

Intro: About Your Organization

Advocacy Capacity Tool

for organizational assessment

ALERT: Once you start the survey, you have only seven days to complete it. After that time your information will be erased and you will have to start over.

Please note: Key terms throughout the survey are linked to the [terminology page](#) on the Alliance for Justice website.

To access a number of resources on building your organization's advocacy capacity, please see Bolder Advocacy's resource list [here](#).

Introductory questions: About Your Organization

The questions below ask for basic information about your group or organization. Your responses will allow us to learn about the capacities of nonprofits across the country.

Please enter the name of your organization or group (this information will not be shared in the public results):

Please note: Should your organization submit multiple entries of the survey, only the most recent entry will be retained for the database, which allows for comparison among organizations.

Please enter your title at your organization or group (this information will not be shared in the public results):

Who is the primary source of information for your survey answers?

- Volunteer Staff
- Board Member(s)
- Executive Director
- Program Staff
- Administrative Staff
- It is a group effort
- Other

Intro 1: Are you: (Select one response)

- A [501\(c\)\(3\)](#) tax-exempt organization
- A [501\(c\)\(4\)](#) tax-exempt organization
- An informal association or [coalition](#) without tax-exempt status
- Other

Intro 2: What is your organization's approximate budget? (Select one response)

- < \$100,000
- \$100,000 - \$500,000
- \$500,000 - \$2 million
- \$2 million to \$5 million

> \$5 million

Intro 3: What issues do you work on? (Select all that apply)

- Arts
- Budget
- Campaign Finance Reform
- Child Welfare
- Civil Rights
- Consumer Rights
- Criminal Justice
- Defense Spending
- Disabilities
- Education
- Employment
- Environment
- Government Accountability
- Housing
- Healthcare
- Immigration/Immigrants Rights
- Income Maintenance
- International
- Reproductive Rights
- Transportation
- Worker Rights
- Youth
- Other

Intro 4: What best describes the primary work of your organization? (Select one response)

- Service Delivery
- Advocacy
- Community Building/Community Development/Community Organizing
- Think Tank
- Other

Intro 5: At what levels do you engage in advocacy? (Select all that apply)

- Local
- State
- Federal
- Regional/Multi-State
- Tribal
- Other

Intro 6: In which states or regions are you working to influence policy? (Select all that apply) In order to select more than one state or region, press the control key and click on each of the selected states.

- International
- North America
- South America
- Europe
- Africa
- Asia

- Asia
- Australia
- All U.S. States
- Alabama
- Alaska

Section 1: Advocacy Goals, Plans and Strategies

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As you begin this survey, keep these two questions in mind:

- What are your long-term and short-term **advocacy** goals?
 - For example: A housing advocacy group might have a long-term goal of obtaining policy to provide enough public housing for all of the state's homeless, and short-term goal of stopping proposed legislation to decrease the current state appropriations for public housing.
- How can your organization uniquely contribute to accomplishing these goals?
 - Factors to consider: This includes the type of role (mobilizer of networks, legislative strategy leader for a coalition, lone advocate on a narrow issue, public leader versus behind the scenes player, etc.) your organization wants to play, what other groups are doing, where your expertise lies, etc.

Please select the response for each measure that best fits your organization.

Advanced questions are optional. For more information on Advanced questions, please click [here](#).

1.1 Preparation

This section introduces the key elements of basic preparation for engaging in advocacy

	Very Strong/Always	Moderately Strong/Usually	Somewhat Strong/Sometimes	Not Strong/Rarely/Never
The organization identifies and articulates its mission and goals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization has basic knowledge about its subject matter, including how its issues affect constituents	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization understands the overall policy environment related to its issues, including trends, possible allies and opponents , and other organizations working towards the same goals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization identifies its existing advocacy capacities, including staffing, skills and knowledge, and strength of field operation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

1.1 Preparation - Advanced (optional)

	Very Strong/Always	Moderately Strong/Usually	Somewhat Strong/Sometimes	Not Strong/Rarely/Never
The organization has a long-term vision or plan for its advocacy goals and for increasing its advocacy over time.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

1.2 Agenda

This section introduces the importance of having a clear, written **agenda** that defines advocacy goals and prioritizes activities.

	Very Strong/Always	Moderately Strong/Usually	Somewhat Strong/Sometimes	Not Strong/Rarely/Never
The organization has a written advocacy agenda , approved by the organization's leadership , that identifies its goals and	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

that identifies its goals and priorities

The organization gathers information and recommendations from constituents and other **stakeholders** in the development of its agenda

The organization shares its agenda or segments thereof, with **decision makers**, constituents, partners and **media**, as appropriate

The organization adjusts its focus on particular agenda items in response to internal and external changes

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

1.2 Agenda - Advanced (optional)

Very Strong/Always Moderately Strong/Usually Somewhat Strong/Sometimes Not Strong/Rarely/Never

The agenda includes one or more priorities that are proactive rather than reactive

The organization has an agenda-setting process that is understood throughout the organization

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

1.3 Plans, Strategies, and Adaptability

This section introduces the importance of developing a flexible plan to carry out the written agenda.

Very Strong/Always Moderately Strong/Usually Somewhat Strong/Sometimes Not Strong/Rarely/Never

The organization analyzes what it will take to accomplish each written agenda item, including who has the power to make decisions in **legislative, administrative, electoral, litigation, and other areas**

The organization develops a plan for how it will strategically advance each written agenda item. The plan identifies appropriate **targets**, tactics, major activities, and expected results

The organization monitors internal and external changes in the policy environment and adapts its strategies as needed

The organization has a plan for assessing **advocacy capacity** and for strengthening its capacity as needed

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

1.3 Plans, Strategies, and Adaptability - Advanced (optional)

Very Strong/Always Moderately Strong/Usually Somewhat Strong/Sometimes Not Strong/Rarely/Never

The organization plans to test new, improved strategies and tactics, such as new methods of communications or of mobilizing **networks**

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Section 2: Conducting Advocacy

For all of the indicators in this section, you will have the option of choosing "Rely On Partners" as your answer. You should choose "Rely on Partners" if the organization has decided not to build capacity in a particular measure because it primarily gets that capacity from other individuals or groups.

For more information on the "Rely on Partners" option, please click [here](#).

2.1 Research and Analysis

Assess the extent to which the organization researches and gathers information, and conducts analyses on its issues.

	Very Strong/Always	Moderately Strong/Usually	Somewhat Strong/Sometimes	Not Strong/Rarely/Never	Rely on Partners
The organization researches, compiles and analyzes information about specific issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization researches and analyzes the impact of current policies, the policy environment and opportunities for advancing its goals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization employs a process for verifying that its issues or issue analyses and other materials are accurate and reliable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization shares information, analyses and supporting materials with decision makers , constituents and partners	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2.1 Research and Analysis - Advanced (optional)

	Very Strong/Always	Moderately Strong/Usually	Somewhat Strong/Sometimes	Not Strong/Rarely/Never	Rely on Partners
The organization conducts in-depth research and produces reports or other materials related to its advocacy agenda	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2.2 Field Operation

Assess how the organization communicates with, educates and engages its network and the [public](#).

	Very Strong/Always	Moderately Strong/Usually	Somewhat Strong/Sometimes	Not Strong/Rarely/Never	Rely on Partners
The organization has a network or various networks of individuals and organizations that it	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
can activate to advocate or collaborate on key policy issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization communicates with its network on the status of advocacy efforts, opportunities to engage, messages and results	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization identifies segments of the public to educate about	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

public to educate about its agenda

The organization conducts phone banks, informational mailings, online communications and/or canvassing to educate and mobilize their network and gain public support

2.2 Field Operation - Advanced (optional)

	Very Strong/Always	Moderately Strong/Usually	Somewhat Strong/Sometimes	Not Strong/Rarely/Never	Rely on Partners
The organization implements a plan to expand the size and diversity of its network	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization works to expand the issue knowledge and advocacy skills of those in its network	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization activates segments of the public to influence decision makers in support of organizational priorities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2.3 Advocacy Partners and Coalitions

Assess the extent to which the organization has partnerships -- with other nonprofits, businesses, professional associations, etc. -- that advance its goals.

	Very Strong/Always	Moderately Strong/Usually	Somewhat Strong/Sometimes	Not Strong/Rarely/Never
The organization identifies other stakeholders that have similar goals, including those with complementary knowledge and skills, with whom it could collaborate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization participates in coalitions that share one or more of its goals and provide value to the organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization actively seeks support for its priorities from its coalition partners	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization exchanges information with its partners, as appropriate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2.3 Advocacy Partners and Coalitions - Advanced (optional)

	Very Strong/Always	Moderately Strong/Usually	Somewhat Strong/Sometimes	Not Strong/Rarely/Never
The organization seeks support from stakeholders who may not be traditional allies , but with whom it could partner on a particular project	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization plays a leadership role in establishing and/or managing a coalition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2.4 Messaging

Assess how the organization develops and delivers its advocacy messages.

	Very Strong/Always	Moderately Strong/Usually	Somewhat Strong/Sometimes	Not Strong/Rarely/Never	Rely on Partners
The organization develops clear, compelling and concise messages tailored to its target audiences	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization bases its messages and materials on reliable, credible and up-to-date information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization identifies and uses effective messengers and spokespeople	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization chooses a variety of paid and/or earned media strategies to communicate its messages	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2.4 Messaging - Advanced (optional)

	Very Strong/Always	Moderately Strong/Usually	Somewhat Strong/Sometimes	Not Strong/Rarely/Never	Rely on Partners
The organization conducts polling and focus groups to develop and test effective messages	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2.5 Media Relations

Assess the extent to which the organization communicates effectively with the media and uses various media to advance its policy goals.

	Very Strong/Always	Moderately Strong/Usually	Somewhat Strong/Sometimes	Not Strong/Rarely/Never	Rely on Partners
The organization monitors media coverage related to its issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization identifies, develops and maintains a list of media contacts relevant to its program issue(s)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization distributes information to a wide range of media outlets -- including online, broadcast and print media -- to communicate its messages	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization has a written media plan with objectives, targets , strategies and timelines	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2.5 Media Relations - Advanced (optional)

	Very Strong/Always	Moderately Strong/Usually	Somewhat Strong/Sometimes	Not Strong/Rarely/Never	Rely on Partners
The organization identifies, builds and maintains relationships with key personnel in online, broadcast and print media	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The organization maintains an active social media presence	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization has developed a crisis communications strategy for effectively dealing with negative press or an internal crisis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2.6 Influencing Decision-Makers

Assess the extent to which the organization builds influential relationships with targeted decision-makers.

	Very Strong/Always	Moderately Strong/Usually	Somewhat Strong/Sometimes	Not Strong/Rarely/Never	Rely on Partners
The organization monitors the actions of decision makers related to the organization's agenda	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization builds working relationships with decision-makers by providing information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization consistently nurtures relationships with decision-makers throughout the year	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization deliberately builds relationships with elected officials without regard to political affiliations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2.6 Influencing Decision-Makers - Advanced (optional)

	Very Strong/Always	Moderately Strong/Usually	Somewhat Strong/Sometimes	Not Strong/Rarely/Never	Rely on Partners
The organization identifies and builds relationships with influential individuals and groups who can persuade decision makers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Section 3: Advocacy Avenues

Section 3: Advocacy Avenues

This section includes: administrative, legislative, electoral and litigation **indicators**. Fill in the survey for the areas in which you work. You can choose to fill out one to all of these indicators. No matter how many you fill out, you will be able to view them all. Please note, **ballot measures** is included under **legislative advocacy**.

For all of the indicators in this section, you will have the option of choosing "Rely On Partners" as your answer. You should choose "Rely on Partners" if the organization has decided not to build capacity in a particular measure because it primarily gets that capacity from other individuals or groups.

For more information on the "Rely on Partners" option, please click [here](#).

3.1 Administrative

Assess the organization's skills, knowledge and actions related to **administrative advocacy**.

	Very Strong/Always	Moderately Strong/Usually	Somewhat Strong/Sometimes	Not Strong/Rarely/Never	Rely on Partners
The organization understands the regulatory and enforcement processes of the agencies that	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

implement policies and programs, and knows how to influence these processes

The organization identifies and works with appropriate **decision makers** within the administrative agencies, including related commissions and advisory committees

The organization identifies, monitors and analyzes proposed rules, **regulations** and other administrative branch activities and their potential impact on the organization's priorities

The organization recommends policies or actions through comments (or

endorsements of other groups' comments) on proposed regulations or other administrative policies, through testimony at agency hearings and/or other means to further its priorities

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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3.1 Administrative - Advanced (optional)

	Very Strong/Always	Moderately Strong/Usually	Somewhat Strong/Sometimes	Not Strong/Rarely/Never	Rely on Partners
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The organization initiates new regulations, **executive orders**, commissions, enforcement measures or other actions to further its priorities

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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The organization is aware of planned activities by the administration related to the organization's priorities

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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3.2 Legislative

Assess organization's skills, knowledge and actions related to legislative advocacy

	Very Strong/Always	Moderately Strong/Usually	Somewhat Strong/Sometimes	Not Strong/Rarely/Never	Rely on Partners
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The organization has knowledge of the **legislative process** (including budgeting and appropriations), and knows how to impact these processes

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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The organization identifies and works with appropriate legislators, committees, staff, and stakeholders

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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The organization identifies, monitors and analyzes proposed legislation and the potential impact on its priorities

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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The organization promotes, opposes or

can play

The organization reminds and encourages its constituency and the public to vote

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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The organization participates in **voter and/or candidate education** efforts

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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The organization educates its staff and governing body about the legal guidelines for electoral activity

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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3.4 Electoral - Advanced (optional)

Very Strong/Always Moderately Strong/Usually Somewhat Strong/Sometimes Not Strong/Rarely/Never Rely on Partners

The organization initiates **voter and candidate education** efforts

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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The organization engages in efforts to register voters and/or turn out voters

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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3.5 Litigation

Assess the organization's skills, knowledge and actions related to litigation and other legal activity.

Very Strong/Always Moderately Strong/Usually Somewhat Strong/Sometimes Not Strong/Rarely/Never Rely on Partners

The organization understands the role **litigation** plays to complement other strategies

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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The organization can identify appropriate courts, regions and **court leanings** to inform possible litigation actions related to the organization's priorities

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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The organization has access to competent counsel who can provide advice or pursue legal strategies

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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The organization pursues legal activities such as initiating litigation or signing on to **amicus briefs**, as needed

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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3.5 Litigation - Advanced (optional)

Very Strong/Always Moderately Strong/Usually Somewhat Strong/Sometimes Not Strong/Rarely/Never Rely on Partners

The organization monitors relevant court cases and decisions

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Section 4: Organizational Operations to Sustain Advocacy

Section 4: Organizational Operations to Sustain Advocacy

4.1 Organizational Commitment

Assess the organization's operational commitment to its **advocacy** work.

	Very Strong/Always	Moderately Strong/Usually	Somewhat Strong/Sometimes	Not Strong/Rarely/Never
The organization's governing structure is committed to advocacy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization has at least one staff person whose job description includes specific responsibilities for advocacy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The executive director and relevant staff have a clear understanding of the basic federal and state rules and regulations that govern lobbying, election-related work, and other advocacy activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization has investigated and elected whether or not to use the 501(h) expenditure test	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4.1 Organizational Commitment - Advanced (optional)

	Very Strong/Always	Moderately Strong/Usually	Somewhat Strong/Sometimes	Not Strong/Rarely/Never
The organization invests in staff, board and volunteer development to strengthen its advocacy work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization allocates increased staff time to strengthen its advocacy work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization's mission or strategic plan includes advocacy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4.2 Funding Advocacy

Assess the extent to which the organization understands and implements practices for funding its advocacy work.

	Very Strong/Always	Moderately Strong/Usually	Somewhat Strong/Sometimes	Not Strong/Rarely/Never
The organization understands how foundations can support advocacy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization informs and educates funders about the legal rules for supporting advocacy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization informs and educates funders and donors about the value of funding advocacy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization fosters long-term relationships with individual donors and foundations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4.2 Funding Advocacy - Advanced (optional)

	Very Strong/Always	Moderately Strong/Usually	Somewhat Strong/Sometimes	Not Strong/Rarely/Never
The organization encourages its network to contribute financially to the organization's advocacy work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The organization's board and staff actively work to build a diverse base of financial support for advocacy

4.3 Decision-Making Structure and Process

Assess the extent to which the organization has a process for making decisions.

	Very Strong/Always	Moderately Strong/Usually	Somewhat Strong/Sometimes	Not Strong/Rarely/Never
The organization has a leadership structure or body that makes timely decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization's leadership and advocacy staff communicate regularly about the status of activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Staff identifies for organizational leaders potential opportunities and risks for the organization before engaging in advocacy work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization evaluates its progress and uses lessons learned to inform its decision making	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4.3 Decision-Making Structure and Process - Advanced (optional)

	Very Strong/Always	Moderately Strong/Usually	Somewhat Strong/Sometimes	Not Strong/Rarely/Never
The leadership structure includes those that have knowledge, passion and/or experience in advocacy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4.4 Fiscal Management and Sustainability

Assess the organization's fiscal management practices.

	Very Strong/Always	Moderately Strong/Usually	Somewhat Strong/Sometimes	Not Strong/Rarely/Never
The organization's board treasurer, executive director, fiscal, and relevant program staff have received training and understand rules for monitoring and reporting funds for lobbying	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization's financial management system tracks lobbying activities and expenses – as well as funds not allowable for lobbying – in keeping with appropriate federal and state laws	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization budgets funds for advocacy programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization commits a portion of general operating support to advocacy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4.4 Fiscal Management and Sustainability - Advanced (optional)

	Very Strong/Always	Moderately Strong/Usually	Somewhat Strong/Sometimes	Not Strong/Rarely/Never
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The organization monitors changes to IRS rules or interpretations of rules that may affect its tax status or way of doing business

Results

Next, you can view the following information about your responses (please note advanced questions are not included in scoring):

- Numerical results for each of the 18 indicators, by section
- Number of times "Rely on Partners" was chosen for each indicator
- Numerical results for each section

For information on analyzing these results, please click [here](#).

*****You are almost done! Please review the results below and then answer a few final questions before submitting and exiting the survey*****

Don't get too focused on the numbers! The objective here is to identify organizational strengths and weaknesses, and where to build advocacy capacity - not to get the highest score. For example, where groups choose to mostly rely on partners, the organizational score is expected to be low.

Numerical results for each of the 18 indicators, by section:

<u>Question Section/Indicator</u>	<u>Points awarded (16 possible points per indicator)</u>	<u>Number of Times "Rely on Partners" was Elected</u>
Advocacy Goals, Plans and Strategies		
1.1 Preparation	\$(gr://SC3/Score)	n/a
1.2 Agenda	\$(gr://SC4/Score)	n/a
1.3 Plans, Strategies, and Adaptability	\$(gr://SC5/Score)	n/a
Conducting Advocacy		
2.1 Research and Analysis	\$(gr://SC6/Score)	\$(gr://SC27/Score)
2.2 Field Operation	\$(gr://SC7/Score)	\$(gr://SC28/Score)
2.3 Advocacy Partners and Coalitions	\$(gr://SC8/Score)	n/a
2.4 Messaging	\$(gr://SC9/Score)	\$(gr://SC29/Score)
2.5 Media Relations	\$(gr://SC10/Score)	\$(gr://SC30/Score)
2.6 Influencing Decision Makers	\$(gr://SC11/Score)	\$(gr://SC31/Score)
Advocacy Avenues		
3.1 Administrative	\$(gr://SC12/Score)	\$(gr://SC32/Score)
3.2 Legislative	\$(gr://SC13/Score)	\$(gr://SC33/Score)
3.3 Ballot Measures, Referenda, and Initiatives	\$(gr://SC14/Score)	\$(gr://SC34/Score)
3.4 Electoral	\$(gr://SC15/Score)	\$(gr://SC21/Score)
3.5 Litigation	\$(gr://SC16/Score)	\$(gr://SC35/Score)
Organizational Operations to Sustain Advocacy		
4.1 Organizational Commitment	\$(gr://SC17/Score)	n/a
4.2 Funding Advocacy	\$(gr://SC18/Score)	n/a
4.3 Decision-Making Structure and Process	\$(gr://SC19/Score)	n/a
4.4 Fiscal Management and Sustainability	\$(gr://SC20/Score)	n/a

Numerical results for each section:

<u>Question Section</u>	<u>Points awarded</u>	<u>Number of Times "Rely on Partners" was Elected</u>
Advocacy Goals, Plans and Strategies	\$(gr://SC23/Score) out of 48	n/a
Conducting Advocacy	\$(gr://SC24/Score) out of 96	\$(gr://SC36/Score)
Advocacy Avenues	\$(gr://SC25/Score) out of 80	\$(gr://SC37/Score)
Organizational Operations to Sustain Advocacy	\$(gr://SC26/Score) out of 64	n/a

Strengthening

You are almost done! Please answer these final questions then continue to the SUBMIT button

After reviewing the above results, please select two to three areas in which your organization may want to strengthen organizational advocacy capacity and/or capacity from partners.

To review the measures for each of the 18 indicators, press the "Back" button at the bottom of the page to navigate to the desired indicator. All measures will also be presented in your results at the end of the survey.

For help in choosing areas to strengthen, please click [here](#).

Section 1: Advocacy Goals, Plans and Strategies

- Preparation
- Agenda
- Plans, Strategies, and Adaptability

Section 2: Conducting Advocacy

- Research and Analysis
- Field Operation
- Advocacy Partners and Coalitions
- Messaging
- Media Relations
- Influencing Decision Makers

Section 3: Advocacy Avenues

- Administrative
- Legislative
- Ballot Measures, Referenda, and Initiatives
- Electoral
- Litigation

Section 4: Organizational Operations to Sustain Advocacy

- Organizational Commitment
- Funding Advocacy
- Decision-Making Structure and Process
- Fiscal Management and Sustainability

Open/email

If you like, please comment on your organization's desire to strengthen advocacy capacity in the following chosen areas: \${q://QID102/ChoiceGroup/SelectedChoices}

Would you like to receive a copy of your results via email? If so, you will be prompted to enter your email address.

*****Having results emailed to you is the only way to retain a copy of your results.*****

Yes

No

Please enter email address:

Thank you

Please click "Submit" below!!!

Thank you for using the Advocacy Capacity Tool for organizational assessment!

It is recommended that you complete the entire tool again as needed, or at least every 18 months.

After clicking **Submit** below, you will see a summary response* of the survey with your selections, as well as receive an email of your results if you elected to do so.

To access a number of resources on building your organization's advocacy capacity, please see Bolder Advocacy's resource list [here](#).

*If you choose to print the summary response that comes up next, the green check marks that denote your selections will not print

If you would like to comment on your experience with the survey, please do so below. Feedback is appreciated!

