◆ Be honest - Never misrepresent information to a reporter.

◆ Be quotable - This can mean being clever, insightful, or humorous, but it always means being brief.

In addition, it is important to consider:

◆ The timing of the media coverage - it can be strategically timed to create a drumbeat, to raise both awareness of and intensity around an issue within a particularly advantageous period of time.

◆ Using other messengers besides your organization by enlisting the help of your various coalition partners or others, such as university professors, small business owners, sportsmen, etc.

◆ Proactive vs. Reactive Media - your earned media program should include a certain set of aggressive, proactive tactics you will execute, as well as a reactive media strategy, for responding to new developments in the course of the campaign.

Managing Resources: Money and People

In running a grassroots organizing campaign, you'll invariably find yourself wanting more of two things – money and people. Skillful resource management is one of the most important and challenging aspects of grassroots organizing.

Writing a Fundraising Plan

When developing your fundraising plan, the key is to be ambitious but realistic. Your written fundraising plan should establish an overall financial goal for the campaign, as well as goals by source (different accounts, organizations, and individuals) and solicitation method (mail solicitations, neighborhood coffees, and "dialing for dollars" phonebanks). There are three very easy components to successful fundraising:

KNOWING WHO TO ASK

Who has money to spare? Who has a vested interest in the outcome of this campaign? Who can be persuaded to contribute? Make lists, starting with the easiest targets (your family, close friends, other people involved with groups of the coalition, colleagues at work, etc.), and then move outward toward more distant targets (members of similar organizations, community leaders, politicians, etc.)

KNOWING WHAT TO ASK

How much can this particular individual contribute? It is generally advisable to aim too high and flatter people with your overestimation of their personal wealth than to aim too low and end up with much less than they were prepared to give. If you ask for $50, they might end up giving you $25. But if you ask for $25, you can bet they won't offer you $50.

ASKING

Asking for money is often uncomfortable for the asker. Instead of assuming that people don't want to give, assume that they do, and convey that with your body language and words. Tell them (rather than ask) how they can make a significant investment in protecting the environment through contributing a specific dollar amount. If the response is no, ask what they think they can contribute and offer them another choice or two. If maybe or yes is the response, ask them to write the check or give you the cash right then and there or make arrangements to pick it up. Keep in mind that some of your expenses may be met through in-kind donations. These should be included in the fundraising section. Sometimes printing costs, food, or technical assistance can be provided by local businesses that may be affected by your issue or are simply interested in supporting the cause for free publicity.

Remember that unless your organization is a 501 (c)(3) charitable nonprofit organization registered with the IRS, donations are not tax-deductible. However, before you decide that your grassroots organization must become a charitable nonprofit, understand that not only is the process to become a 501 (c)(3) time consuming, but the IRS restricts the types of activities in which these organizations may participate. Charitable nonprofits cannot engage in any kind of legislative lobbying or electioneering

If it is not a 501(c)(3), donations are NOT tax-deductible.

activities. In contrast, 501 (c)(4) nonprofit organizations can engage in these activities and more; but donations to (c)(4) nonprofits are not tax-deductible. It is much easier to raise money for (c)(3) nonprofits than for (c)(4)s, but it is harder to spend (c)(3) money than (c)(4) money, due to the restrictions. This is a complex issue which is explained in more detail in the Grassroots Organizing Training Manual and on the website of Charity Lobbying in the Public Interest: http://www.clpi.org/lobby_law_hm.html .

Budgeting a Campaign

Now that you've determined what you can realistically raise through fundraising efforts it is time to determine what your expenses will be. How much will this campaign cost?

Start by reviewing each component of your campaign plan, and carefully calculate the anticipated costs for each activity. Don't just assign random, ballpark figures; itemize each expenditure. For example, make some phone calls, and find out exactly how much it will cost to buy postcards, yard signs, buttons, etc. Put any donated, "in-kind" contributions in parentheses, such as refreshments for volunteers or free phones, but always include them for accounting purposes. Use an assessment of your organizational resources, your allies' resources, and the cost of implementing your tactics to create a campaign budget.

As you add to the budget, ask yourself these three questions:

- Is this expenditure really necessary?
- Which specific strategic goal does this investment further?
- Is there a cheaper or free way to do this?

If, for example, you find yourself responding with, "Well, it's not really part of the strategy, but So-and-So really thinks it's a good idea," – cut it out! Include a contingency fund of approximately 5-10 percent of your overall fundraising goal. Even after your budget is finalized, unexpected expenditures will arise. But every time they do, ask, "What specific strategic goal will this expenditure further? Is there a better investment I could make? If I write this check and we don't raise any additional money, what am I willing to sacrifice?" Developing and managing a budget is about making tough choices, exercising self-discipline, and maintaining a razor-sharp strategic focus.

Keep going back and forth between the fundraising plan and the campaign budget, until you have reconciled all the numbers. If you have more expenses than income – which is usually the case – can you raise some more money, or will you have to eliminate some of your tactics?

Include in your budget a contingency fund of 5-10% of your overall fundraising goal to cover unexpected expenses.

Creating a Cash Flow Chart

Once you have finalized your fundraising plan and budget, you should create a cash flow chart, showing exactly how much money will be coming in when, and how much money will be going out when. Your cash flow should be monitored on a regular basis throughout the campaign to ensure that you will reach your ultimate goal, and have the available cash on hand when expenses arise. If you fall behind, you will need to either redouble your fundraising efforts or reduce your campaign budget.

Managing People
Clearly, some of the most important elements of a successful grassroots organizing campaign are recruiting, training, and mobilizing supporters to volunteer their time, energy, and talent to your cause. You can develop a superb strategy and craft a marvelous message – but if you don't have the forces necessary to actually implement your plan, it's all rather moot.

Recruiting Volunteers
This is the ask part of the organization-building cycle. The three principles of volunteer recruitment are the same as fundraising: asking, knowing who to ask, and what to ask.

Asking
A good ask has the following components:

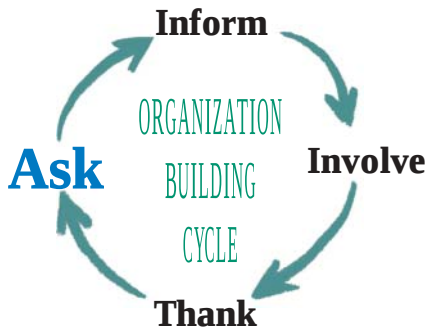
INTRODUCTION – "I'm Emily. I'm a volunteer with the local Grassroots Group. Thanks for signing our clean-water petition at the grocery store last weekend and for indicating that you would like more information. Are you concerned about the quality of the city's drinking water?"

PROBLEM – "As you heard at the grocery store, the Edwards Aquifer is at risk of serious contamination if the Texasville Housing Complex is approved for development. Have you been reading about this in the paper?"

SOLUTION – "The Planning and Zoning Commission will be meeting in three weeks to vote on the permit application for the Texasville complex. We know that three key supervisors are still undecided, and with their support we can defeat the development. Have you been to a Planning Commission hearing before?"

OPPOSITION – "The Austin Real Estate Association has been lobbying these members of the Planning Commission heavily and will be out in full force at the hearing."

REQUEST – "We need citizens such as yourself to attend the hearing and let the commission know that you want our water protected. Can we count on you to attend?"



Knowing Who and What to Ask
Brainstorm with your planning group on ways to obtain lists of potential volunteers. Most volunteers today want to start off with short-term volunteer opportunities. Too often, a brand new volunteer is asked to be a committee chair or take on another time-consuming leadership position right off the bat. In order to match a volunteer's potential with the tasks at hand, it is useful to "interview" the volunteer. This consists of simply getting to know them and understanding why they are interested in the issue. Is he a small business owner with children whose livelihood is threatened by the proposed action, or is he a college student hoping to fight big business? Both of these volunteers bring specific and different skills, networks, resources, level of commitment, and time constraints to your organization. Only by knowing what each individual's resources and constraints are, can you use them effectively. The interview is also an opportunity to inform the volunteer about the details of why and what you are doing and to match them with the best choice of volunteer opportunities.

Volunteer management does not end here! Volunteers may need to be trained. Simply because someone volunteers for a task doesn't mean that they understand what it will entail. If you need letter writers, petition-gatherers, or researchers it is well worth your while to develop a set of written instructions in addition to reviewing the task. This helps tremendously in retaining volunteers.

Appreciating Volunteers
Thank your volunteers again and again! Simple things can make all the difference. Let them know that you know who they are - call them by name.

Ask for feedback from someone who has led a specific task. Be very specific about who is responsible for what. Make a follow-up thank-you phone call. Keep all volunteers informed about campaign issues. Include them in decision-making sessions. Never assume that they know what is happening. Take photos of volunteers at work and publish them in the newspaper, and last but never least - feed them!

Call volunteers BY NAME, ask them for feedback, include them in decisions and feed them!

Defining Roles and Responsibilities

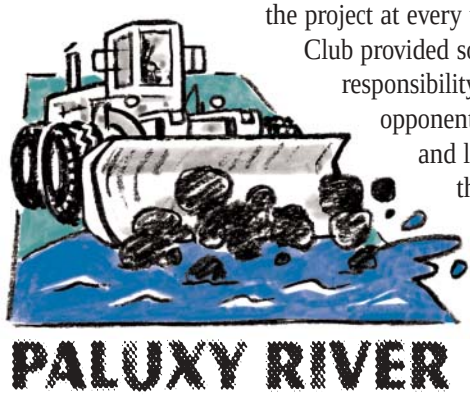
During the campaign planning process, it is important to define exactly who will be responsible for what. Give each leader a title and spell out exactly what the duties associated with each title are. Specifying individual responsibilities up-front (who has the authority to talk to the press, and who does not) will help hold people accountable and alleviate ugly turf wars later on. Defining roles and responsibilities ensures that the volunteers' work is focused on achieving the campaign goals. Your campaign plan must be written down and distributed to core campaign coordinators. This embodies the team's shared understanding of the campaign's organizational and conservation goals, message, and strategy. It sets forth the campaign's priorities. It defines how resources will be allocated and serves as a compass for future activities.

Now Go Out and Do It!

You now have your blueprint for victory. Your written campaign plan lays out the why, who, what, when, and how of your entire endeavor. Now it is time to "just do it." If you follow what you have planned – maintaining a focus on your strategy, enforcing message discipline, following the specified guidelines for your tactics – we are confident that you will run an efficient and effective campaign. Keep the faith, work hard, have fun, and you will do well!

Following Up on Four Texas Case Studies

The Paluxy River families spent over 16 years fighting to prevent construction of the dam and reservoir that would inundate their familial homesteads along one of Texas' last free-flowing rivers. They had superb legal help, but they also had their own unyielding determination to never give up. The proposed project would have terminated their entire way of life and stolen their children's heritage, so they felt they had little choice but to oppose it. At the beginning they thought they had an ally in Texas Parks and Wildlife Department, which has jurisdiction over Dinosaur Valley State Park, containing some of the best preserved dinosaur tracks in the world. The tracks are located in the riverbed itself, and damming of the river would have risked freezing and cracking the tracks when they were exposed to the air during winter.



Discussions regarding the project began with a permit application to the Texas Water Commission in 1981. There were hearings in Austin from 1984 through 1987. Travis County District Court heard the case from 1988 through 1991, and finally ruled against the dam proponents in January 1995. Then the case went to the Third Court of Appeals, the Texas Supreme Court, and the Texas Natural Resources Conservation Commission (TNRCC, the successor agency to the Texas Water Commission, now known as the TCEQ). After the first round of hearings, the TNRCC issued a permit for a dam with the requirement that enough water be let through at all times to prevent the problem of freezing and cracking the dinosaur tracks. With that decision, the TPWD dropped its opposition to the project, leaving the Paluxy citizens without this powerful ally.

For all those years, the Paluxy families attended hearings in Austin, canceled vacations at short notice in order to travel to the capital instead, hosted big fish fry events along the river from April through September for 10 years to raise money for legal fees, wrote letters to decision-makers, and generally fought the project at every turn. The Fort Worth Sierra Club provided some assistance, but the main responsibility was theirs all along. Their opponents had more money, supporters, and lawyers. Some of the public from the City of Glen Rose turned up at one hearing to support the project, citing the recreational benefits of having a new lake in the area. But the Paluxy River families had nothing to gain and everything to lose. They even lost the ability to relocate and start again with the same standard of living, due to the fact that their property values sank drastically the moment the condemnation notices arrived. Through their efforts, they managed to delay the dam permits again and again.

Finally there was a new twist to the saga. The TNRCC granted a permit to the Cities of Stephenville and Glen Rose and the County of Somervell for the dam, but, partly due to the TPWD involvement, the permit did not authorize as much water as dam proponents had requested, and the permit required flood flow releases several times per year to prevent vegetative encroachment in the riverbed. Wanting to obtain more water, proponents asked for a re-hearing. At this point, one of their lawyers, together with a county judge, contacted one

of the TNRCC Commissioners, Ralph Roming, and essentially promised to ensure his re-appointment by the Governor if he would vote for the project.

This is an excellent example of how to target the appropriate decision-maker – except, of course, that in this case, the method chosen by the project proponents was illegal. Eventually the judge found all three actors guilty of civil bribery. Dam proponents appealed, but the Courts of Appeal refused to hear the case and denied the permit, a clear victory for the Paluxy families. They also won on the merits of the case, as the applicants were found to be speculating on water and had not shown that the water would be put to some beneficial use, which is a requirement of the law. However, the bribery scandal tainted the case so badly that it overshadowed the other issues. Though this may appear to be a lucky coincidence that could never be repeated, the fact is that the dam proponents would never have resorted to such desperate measures had not the opponents fought them so long and hard. The Paluxy families won fair and square through their own Herculean efforts.

The conflict regarding the **Brownsville Dam** similarly has dragged on for decades. Over time, some of the original proponents of the project dropped out, mainly due to the opposition that arose. It was clear that there was not enough money to implement the project quickly, and the demand for public hearings delayed the process further. As of 2004, the project has shrunk from a dam to a weir, a similar but smaller project, which will have less damaging consequences. In addition, proposed mitigation measures have improved greatly from those in the original plan, which had essentially none. Project proponents still do not have all the requisite permits: they need a 404 permit from the Army Corps of Engineers, permission from Mexico because the river is an international boundary, and permission from the International Boundary and Water Commission (IBWC), as well as from an analogous entity in Mexico. Each of the permitting processes offers an opportunity for public input, and each of the issues (flooding, endangered species, proximity to a national wildlife refuge, etc.) offers a different angle for protest.

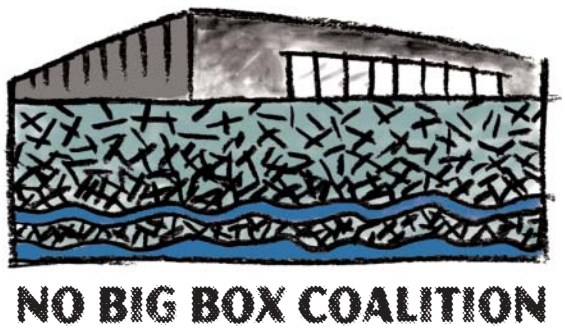
Mary Lou Campbell considers that the citizens opposing the dam have been victorious, for though the project has not been permanently prevented, after 20 years it still has not been built and perhaps never will be. Postponement can be expensive for proponents of any project, and sometimes that suffices to kill it.

The **Marvin Nichols dam** and reservoir project has not had quite such a long history. The residents of northeast Texas in Region D, the proposed inundation area, successfully inspired so many other citizens to contact the members of the Region D water planning group that the project was removed from the Region D plan entirely. Unfortunately, it remains in the plan for Region C, which means it is still a threat, especially as one of the big players in Region C is the city of Dallas.

In Region C their message (Campaign Communication) changed. They produced a comprehensive booklet discussing the dam and reservoir and the environmental, social and economic impacts of the project. The book also emphasized the fact that this project is likely to cost far more than the

official projection (perhaps up to three times more), and even if it costs what is budgeted, it is a much more expensive way for the municipality to obtain water than would be implementation of a water conservation program like those already successful in San Antonio and El Paso. The issue is still not fully resolved; the coalition is working to persuade the City of Dallas not to support the project any longer, which would make the task of removing it from the Region C plan much easier. The good news is that their impressive success to date bodes well for the future.

The **No Aquifer Big Box** coalition achieved its goal. They galvanized public opinion, involved the local independent business alliance as an ally, and generated great amounts of publicity. Neighborhood residents allied with environmentalists and created a very visible campaign to get the general public involved in speaking out against the Wal-Mart proposal. The coalition placed ads in the local newspaper and made t-shirts with the slogan "Clean Water or Cheap Underwear?" They created a website that allowed people to send email to the CEO of the real estate development company, to upper management of Wal-Mart, and to the Austin City Council. Campaign activists organized a town hall meeting attended by more than a hundred people and the media. There were photos in the newspaper and coverage on television. At the meeting, the Wal-Mart representative revealed the corporation's plan to locate Supercenters within a three-mile radius of each other throughout Austin, and, suddenly feeling threatened themselves, people all over town took action, mainly through the website. The City Council was sympathetic to the campaign but claimed that they were bound by the terms of a much earlier development agreement governing that property and were therefore unable to prevent construction of the Wal-Mart. Nonetheless, the site plans would still need to go through the standard approval process in which city staff can impose conditions, which may be more or less stringent. The environmental sensitivity of the site, with its sinkholes providing water recharge directly into the aquifer, and the huge publicity of the campaign, made it much easier for elected officials and city staff to take a harder line on development conditions. The real estate development firm had a contract with Wal-Mart and the owner of the tract, and at some point they needed to either renew the contract or give it up. When they reached that point, there was so much controversy that the firm elected to give up and walk away from the deal.



These case histories exemplify successful citizen action in various parts of Texas. Environmental battles, when lost, are generally lost permanently; but when won, the victory may be only "until the next time." Nonetheless, the more times that citizens succeed in protecting public interests and environmental resources, the more likely it is that decision-makers and lawmakers will consider these interests before acting next time. Over time, citizens can create a societal environment in which damaging public interests for private gain is no longer acceptable. As discussed earlier, events on the global scale have local effects. At the same time, citizens like yourself can have a greater impact by working on your local issues. They are all part of the larger picture.

Appendix 1

Water Supply and Regulatory Entities in Texas

This Appendix is a guide to the state, regional and local government entities responsible for management and protection of water supplies in Texas. The information has been condensed from the Sierra Club publication, *Your Water Supply: Discovering Who Provides and Makes Decisions about Your Water*. Please refer to that publication for more detailed information about any of these entities.

State Entities

The Texas Legislature is composed of the Texas House of Representatives and the Texas Senate. It is ultimately responsible (subject to the provisions of the Texas Constitution and in some cases federal laws and regulations governing water) for making and revising state water law, providing financial appropriations to state water agencies, and creating or setting the legal requirements and procedures for creating various local and regional water entities.

Appropriations for state agencies and programs addressing water go through the House Appropriations Committee and the Senate Finance Committee before going to the respective floors of each house and then to a joint House-Senate conference committee that reconciles the differences between the House and Senate versions of the appropriations bill. The House and Senate then each adopt the conference committee's appropriations bill, which then goes to the Governor (who may exercise the power of "line item" veto over the appropriations in the bill).

http://www.capitol.state.tx.us

Texas Commission on Environmental Quality (TCEQ) is the State's primary environmental regulatory agency. Among other environmental issues, the TCEQ is involved with the following aspects of water: quality, quantity, regulations, permits, prices, suppliers, and consumers.

The TCEQ sets the standards for surface water quality for bodies of water in the state (subject to approval by the U.S. Environmental Protection Agency) and implements those standards by monitoring and assessing surface water resources. The agency also focuses on addressing potential threats to water quality.

In the water quantity area, the TCEQ processes and acts on applications for permits to use the state's surface water or "water rights."

The TCEQ oversees water entities within Texas and has authority over many areas such as district bond issues and rates charged by private and member-owned water utilities. The agency also has the authority to regulate the operations of certain water suppliers. Furthermore, the TCEQ processes petitions for new districts and handles requests for designation of utility service areas.

http://www.tceq.state.tx.us (512) 239-1000

Texas Parks and Wildlife Department (TPWD) is the state agency with primary responsibility for protecting the state's fish and wildlife resources and holds regulatory responsibility for recreational fishing in Texas' waters and commercial fishing on the coast. TPWD is designated as the state trustee for aquatic resources, but it has no direct regulatory authority to ensure water quality and quantity for fish, wildlife and recreational resources. TPWD also works to maintain and restore sustainable aquatic life and maintain water quality for fishing and swimming.

TPWD works with state and regional water planning stakeholders and regulatory agencies in an advisory capacity, to protect and enhance water quality and to assure adequate instream flows for rivers and freshwater inflows for bays and estuaries.

http://www.tpwd.state.tx.us (800) 792-1112
(512) 389-4800

Texas Water Development Board (TWDB) is the state agency primarily responsible for water planning and administering water financing for the state.

The mission of the TWDB is to provide leadership, technical services, and financial assistance

to support planning, conservation, and development of water for Texas. The first goal of the Board is to plan and guide the conservation and orderly, cost-effective development and best management of the state's water resources for the benefit of all Texans.

The second goal is to provide cost-effective financing for the development of water supply, for water quality protection, and other water related projects. The Board considers loan applications from eligible applicants, awards grants for water-related research, and conducts other TWDB business such as approving the State Water Plan.

http://www.twdb.state.tx.us (512) 463-7847

Texas State Soil and Water Conservation Board (TSSWCB) is the state agency that implements the Texas Soil Conservation Law, enacted to combat soil erosion. The agency is the lead state agency for addressing nonpoint source pollution from diffuse sources such as storm water runoff from an agricultural field.

Another major program is the Water Quality Management Plan Program. Participation by local landowners is voluntary. The program assists agricultural and silvicultural (timbering) producers in preparing water quality management plans to control pollution from their operations.

http://www.tsswcb.state.tx.us (254) 773-2250

Regional Entities

Groundwater Conservation Districts are important primarily for two reasons. First, they provide some form of groundwater management in a state where groundwater withdrawals operate under the "rule of capture." The rule of capture is the basic groundwater law for Texas that allows landowners to pump an unlimited amount of groundwater from under their land. Second, the state's groundwater supplies, which provide water for most of West Texas and much of East Texas, are decreasing at an alarming rate in many areas and the only entities devoted to conserving them are groundwater conservation districts.

http://www.texasgroundwater.org

River Authorities

Texas' elaborate river systems supply water for the state's inhabitants and ecosystems. To protect and monitor this precious resource, the Texas Legislature created river authorities. River authorities own rights to over 70 percent of the state's surface water. Therefore, they play a crucial role in determining the future of Texas water.

The primary function of a river authority is to distribute and conserve the state's surface water. In addition, some river authorities, depending upon the laws setting up and empowering them (known as their "enabling legislation"), may perform one or more of the following specific functions:

- Monitor and enforce surface water quality throughout an entire watershed
- Finance and conduct water projects
- Manage waste water systems
- Oversee permit application processes

Links for sites related to river authorities:
http://www.txwin.net/Monitoring/SW/RA%27s.htm
http://www.texaswater.org/network/default.htm

Edwards Aquifer Authority (EAA) is a regulatory agency created by the Texas Legislature – the Edwards Aquifer Authority Act of 1993 (also as SB 1477) – to (1) manage, conserve, preserve and protect the aquifer, (2) increase the recharge to the aquifer, and (3) prevent waste or pollution in the aquifer.

According to the EAA, its objectives are to do the following:

- Develop an effective, comprehensive management plan based on sound, consensus-based scientific research and technical data
- Fully implement the requirements of the Edwards Aquifer Authority
- Maintain continuous spring flow at Comal and San Marcos Springs
- Protect and ensure the quality of ground to surface water in Authority's jurisdiction
- Forge solutions that ensure public trust
- Promote healthy economics in all parts of the region
- Research and develop additional sources of water

http://www.edwardsaquifer.org/Pages/frames_regulations.html

Harris-Galveston Coastal Subsidence District (HGCSD) Harris and Galveston Counties have experienced significant subsidence as a result of the withdrawal of groundwater. Subsidence in this region of the Gulf Coast is most notable in the critical areas along Galveston Bay, where the land surface has sunk as much as 19 feet since 1906, causing serious flooding and inundation. The HGCSD was created "for the purpose of ending subsidence, which contributes to or precipitates flooding, inundation, or overflow of the district, including without limitation rising waters resulting from storms or hurricanes."

http://www.hgsubsidence.org (281) 486-1105

Local Entities

Municipal Utility Districts are non-profit political subdivision of the state of Texas created for the purposes of providing water, wastewater and other services. They are usually created for areas undergoing residential and commercial development where no local retail water supplier is providing service to the area. The primary duties of MUDs include the following:

- controlling, storing, preserving, and distributing water resources for irrigation, power, and all other useful functions for municipal, commercial, and domestic purposes
- managing any shortage or excess of water
- protecting, preserving, and restoring the purity and sanitary condition of Texas water
- providing parks and recreational facilities for inhabitants within the district
- collecting, transporting, processing and disposing of waste
- overseeing the conservation and development of natural resources

Contact your local MUD or call the TCEQ's Water Supply Division at (512) 239-4691 and Refer to Ch. 54 of the Texas Water Code.

Water Control and Improvement Districts (WCIDs) are general law districts and can be created by petition of landowners or the county commissioner's court. General law districts must comply with the Texas Water Code. WCIDs have many broad powers and duties, including the ability to:

- Supply treated and untreated water
- Provide wastewater service
- Manage drainage and flood control
- Oversee irrigation and navigation
- Exercise eminent domain
- Generate hydroelectric power
- Utilize taxing and bond authority

Contact the TCEQ at (512) 239-6170 to find out how to contact your water supplier and its board members. WCIDs are covered extensively in Chapter 51 of the Texas Water Code.

Municipal Water Suppliers provide water to city residents and often to suburban communities surrounding cities. These suppliers set the water rate Visit the following TCEQ website for a 2002 survey of municipal water suppliers: http://www.tceq.state.tx.us/permitting/waterperm/wrpa/results.pdf

Water Supply Corporations (WSCs) are nonprofit entities that supply potable water and/or sewer service to their members (who own and control the corporation) in areas not served by a municipality or other governmental water supplier. WSCs can receive tax advantages, access to government grants, and government loans at low interest rates. These are the primary suppliers of water services to residents in the rural areas of Texas who do not obtain their water from private wells or surface bodies of water on or adjacent to their property.

Private Water Suppliers operate for a profit and include investor owned utilities (IOUs) and private water companies. They tend to rely upon different and more costly funding mechanisms and may be less influenced than other providers by public comment, as they are not required to comply with the Texas Public Information Act. The recommended method of submitting comments and complaints is to contact the TCEQ or agencies contracting with your private water supplier.

Special Utility Districts (SUDs) must be created, i.e., converted, from a nonprofit water supply or sewer

service corporation. Chapter 65 of the Texas Water Code (see notes below) describes the formation and operation of SUDs.

Freshwater Supply Districts (FWSD) are created via petition, hearing and election for the purpose of providing and distributing water for domestic and commercial use. They have elected boards and must comply with the Open Meeting and Open Records Act.

Notes:

Water-related legislation includes:

- Texas Water Code (major rewrites and additions) - 1985
  You can view the Code online at http://www.capitol.state.tx.us/statites/wa/wa0005100toc.html
- Senate Bill 1 – 1997
- Senate Bill 2 – 2001.

Appendix 2

List of Environmental Organizations

This is not intended to be a comprehensive list; however, it may help you to find various organizations that could have enough interest in your issue to provide you some resources, i.e., information, volunteers, or staff.

Audubon Society
Audubon's mission is to conserve and restore natural ecosystems, focusing on birds, other wildlife, and their habitats for the benefit of humanity and the earth's biological diversity.

www.audubon.org/states/tx

Clean Water Action (CWA). CWA's national goals include clean, safe and affordable water; prevention of health-threatening pollution; creation of environmentally safe jobs and businesses; and empowerment of people to make democracy work. CWA organizes strong grassroots groups and coalitions, and campaigns to elect environmental candidates and solve environmental and community problems. It is an organization of diverse people and groups, joined together to protect our environment, health, economic well being, and community quality of life.

www.cleanwateraction.org Austin: (512) 474-0605; Houston: (713) 529-9426

Environmental Defense is dedicated to protecting the environmental rights of all people, including future generations. Among these rights are clean air and water, healthy and nourishing food, and a flourishing ecosystem.
Guided by science, Environmental Defense evaluates environmental problems and works to create and advocate solutions that win lasting political, economic, and social support because they are nonpartisan, cost-efficient, and fair.
www.environmentaldefense.org/home.cfm
Austin: (512) 478-5161

The Lone Star Chapter of the Sierra Club consists of over 23,000 members. The Chapter spans the entire state of Texas, excepting El Paso, which is part of the Rio Grande Chapter. Local Sierra Club Groups can be found in many areas throughout the state.

Located in Austin, the Lone Star Chapter's State Conservation Office serves Sierrans as their grassroots communications center. It also provide Sierrans with a full-time professional activist staff employed to serve Sierrans as they fight at the state level to protect and preserve Texas' diverse and valuable natural heritage.

www.texas.sierraclub.org Austin: (512) 477-1729

The National Wildlife Federation (NWF). NWF's Gulf States Natural Resource Center works to protect and restore fish and wildlife habitat in a region that spans seven states (NM, TX, OK, AR, MO, LA, MS) and two U.S. territories (Puerto Rico and the Virgin Islands). NWF's focus in the region is on restoring clean rivers and estuaries, conserving wetlands, springs, and natural river systems, protecting wildlife populations, promoting sustainable land and water use, and educating children and adults about the natural world.

www.nwf.org (800) 822-9919

Save Barton Creek Association (SBCA) is a nonprofit citizen group based in Austin, working to protect and conserve the six watersheds of the Barton Springs Edwards Aquifer (Barton, Bear, Little Bear, Onion, Slaughter, and Williamson). SBCA incorporated in September 1979 in response to community concerns about the impact of urbanization on Barton Creek and Barton Springs. For more than twenty years, SBCA has been one of the leading conservation organizations, working to ensure that future generations may enjoy the cool, clean waters of Barton Springs.

www.savebartoncreek.org Austin: (512) 480-0055

Save Our Springs Alliance (SOSA). SOSA's mission is to protect the Edwards Aquifer, its springs and contributing streams, and the natural and cultural heritage of its Hill Country watersheds, with special emphasis on the Barton Springs Edwards Aquifer.

SOSA advocates five basic strategies for protecting the Edwards Aquifer:

◆ Public infrastructure and private development must be directed away from the Edwards Aquifer.

◆ Reasonable regulations must be enforced to protect water quality in the Barton Springs watershed.

◆ Permanent preservation of land in the watershed is the best protection for the Springs.

◆ Education is key because we can't take the right actions if we don't know what to do.

◆ Restoration is needed due to pollution and over-pumping from development.

www.sosalliance.org Austin: (512) 477-2320

Texas Campaign for the Environment (TCE) is dedicated to informing and mobilizing Texans to protect the quality of their lives, their health and the environment. TCE believes that people have a right to know and a right to act on issues that fundamentally affect their lives and future.

www.texasenvironment.org Austin: (512) 326-5655

Texas Center for Policy Studies (TCPS) brings together the people and the information necessary to ensure that growth and development in our region enhances, rather than diminishes, the quality of life for all residents.

www.texascenter.org Austin: (512) 474-0811

Texas Committee on Natural Resources (TCONR) is a multi-purpose organization with task forces addressing water quality, public land management, wildlife, air quality, coastal issues, and recycling. The primary focus is on preserving forests and other native Texas habitat. Members contribute thousands of hours of volunteer time annually to influence public policies and activities that impact the environment.

http://tconr.home.texas.net Austin: (512) 441-1122

Texas Ducks Unlimited is the Texas chapter of Ducks Unlimited, which partners with many public agencies and with the private sector to complete habitat conservation projects for waterfowl and other wildlife. Ducks Unlimited and partners are working to increase the quantity and quality of their foraging habitats. Restoring wetlands will increase the carrying capacity of the habitat, increase the birds' over-winter survival rate, and improve their ability to reproduce successfully by facilitating good health and condition before their long migration back to the breeding grounds.

The local chapter is focused on the conservation of Texas' precious wetland resources and the birds and other wildlife that call these habitats home.

www.texasducks.org

Texas Environmental Profiles is an information and online activism resource for the state of Texas and is a joint project of Environmental Defense and the Texas Center for Policy Studies. Its mission is to provide citizens, educators, journalists, and policy makers with easy to understand, current information on the environment in Texas as a whole and communities within the state. It offers county profiles, maps, and opportunities to take action, as well as state summaries regarding water quantity and quality, land, wildlife and biodiversity, air quality, waste, energy, and pesticides.

www.texasep.org

The Texas Public Interest Research Group (TexPIRG) is an advocate for the public interest. When consumers are cheated, the natural environment is threatened, or the voices of ordinary citizens are drowned out by special interest lobbyists, TexPIRG speaks up and takes action. Using the time-tested tools of investigative research, media exposés, grassroots organizing, and direct advocacy, TexPIRG uncovers threats to the public interest and seeks to end them. TexPIRG's mission is to deliver persistent, result-oriented activism that protects the environment, encourages a fair, sustainable economy, and fosters responsive, democratic government.

www.texpirg.org Austin: (512) 479-7287

Appendix 3

Threatened and Endangered Species in Texas

All species depend on water in some way, and making significant changes to their local water sources, such as inundation, stopping the stream flow, changing the river course, reducing flow, or pollution can seriously affect them. The presence of threatened or endangered species is sometimes sufficient to slow down or even prevent certain projects, so research whether any of these species exists in your area and would be affected by proposed projects there.

The list below includes all threatened and endangered species found in Texas and is taken from the following website: http://www.endangeredspecie.com

Legend:
E – Endangered
T – Threatened
EXPN, XN – Experimental Population, Non-Essential
T(S/A) – Similarity of Appearance to a Threatened Taxon

Texas has 91 threatened and endangered plant and animal species.
Animals—63

Status	Listing
T(S/A)	Alligator, American (Alligator mississippiensis)
E	Amphipod, Peck's cave (Stygobromus pecki)
E	Bat, Mexican long-nosed (Leptonycteris nivalis)
T(S/A)	Bear, American black (County range of LA b.bear) (Ursus americanus)
T	Bear, Louisiana black (Ursus americanus luteolus)
E	Beetle, Coffin Cave mold (Batrisodes texanus)
E	Beetle, Comal Springs dryopid (Stygoparnus comalensis)
E	Beetle, Comal Springs riffle (Heterelmis comalensis)
E	Beetle, Kretschmarr Cave mold (Texamaurops reddelli)
E	Beetle, Tooth Cave ground (Rhadine persephone)
E	Crane, whooping (except where XN) (Grus americana)
E	Curlew, Eskimo (Numenius borealis)
E	Darter, fountain (Etheostoma fonticola)
T	Eagle, bald (lower 48 States) (Haliaeetus leucocephalus)
E	Falcon, northern aplomado (Falco femoralis septentrionalis)
E	Flycatcher, southwestern willow (Empidonax traillii extimus)
E	Gambusia, Big Bend (Gambusia gaigei)
E	Gambusia, Clear Creek (Gambusia heterochir)

Status	Listing
E	Gambusia, Pecos (Gambusia nobilis)
E	Gambusia, San Marcos (Gambusia georgei)
E	Ground beetle, [unnamed] (Rhadine exilis)
E	Ground beetle, [unnamed] (Rhadine infernalis)
E	Harvestman, Bee Creek Cave (Texella reddelli)
E	Harvestman, Bone Cave (Texella reyesi)
E	Harvestman, Robber Baron Cave (Texella cokendolpheri)
E	Jaguar (Panthera onca)
E	Jaguarundi, Gulf Coast (Herpailurus yagouaroundi cacomitli)
E	Manatee, West Indian (Trichechus manatus)
T	Minnow, Devils River (Dionda diaboli)
E	Minnow, Rio Grande silvery (Hybognathus amarus)
E	Mold beetle, Helotes (Batrisodes venyivi)
E	Ocelot (Leopardus pardalis)
T	Owl, Mexican spotted (Strix occidentalis lucida)
E	Pelican, brown (except U.S. Atlantic coast, FL, AL) (Pelecanus occidentalis)
T	Plover, piping (except Great Lakes watershed) (Charadrius melodus)
E	Prairie-chicken, Attwater's greater (Tympanuchus cupido attwateri)
E	Pseudoscorpion, Tooth Cave (Tartarocreagris texana)
E	Pupfish, Comanche Springs (Cyprinodon elegans)
E	Pupfish, Leon Springs (Cyprinodon bovinus)
E	Salamander, Barton Springs (Eurycea sosorum)
T	Salamander, San Marcos (Eurycea nana)
E	Salamander, Texas blind (Typhlomolge rathbuni)
T	Sea turtle, green (except where endangered) (Chelonia mydas)
E	Sea turtle, hawksbill (Eretmochelys imbricata)
E	Sea turtle, Kemp's ridley (Lepidochelys kempii)
E	Sea turtle, leatherback (Dermochelys coriacea)
T	Sea turtle, loggerhead (Caretta caretta)
T	Shiner, Arkansas River (Arkansas R. Basin) (Notropis girardi)
T	Snake, Concho water (Nerodia paucimaculata)
E	Spider, Government Canyon cave (Neoleptoneta microps)
E	Spider, Madla's cave (Cicurina madla)
E	Spider, Robber Baron cave (Cicurina baronia)
E	Spider, Tooth Cave (Neoleptoneta myopica)
E	Spider, Vesper cave (Cicurina vespera)
E	Spider, [unnamed] (Cicurina venii)
E	Tern, least (interior pop.) (Sterna antillarum)

Status	Listing
E	Toad, Houston (Bufo houstonensis)
E	Vireo, black-capped (Vireo atricapillus)
E	Warbler, golden-cheeked (Dendroica chrysoparia)
E	Whale, finback (Balaenoptera physalus)
E	Whale, humpback (Megaptera novaeangliae)
XN	Wolf, gray Mexican gray wolf, EXPN population (Canis lupus)
E	Woodpecker, red-cockaded (Picoides borealis)

Plants—28

Status	Listing
E	Sand-verbena, large-fruited (Abronia macrocarpa)
E	Ambrosia, south Texas (Ambrosia cheiranthifolia)
E	Cactus, Tobusch fishhook (Ancistrocactus tobuschii)
E	Cactus, star (Astrophytum asterias)
E	Ayenia, Texas (Ayenia limitaris)
E	Poppy-mallow, Texas (Callirhoe scabriuscula)
E	Cactus, Nellie cory (Coryphantha minima)
T	Cory cactus, bunched (Coryphantha ramillosa)
E	Cactus, Sneed pincushion (Coryphantha sneedii sneedii)
E	Cat's-eye, Terlingua Creek (Cryptantha crassipes)
T	Cactus, Chisos Mtn. hedgehog (Echinocereus chisoensis chisoensis)
E	Cactus, black lace (Echinocereus reichenbachii albertii)
E	Pitaya, Davis' green (Echinocereus viridiflorus davisii)
T	Cactus, Lloyd's Mariposa (Echinomastus mariposensis)
E	Frankenia, Johnston's (Frankenia johnstonii)
T	Sunflower, Pecos (Helianthus paradoxus)
E	Rush-pea, slender (Hoffmannseggia tenella)
E	Dawn-flower, Texas prairie (Hymenoxys texana)
E	Bladderpod, white (Lesquerella pallida)
E	Bladderpod, Zapata (Lesquerella thamnophila)
E	Manioc, Walker's (Manihot walkerae)
E	Phlox, Texas trailing (Phlox nivalis texensis)
E	Pondweed, Little Aguja Creek (Potamogeton clystocarpus)
T	Oak, Hinckley (Quercus hinckleyi)
E	Ladies'-tresses, Navasota (Spiranthes parksii)
E	Snowbells, Texas (Styrax texanus)
E	Dogweed, ashy (Thymophylla tephroleuca)
E	Wild-rice, Texas (Zizania texana)

Additional copies of this book may be obtained from the Lone Star Chapter Sierra Club
by calling 512-477-1729, or by e-mailing at lonestar.chapter@sierraclub.org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