their constituents.*

- Architects, landscape architects, and civil engineers — *Some architects and landscape architects may only see trees from an aesthetic viewpoint without knowing much about how they grow, how to select appropriate species, or the other benefits trees provide. Some civil engineers often view trees as obstacles that clog drains, tear up sidewalks, or attack pipes. All three groups would profit from knowing that trees directly benefit their work, that they need more technical knowledge about trees and that resources are readily available. Sometimes the most effective supporters will be members of their professional associations.*

- Real estate developers — *They understand the instant appeal of trees at sale time. They often don't understand the potential liability and bad public relations that may derive from poor species selection, planting and pruning practices. If these practices can be connected to their "bottom line" they will be quite attentive; they really want to do the "right thing," particularly if it is profitable for them. It is important to help them understand the relative complexities of tree selection — including long-term costs of improper species selection, planting procedures and maintenance — and the value of retaining some of the existing trees. This audience will be most swayed by clear value propositions.*

- Schools (students and teachers) — *A generally sympathetic audience that can easily become an educational channel as well as a force for persuading other audiences. They also can become a free work force of volunteers.*

- Neighborhood opinion leaders, residents, homeowners and the voting public — *In many ways the most difficult audience to reach, primarily because of its broadness. While reaching these constituencies can require a variety of strategies and tactics, victory here can bring important pressure to bear upon members of the audiences who directly control the resources necessary for community forest development (e.g., council members or county board members). Ultimately, this audience — as voters and taxpayers — is where the money comes from.*

Audience Behaviors

Once you've identified your audiences, you must decide what it is you want them to do. Different audiences play different roles. It is a combination of varied actions from a combination of target audiences that will bring success.

Above all, it is crucial that the behaviors you desire from your audiences be realistic. They must also be measurable. The first is important because if goals are not kept realistic, city tree supporters risk being ineffective and, more dangerous, alienating the support they need to succeed. The need to keep desired behaviors measurable is important if you intend to use past success as leverage for gaining continued and additional support. In undertaking this campaign, you're entering a political world where one of the greatest guarantees of success is… past success.

There are two essential types of behavior you are trying to instill. The first can be termed "taking action." In other words, your aim is to get someone to actually do something in order to further the cause of

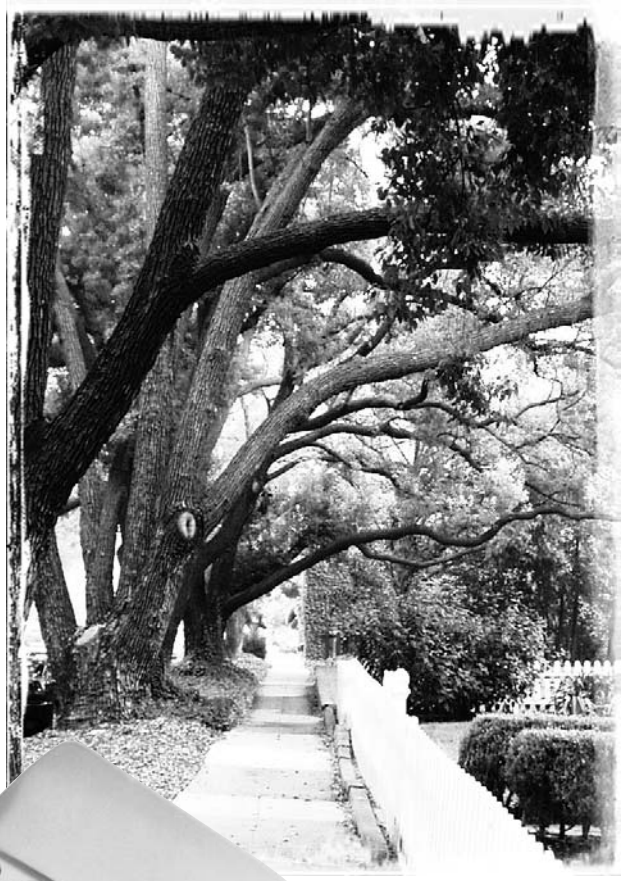
city trees. The second behavior can be described as "supporting the actions of others." In this case, you want someone or some group to come out in support of another individual or group's action.

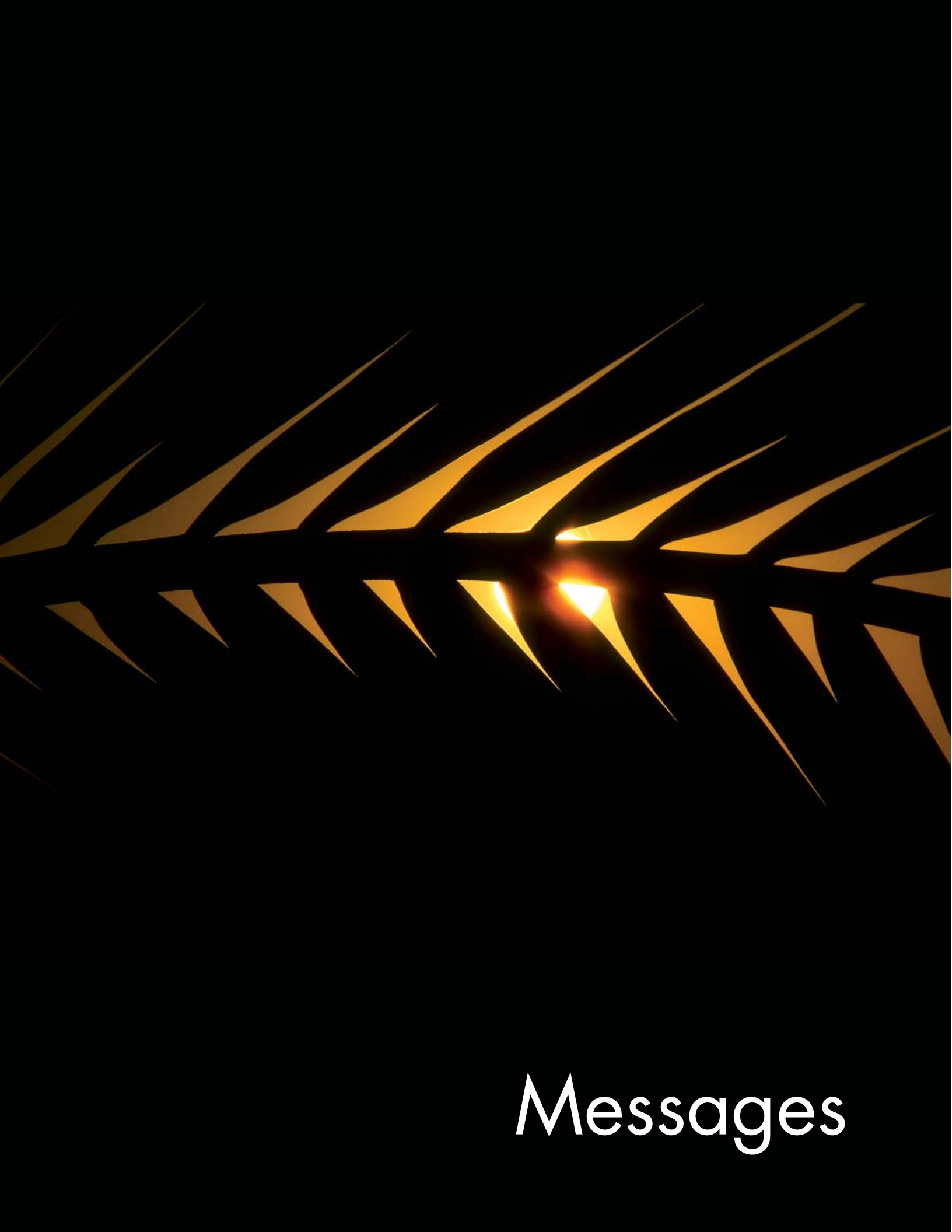
Depending upon your audience, there are several behaviors characterized as "taking action".

- Allocating more community dollars to tree planting/maintenance.
- Allocating more real estate development dollars to tree planting/maintenance or retention of existing tree cover.
- Increasing preservation of trees where appropriate.
- Increasing inclusion of trees in city planning.
- Increasing inclusion of trees in land development planning.

Again, depending upon the particular audience, several behaviors can be characterized as "supporting the actions of others".

- Joining a community coalition.
- One group including another group in its communication channels (newsletters, magazines, etc.).
- Attending public meetings/hearings in a show of support.
- Providing funding.
- Letter writing.



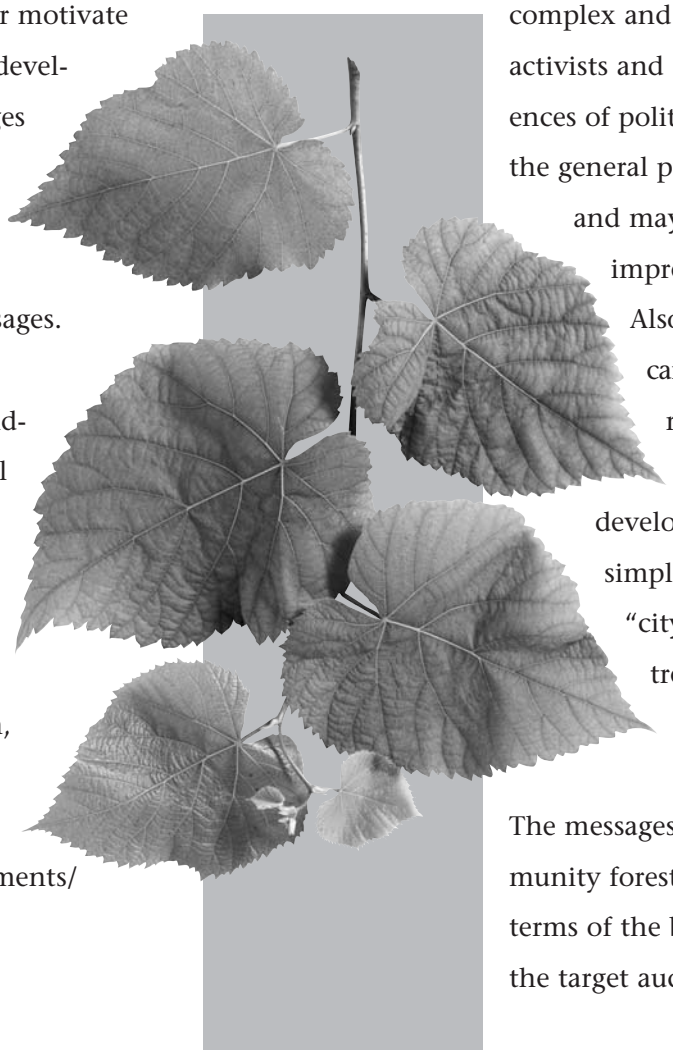


Messages

Chapter 4

Messages

Having gained a grasp of your audiences and what you want them to do, it is time to turn to the activities involved in reaching those audiences and persuading them to take action or support action. The first step is to determine what you must tell them in order to persuade and/or motivate them. This is the development of messages and the back-up information that supports and substantiates messages. Your messages become the grounding or source of all that you communicate to your target audiences — whether in daily conversation, formal presentations, public service announcements/ advertisements or brochures.



In developing your messages, exclude obscure or confusing jargon to make them clearer and more effective. In the case of community forestry, this means language like "urban forest" needs to be replaced. Although such terms may not be overly complex and are often well-known to activists and supporters, to target audiences of politicians, bureaucrats and the general public they mean little and may even trigger false impressions or antagonism. Also, trying to define them can waste precious time and resources. For these reasons, it is better to develop messages that use simpler terms and phrases like "city forests," "community trees," "trees and the community," and so forth.

The messages most pertinent to community forestry can be grouped in terms of the behavior objectives and the target audiences discussed in the

previous chapter. Above all, in order to be effective with all audiences your messages should incorporate some sense of quantity or amount, either explicit or implicit. This will make them far more powerful. A variety of message strategies are listed below with examples of how some of them can be quantified.

Message examples pertinent to all audiences:

- Trees are part of the entire city landscape; they must not be seen as if isolated from other aspects of community infrastructure.

- Trees often have a positive impact on business.

— *Shoppers shop more often and longer in well-landscaped business districts and are willing to pay 12 percent more for goods and services. (Wolf, 1999)*

— *Trees can be a stimulus to economic development, attracting new business and tourism. Commercial retail areas are more attractive to shoppers, apartments rent more quickly, tenants stay longer, and space in a wooded setting is more valuable to sell or rent. (National Arbor Day Foundation, 2002)*

- Trees often have a positive impact on property values.

— *Each large front-yard tree adds about 1% to the sales price of a home. (Anderson and Cordell, 1988)*

— *Landscaping with trees can increase property values. A value of 9 percent ($15,000) was determined in a US Tax Court case for the loss of a large black oak tree on a property valued at $164,500. (Neely, 1988)*

- Trees have a positive impact on energy conservation, air quality, and rainwater runoff.

— *Shade from two large trees on the west and one on the east side of a house can save up to 30 percent of a typical residences annual air conditioning cost. (Simpson and McPherson, 1996)*

— *Trees properly placed around buildings as windbreaks can save up to 25 percent on winter heating costs. (Heisier, 1986)*

— *100 trees remove five tons of carbon dioxide from the atmosphere per year. (McPherson et al., 1999)*

— *100 trees remove about 1000 pounds of air pollutants per year, worth about $4500 in emission credits. (McPherson et al., 1999)*

— *A large tree intercepts between 760 and 4,000 gallons of rainfall per year in its crown, reducing runoff of polluted storm water. (McPherson et al., 1999 and McPherson et al., 2000)*

- Trees have a positive impact on physical health/well-being.

— *Trees reduce levels of domestic violence and foster safer, more sociable neighborhood environments. (Sullivan and Kuo, 1996)*

— *Hospital patients that see trees need less medication and have faster recovery times following surgery. (Ulrich, 1985)*

- Trees create a sense of comfort and home.

— *Views of trees from inside homes and offices provide restorative experiences that ease mental fatigue and help people to concentrate. (Kaplan and Kaplan, 1989)*

— *Employees with views of nature are ill 23 percent less often than employees without views. (Kaplan and Kaplan, 1989)*

— *Views of nature reduce the stress response of both body and mind when stressors of urban conditions are present. (Parsons et al., 1998)*

— *In laboratory research, visual exposure to settings with trees has produced significant recovery from stress within five minutes, as indicated by changes in blood pressure and muscle tension. (Ulrich, 1985)*

Audience-specific messages:

Your two most crucial audiences are local elected officials, key staff and developers. For this reason, we suggest the following message strategies aimed specifically at these two groups.

Local elected officials, and key admin staff:

- Improve the tax base by increasing property values.
- Create a landscape more likely to attract businesses and shoppers to your community.
- Improve the overall livability of your city.
- Leave a positive legacy for your community.

  — *Parks and tree-lined streets become community landmarks and focal points.*

- Negative aspects of trees (infrastructure damage, liability, maintenance costs, allergen production) can be minimized with proper planning.

  — *Typical benefits — in terms of energy savings, air quality, health benefits, positive impacts on business — from 100 trees over 40 years are worth $225,000. (McPherson et al., 2002)*

  — *Typical costs for maintaining 100 trees over 40 years are $83,000. (McPherson et al., 2002)*

  — *Net benefits from 100 trees over 40 years equals $142,000*

Developers

- Trees create added appeal for your properties and developments.
- Trees enhance sales values.
- Including the right trees in your planning will positively impact the value of your developments.

  — *Avoid the problems of liability and bad publicity resulting from trees that die prematurely.*

  — *The expertise you need to make the right decisions is available.*

Slogans

Chapter 5

Slogans

Audiences, desired behaviors and messages are in place. It is time to turn to the heart of your strategy to generate support for trees in your community: the slogan or umbrella messages you will aim at your various audiences. This is where everything we've covered up to this point comes together in a highly focused manner. The ideas you want to communicate must be articulated in simple, clear and powerful language if they are to sway the groups you wish to persuade. While these messages are not likely to be used in everyday conversation, they will appear in the various tools and tactics through which your campaign is communicated.

The slogans are where the value propositions and quantification discussed earlier must be displayed, but in a more concise, often implicit manner. There will be more than one slogan — although there should be a key or central slogan that embodies all the others — and not all slogans will be used in all instances. Above all, in order to be successful, slogans need to be established and hammered home with consistency through the various tactics discussed later.

In developing the key or umbrella slogan, you must keep in mind two factors discussed earlier.
First is the need to bring home

a value proposition — to suggest that there is a relative advantage to be gained. Second, it needs to be jargon-free. Anyone should be able to grasp it without knowing a thing about community forestry. In addition, since the key slogan has to communicate to all audiences, the value proposition should be implied, but in a very direct fashion. Possible key slogans might be:

"Planting the Seeds of Success."
"Trees in Your City."

"Made in the Shade."
"Trees in Your Community."

In both cases, well-known expressions that suggest or imply material benefits are joined to a straightforward phrase connecting the audience's community to trees. Both slogans establish, at a minimum, that trees have something beneficial to do with your audience's city and that the benefits are likely material and/or economic. Since people outside of the forestry and lumber industries do not usually associate trees with material or economic benefits, it is likely that the simple suggestion of such a connection will grab attention. If it is then brought home through strong tactics and sub-messages aimed at appropriate audiences, it can be the basis for successful persuasion on a large scale.

With the key slogan in place, it will be important to articulate a selection of the other slogans in different contexts and different ways. Drawing on the messages

listed in Chapter 4, keep in mind the need to articulate value propositions — relative advantages — and to do so in simple, jargon-free language to create an impactful slogan. For example, the message "leave a positive legacy to your community," aimed at the elected officials audience, might become something like:

— "Plant trees. Be a hero."

— "Plant trees. Be remembered."

— "They name parks after people who plant trees."

The message "Negative aspects of trees can be minimized with proper planning" (with its sub-points regarding the positive balance of financial benefits derived from 100 trees over 40 years), for the same audience, could become:

— "Plant a hundred trees. Save your city thousands of dollars."

In similar fashion, the message "trees and tree-inclusive landscaping will create added appeal for your properties," aimed at developers, might appear as:

— "Plant trees. Sell more houses."

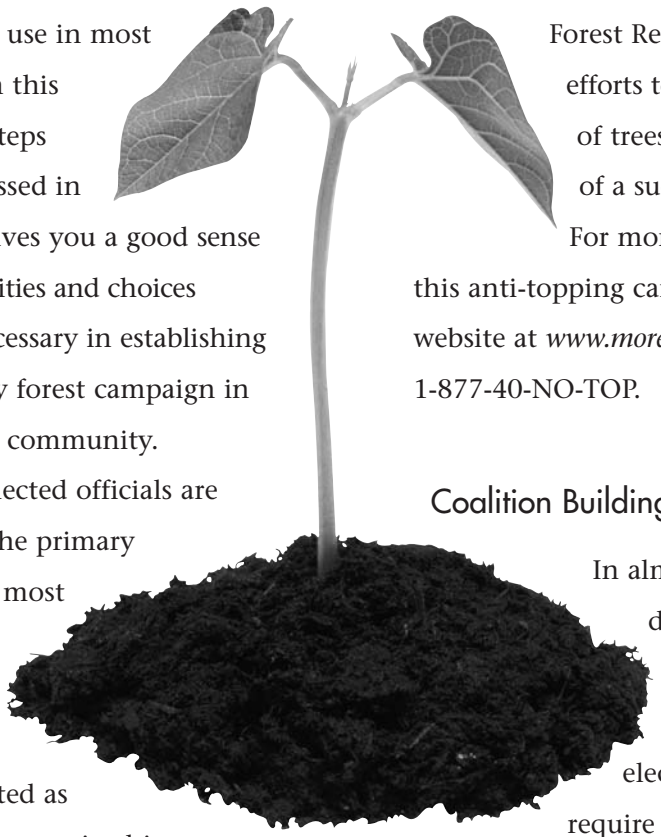
—"Trees can sell your property."

Sample Campaign Scenario

Chapter 6

Sample Campaign Scenario

Community forest campaigns can take many forms and the range is too broad to cover here. There is simply no perfect set of steps or tools that will apply in all cases. There are common steps, however, that you can use in most situations. In this section the steps will be discussed in a way that gives you a good sense of what activities and choices would be necessary in establishing a community forest campaign in virtually any community. Since local elected officials are likely to be the primary audience for most community forest campaigns, they are treated as the ultimate target in this scenario. Your goal is to convince them to increase the portion of the budget allocated to the establishment and maintenance of the trees in your community.



Nevertheless, with a little creative re-thinking, you can use much of what follows as the basis for approaching any audience, whether it's made up of elected officials, developers, or the public.

Forest ReLeaf of Missouri's efforts to stop the topping of trees is one example of a successful campaign. For more information on this anti-topping campaign, visit their website at *www.moreleaf.org* or call 1-877-40-NO-TOP.

Coalition Building

In almost all cases, the demands of gaining the support of local elected officials will require the building of a coalition. A coalition is a group of distinct organizations, each with its own identifying cause, that agree to work together to support or defeat a particular issue. For example, a wet-

lands coalition might attract groups as diverse as open-space conservancies, anti-water pollution groups, waterfowl hunters and conservationists, and native plant supporters. Each group has its own specific cause that leads it to support the preservation of the same wetlands.

To build your coalition, search out and then bring together groups that have a stake in your community's forest. Once they've been identified, you'll need to determine what resources — in terms of staffing, skills, mailing lists or simply support (financial or moral) — each coalition partner brings to the table. You'll also need to clearly define the parameters of the coalition among the members. Every member will need to "buy in" to the coalition's overall goals as well as its own obligations to the group.

To some extent, the make-up of your coalition will be determined by the nature and size of your community. You'll need to:

- Find out what groups exist.
- Find out what they're doing.
- Identify contacts/leaders.

There are different ways of engaging in these activities, but the Internet is probably the best place to start.

Once you've identified likely groups and contacts, you should arrange an introductory meeting, either one-on-one with leadership or an opportunity to present to the group. Remember to:

- Think in terms of the goals of the group you're approaching, rather than your own.

  — *Review the earlier sections of the handbook on persuasion and messaging to focus your communications.*

- Determine what sort of support you'll be asking them for:

  — *Taking action — e.g., participate in further coalition-building, raise funds, approach officials.*

  — *Supporting the actions you plan to take — have their members present in large numbers when you make your presentation to government — or to other groups (other potential coalition partners, business groups, etc.).*

When you meet with potential coalition members, you may find it helpful to use a PowerPoint presentation. If you use a presentation as a direct persuasion tool, be sure to take into account the group's perspective. This will demonstrate to a potential partner how much planning and effort you've already put into the process you're asking them to join.

Tactics and Tools

Once your coalition is started, you'll need to rely on each member to contribute. For some it will be funding, others will provide expertise, while others may be able to do no more than provide members who will attend public meetings to demonstrate their support. The key here is to use each coalition member's talents and capacities to the fullest extent possible. For example:

Public Relations

If your coalition draws in a business group — a likely example would be a real estate developers' association — members of that group will probably have access to communications professionals, either within their companies or via agencies they employ. Use the skills of experts whenever possible. If, for instance, a member of the coalition employs a public relations professional, then it makes sense to let that individual take the lead in PR activities. Similarly, if a coalition partner has access to an advertising firm or a design staff, find out if those resources are available to produce, say, a radio or print public service announcement (PSA), or perhaps a well-designed and written brochure or flier. If a member of the coalition has extensive experience in making public presentations, you might want to assign that person the job of presenting your coalition's case in the future. If other members have been in government or worked closely with local officials, let them take the lead in making contacts and arranging for presentations.

> *"…public relations activities are the least expensive and…provide the most credibility."*

Depending upon available resources, you'll have to prioritize the tactics you undertake and tools you produce. In general, public relations activities are the least expensive and, if successful, can provide the most

credibility. But you'll still have to choose among various PR tools — news releases, op-ed pieces, meetings with editorial boards (aimed at garnering editorials), letters to the editor, and so forth. In this arena, you'll also want to research (again, via the Internet) the editors and reporters to approach: find out which ones have already covered issues connected to community forests in their past work. And remember, if you have access to PR professionals via coalition members, use them.

A key point here, beyond the simple limitations created by resources, is understanding which tools will be most effective in your community. PR in some form is almost always worth engaging in, particularly in light of its cost-effectiveness. In addition, it is very likely that you'll want some sort of printed material to pass out and leave behind. Resources will determine if it's a beautiful, large-format, four-color brochure or a photocopied flier.

Printed Materials

Developing printed materials — brochures, posters, fliers, etc. — will depend upon your coalition's unique circumstances. Producing such materials will require resources, so use caution in deciding what to produce. A powerfully written and designed brochure can be a highly effective tool, particularly when left behind after a public presentation. But if it reduces your resources too much, you might be better off with a simple, clearly designed one-sheet flier.

Presentations & Websites

It also makes sense to have a polished presentation ready when the time comes. Resources again will determine if it is the simplest sort of PowerPoint presentation, or a multi-media presentation incorporating video images and a soundtrack. If a coalition member has the expertise to create a simple website, enlist their help to get it started. Post your purpose, goals, PR items and printed materials, and all of your presentations on the site. As you recruit new coalition members, refer them to your website.

Use Your Resources Wisely

There are tactical areas where resources rule in an absolute sense: if you don't have enough money, then avoid these tactics altogether. The best example of this is broadcast advertising, television in particular. In most cases, the only way you'll be able to engage in the production of a TV PSA will be if your coalition partners bring some or all of the components of production to the table. But even if they do, it may not be worth engaging in the process unless the dollars exist to purchase at least some airtime. While there are legal requirements compelling television stations to air "PSA schedules," if you're not also purchasing some paid advertising airtime, there's a strong likelihood that your hard-earned spot will be shown infrequently and then mostly during low rating times — late at night or very early in the morning — when your target audiences are not likely to be viewing. Radio is usually far less expensive to produce than TV, but the same caution still applies. The bottom line is: work for effectiveness within your resources — both human and financial.

The Presentation

This is what you've been working for: an opportunity to make the case for community forestry to your local elected officials. You've developed your coalition and used its resources with thoroughness and care. You've developed strong strategies and clear messages. You've produced some printed pieces, in line with your funding, maybe even a website. Perhaps your group has had some PR success — coverage in the local news or an op-ed in the paper. Your best presenter has made presentations to the local Rotary Club or neighborhood associations and developed some level of community support.

You'll need to research how to actually get on the agenda of the governing body you've targeted. There will be a formal process, probably involving both phone and written contact. If any members of your coalition can help facilitate, let them. The key now is to be ready. While this step may lead to an opportunity for a long presentation at some point in the future, the time you're allotted for this first presentation will probably be limited, so use it wisely:

- The PowerPoint presentation "Trees in Our City" is a good example of what to present. Download the presentation at : *http://cufr.ucdavis.edu*, click on Market Research.
- Keep the presentation short and to the point.
- Let them know right away, with clear, simple messages and imagery, what they will gain by supporting trees.

  — *Remember to use your message strategies, messages and slogans.*

  — *Connect your goals to something your audience is interested in achieving or wants to avoid in the short run.*

  — *Find ways to spotlight the efforts of people like them who are making a difference.*

  — *Raising awareness should be the goal of this initial presentation.*

  — *This presentation will need a hook. Tie trees to desired outcome and make the point that trees play an important part in creating your city's image. "Would you want to live/work here?"*

  — *Provide factual evidence of the benefits of trees.*

  — *Make sure the presenter is someone the local elected officials trust.*

  — *Demonstrate financial as well as quality of life consequences. "Will new families or businesses want to move here?"*

  — *Be sure to leave them with something they can do. Propose a solution, have a plan or strategy they can act on.*

- Make sure your partners are there in force — their presence will have a double impact: as voters and as representatives of organizations whose members are also voters.
- Bring printed materials to hand out — be it a brochure, info sheets or even a print out of your PowerPoint presentation.

- Be sure to leave time for questions — at least twice as much time as you take to make your presentation.
- Anticipate questions.

  — *Regarding points you've made.*

  — *Regarding important points that you left out for the sake of time.*

- Be gracious; remember to thank people for their questions and their time.

Live the Role You've Created

Creating a coalition — developing contacts, building partnerships, coordinating resources and efforts — and getting your campaign in front of government, has an easily-overlooked outcome. You and your coalition now are a community resource. You've positioned yourselves as champions of, and experts on, issues connected to community forestry. It is crucial that you watch carefully for opportunities that enable you to expand this role. Events, public or private, that are reasonably connected to community forests demand your attendance. And be ready to support your coalition partners in appropriate and related causes. The foundation you've built is just the beginning.

References

For guidance in developing specific aspects of strategy and tactics — especially in dealing with policy makers, the media and in setting up forums and public meetings — a helpful resource is the "Advocacy Kit" of the Association for Supervision and Curriculum Development. It can be found on the association's Web site, at www.ascd.org/advocacykit/.

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