

HOW CEDS CAN HELP

Advice by phone is always available free of charge to citizens and citizen groups. Just give us me a call at 800-773-4571. About two-thirds of the folks we help find that our free advice and free publications, such as this book, are all they need. The other third hire CEDS to manage a portion or all of their campaign because they lack the large amount of time or expertise frequently required to win a campaign.

STRATEGY SESSIONS BY PHONE

Our phone conversation can be one-on-one or include other folks active in your effort. For example, you might pick a time when you and your allies can meet around a speaker phone set up on a kitchen table. We would spend a half-hour or so discussing what you know about the project, the steps you have pursued thus far, where the project stands in the review process, and your goals. I can then suggest strategy options which have worked in campaigns resembling yours.

INITIAL STRATEGY ANALYSIS

What's the quickest, least expensive way of preserving your community and environment from the impact of a poorly conceived development project?

A CEDS *Initial Strategy Analysis* can get you the answer to this question in one- to two weeks.

For most land use and environmental issues there are a dozen or more potential strategy options. Identifying these options, then selecting that most likely to produce victory, can be a daunting task for those new to land use and environmental advocacy.

In Part III of this book I explained how to identify possible strategy options then determine which option is the most promising. If your case is simple and you have the hundred or so hours required to win most cases, then begin by pursuing the actions described in *Chapter 1 - The Easy Solution*.

If you lack the time or your case is complex, then consider retaining CEDS to prepare an initial strategy analysis for you. In most cases we can complete an analysis within one- or two-weeks for under \$1,000, though the actual fee depends upon case complexity. If there is a need to travel to your area then the fee might increase by another \$300 to \$500. But usually we can complete the analysis from our Baltimore office.

Examples of the hundreds of strategy analyses we've completed for folks throughout the United States can be viewed on the CEDS Strategy Analysis webpage:

<http://www.ceds.org/strategy.html>.

In most instances, we urge our clients not to request a written report, such as those on the webpage referenced above. We find that citizens' limited funds can be better spent on other actions. Instead,

we suggest discussing the results by phone or in-person. To discuss a strategy analysis for your case contact me at 1-800-773-4571 or Rklein@ceds.org

CAMPAIGN MANAGEMENT

For large, complex projects many citizen groups retain CEDS to manage implementation of the results of the Initial Strategy Analysis. We essentially do all the work described in this book for winning the campaign. This work includes:

- any further research needed to verify that specific impacts will occur;
- managing fund-raising and volunteer recruitment efforts;
- publicity;
- identifying attorneys qualified to handle the case;
- assisting you with attorney interviews so you can decide which to hire;
- recruiting effective, low-cost professionals to serve as expert witnesses;
- researching land preservation options;
- working with regulatory staff and decision-makers;
- assisting you with applicant negotiations; and
- managing the numerous other tasks involved in winning a campaign to preserve a neighborhood and the environment.

Usually a decision to retain us for campaign management occurs after the Initial Strategy Analysis. Frequently, the analysis shows a strategy which can be implemented with volunteers and free ongoing phone advice from CEDS. If not then the results of the analysis will make it easier for us to estimate campaign management costs.

ABOUT THE AUTHOR & CEDS

In addition to writing this book, I wrote *Everyone Wins: A Citizens Guide To Development*, which was published by the American Planning Association. I have been working in the community and environmental advocacy field for 38 years. From 1979 to 1987 I was employed by the Maryland Department of Natural Resources and spent ten of those years serving as the director of the Maryland Save Our Streams program.

In 1987, I founded Community & Environmental Defense Services (www.ceds.org), a company which assists people in resolving their concerns about activities posing a threat to a neighborhood or the environment. Since 1987, I have evaluated more than a thousand proposed development projects for impacts to neighborhoods, aquatic systems, and other environmental resources. These projects range from a single acre to massive residential-commercial complexes and range from coast to coast. In most cases these evaluations result in recommendations for minimizing impacts while

allowing applicants to achieve most of their goals. I have testified before many administrative and judicial decision-makers both as a lay and expert witness.

Over my 38-year career I have helped citizens with just about every form of growth and growth impact imaginable; not just those presented in [*How To Win Land Development Issues*](#) but many more. This experience allows me to quickly identify the impacts likely to result from a proposed development project and to swiftly formulate winning solutions. My background as both an agency insider and citizen advocate also allows me to effectively negotiate with regulatory staff and other decision-makers. This experience accounts for the unusually high success rate (75%) of CEDS in resolving citizen concerns.

CEDS is a combination of a citizen advocacy group, a law clinic, and a consulting firm. Our mission is to help people defend their neighborhood and environment from the impact of poorly planned development activities. CEDS is a nationwide network of attorneys, environmental scientists, traffic engineers, planners, political strategists, fund-raisers, and many other professionals. While our clients occasionally include government agencies and development companies, 99% of the people we help are citizens and citizen organizations. Our advice is always available free by phone to citizens. Just call 1-800-773-4571 or e-mail us at: help@ceds.org