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**DC AP SESSION 7 TABLE OF CONTENTS:**

**COMMUNITY ORGANIZING**

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**SESSION 7 AGENDA: COMMUNITY ORGANIZING**

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| --- | --- |
| Time | Topic |
| 12:00 PM - 1:00 PM | Working Lunch – Discussion on Sessions 1-6 / Review Session 7 Packet* What have we learned?
* What can DC AP do better?
* Community Involvement: What events did you attend?
 |
| 1:00 PM – 4:00 PM  | Panel of Speakers * Community Organizing
* Digital Media
 |
| 4:00 PM – 4:15 PM  | Break |
| 4:15 PM – 5:00 PM  | Social Media Activity  |
| 5:00 PM – 6:00 PM  | Dinner Debrief & Q&A |
| 6:00 PM – 7:30 PM  | Long-Term Project & One-on-one Assistance  |
| 7:30 PM – 8:00 PM  | Complete Evaluations  |
|  |  |

**SESSION 7 OBJECTIVES – COMPETENCIES & SKILL SETS**

**Community Organizing: Becoming a Change Agent**

**Competencies**

Partners will begin to understand:

* Identify ways to create and sustain grassroots level organizing around specific issues
* Identify existing groups/organizations who could benefit from working with them
* Recognize the issues that exist in local organizing efforts in DC
* Identify the many types of media that they can utilize in community organizing

**Skill sets**

Partners will begin to learn to

* Learn how to work with media around a campaign or issue

**DC AP SESSION 7 HOMEWORK – COMMUNITY INVOLVEMENT**

You do not need to turn this form in, but please complete it and keep it with you for the future.

Last month you reviewed Boards and Commissions in DC and picked at least one to apply to. You may or may not have gotten a response already. In December, you will be a Partner graduate and your contributions to Boards, Commissions, Advisory Groups, and others will be valuable, both to you and to individuals with disabilities in DC. You have much to contribute and you have your fellow Partners to support you.

1. Make a list of classmates you have gotten to know or some that you would like to get to know better.
2. Make a list of your top 3 advocacy goals for the coming year.

A)

B)

C)

Send an email or phone at least 3 (or more) of your DC Advocacy Partners and invite each of them to join you in your advocacy work this fall. Arrange a day/time to talk in October. Meeting one-on-one or in a small group will allow you to make plans and move forward with your advocacy goals.

**DC AP SESSION 7 – SOCIAL MEDIA ACTIVITY**

Next year will be the national presidential election and we’re currently seeing presidential debates from the Democratic National Convention. Your activity assignment is to think about what national disability issue you want to see more widely spoken about and represented in this 2020 election. Think about what message you want to share with other voters or Presidential candidates about why this issue is important. Then, create a Facebook and Twitter message articulating this issue. You should develop a message, ready to post. This message can address fellow voters or the Presidential candidates. You can work in groups of 3-4 on this activity or individually, if no one else shares your issue area. If you are not familiar with Facebook or Twitter, have another Partner in your group show you the ropes.

Please complete the questions below. You can utilize this template, a separate sheet of paper, or a computer. Once each group has completed the activity, each group will share with the class. You or someone in your group can then post these messages on Twitter or Facebook (either on your personal page or in a Facebook Group).

Pick an election issue area:

What is your message (in one sentence)?

Who do you want to target your message to, aside from the candidate? Which voters are you trying to reach? (i.e. youth, seniors, healthcare groups, etc.)

Create a short Facebook message that clearly articulates your issue in a significant and precise way:

Create a tweet (Twitter message) articulating the same issue. This needs to be shorter than your Facebook post, since the maximum a Twitter post is 140 characters. See “Social Media Prep for Actions” in your packet for more information about Twitter.

A hashtag is a word or phrase preceded by a hash or pound sign (#) and used to identify messages on a specific topic.

Create a hashtag around your message: #

What are two other media formats that would be most successful in getting the message to your audience and why? (i.e. blog, letter to the editor, radio interview, radio call in, television interview, newspaper/online article, YouTube video, etc.) What would you share using those formats that you might not be able to over social media?

**DC AP SESSION 7: PRESIDENTAL ELECTION &**

**GET OUT THE VOTE EFFORTS IN THE DISABILITY COMMUNITY**

It is important to be informed about the upcoming Presidential election and to know how to find outreach out to the various candidates. Below is information about social media profiles and where you can go to learn more about the candidates’ stances on disability issues. Some candidates had more information available online than others.

A few of Democratic candidates:

**Joseph R. Biden Jr.**, 76

Former vice president; former senator from Delaware

Information about Biden: <https://www.nytimes.com/interactive/2020/us/elections/joe-biden.html>

**Kamala Harris**, 54

Senator from California; former attorney general of California; former San Francisco district attorney

Information about Harris: <https://www.nytimes.com/interactive/2020/us/elections/kamala-harris.html>

**Elizabeth Warren**, 70

Senator from Massachusetts; former Harvard professor

Information about Warren: <https://www.nytimes.com/interactive/2020/us/elections/elizabeth-warren.html>

**Cory Booker**, 50

Senator from New Jersey; former mayor of Newark

Information about Booker: <https://www.nytimes.com/interactive/2020/us/elections/cory-booker.html>

**DC AP SESSION 7 – COMMUNITY ORGANIZING RESOURCES**

**DC Agencies and Organizations**

**DC Vote**

Founded in 1998, DC Vote is an educational and advocacy organization whose mission is to secure full voting representation in Congress and full democracy for the residents of the District of Columbia.

Website: <http://www.dcvote.org/>

**Center for Community Change**

The mission of the Center for Community Change is to build the power and capacity of low-income people, especially low-income people of color, to have a significant impact in improving their communities and the policies and institutions that affect their lives.

Website: <http://www.ethicalleadership.org/community-learning-exchange.html>

**Empower DC**

A citywide membership-based organization, Empower DC is dedicated to effecting social change through a democratic, self-help empowerment approach to community organizing. Empower DC has developed a strong track record and reputation as one of the most prolific and effective grassroots advocacy organizations in the District of Columbia, working on issues including affordable housing, quality affordable child care, preserving public property and improving public education.

Website: <http://www.empowerdc.org>

**Grassroots DC**

The mission of Grassroots DC is to provide basic computer and media production training to low-income and working-class residents of the Washington, DC Metropolitan Area and those who advocate on their behalf, and also to provide media coverage of issues that impact the underserved populations of the District of Columbia.

Website: <http://www.grassrootsdc.org>

**ONE DC – Organizing Neighborhood Equity**

In its history, ONE DC has distinguished itself as one of a few organizations in Washington, DC that moves beyond service provision to build sustainable community capacity and leadership so that low-income people of color can speak for themselves. ONE DC promotes leadership that does not tell others what to do but helps them take charge to build their abilities and skills. ONE DC’s mission is to exercise political strength to create and preserve racial and economic equity in Shaw and the District.

Website: [www.onedconline.org](http://www.onedconline.org)

**Washington Center for Peace**

The Washington Center for Peace provides education, resources, and action for those working for positive social change and a world free from oppression.

Website: <http://www.washingtonpeacecenter.org>

**National Organizations**

**Race Forward**

Race Forward advances racial justice through research, media, and practice. It is a public policy, educational, and research institute whose work emphasizes issues of race and social change. It is a national, nonprofit organization with offices in New York, Oakland and Chicago.

Website: <http://www.raceforward.org/>

**Black Lives Matter Movement**

#BlackLivesMatter was created in 2012 after Trayvon Martin’s murderer, George Zimmerman, was acquitted for his crime, and dead 17-year old Trayvon was post-humously placed on trial for his own murder. Rooted in the experiences of Black people in this country who actively resist our de-humanization, #BlackLivesMatter is a call to action and a response to the virulent anti-Black racism that permeates our society. Black Lives Matter is a unique contribution that goes beyond extrajudicial killings of Black people by police and vigilantes. #BlackLivesMatter is working for a world where Black lives are no longer systematically and intentionally targeted for demise. We affirm our contributions to this society, our humanity, and our resilience in the face of deadly oppression. We have put our sweat equity and love for Black people into creating a political project–taking the hashtag off of social media and into the streets. The call for Black lives to matter is a rallying cry for ALL Black lives striving for liberation.

Website: <http://blacklivesmatter.com>

**The Asset-Based Community Development Institute at the School of Education and Social Policy**

The Asset-Based Community Development Institute (ABCD) offers practical resources and tools for community builders to identify, nurture, and mobilize neighborhood assets.

Website: <http://www.abcdinstitute.org/>

**Center for Civic Partnerships**

This is a support organization that strengthens individuals, organizations, and communities by facilitating learning, leadership development, and networking. The Center sponsors educational programs and develops resource materials for funders, local policy-makers and government administrators, nonprofit organizations and community members.

Website: <http://www.civicpartnerships.org>

**The Community Learning Exchange**

The Community Learning Exchange is an outgrowth of the Kellogg Leadership for Community Change (KLCC), launched by generous support from the W. K. Kellogg Foundation. This web page has a number of resources related to collective leadership, gracious space, learning exchanges, racial equity, leadership and community change, and youth engagement.

Website: <http://www.communitylearningexchange.org>

**Center for Law and Social Policy, Inc (CLASP)**

CLASP develops and advocates for federal, state and local policies to strengthen families and create pathways to education and work.

Website: <http://www.clasp.org/>

**Citizen Action of NY**

This was one of the original communities active in Kellogg Leadership for Community Change (KLCC) and played the lead role in successfully changing the education funding formula across New York state several years ago.

Website: <http://citizenactionny.org/>

Midwest Academy

The Midwest Academy is a national training institute committed to advancing the struggle for social, economic, and racial justice. From local neighborhood groups to statewide and national organizations, Midwest Academy has trained over twenty-five thousand grassroots activists from hundreds of organizations and coalitions.

Website: <http://www.midwestacademy.com>

**National Organization for Women**

As the grassroots arm of the women’s movement, the National Organization for Women is dedicated to its multi-issue and multi-strategy approach to women’s rights. NOW is the largest organization of feminist activists in the United States, with hundreds of thousands of contributing members and more than 500 local and campus affiliates in all 50 states and the District of Columbia.

Website: <http://www.now.org>

**New Organizing Institute**

The New Organizing Institute is a community of organizers committed to solving the biggest challenges that stand in the way of change. NOI trains organizers to build and manage effective movements by integrating tried-and-true community organizing, cutting-edge digital strategy, and data-driven decision making. NOI provides free access to tools, technologies, and research for organizers.

Website: <http://www.neworganizing.com>

**USAction**

This is a national umbrella organization for a series of state-wide affiliates that organize and advocate for health care, education and other issues. USAction builds power by uniting people locally and nationally, on the ground and online, to work towards a more just and progressive America.

Website: <http://usaction.org/>

**U.S. Department of Housing and Urban Development, Office of Community Planning and Development (CPD)**

CPD seeks to encourage empowerment of local residents by helping to give them a voice in the future of their neighborhoods; stimulate the creation of community based organizations; and enhance the management skills of existing organizations so they can achieve greater production capacity.

Website: <http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning>

**Urban Institute**

The Urban Institute gathers data, conducts research, evaluates programs, offers technical assistance overseas, and educates Americans on social and economic issues — to foster sound public policy and effective government.

Website: http://www.urban.org/

**Online Resources**

**The Community Organizing Handbook**

University of Denver Center for Community Engagement and Service Learning

Website: <http://www.du.edu/ccesl/media/documents/ccesl_handbook_third_edition_print_protected.pdf>

**Community Organizer’s Guide**

This is a useful online resource with a step by step approach to community change. It was produced by the Center for Community Engagement and Service Learning at the University of Denver.

Website: <http://www.abilitymaine.org/rosc/cog.html>

**Shelterforce Online**

Shelterforce is a housing and community development magazine. For more than three decades, Shelterforce has been a primary forum for organizers, activists, and advocates in the affordable-housing and neighborhood revitalization movements. Shelterforce is published by the National Housing Institute, an independent nonprofit organization that examines the issues causing the crisis in housing and community in America.

Website: <http://www.shelterforce.org/>

**Citizens Handbook**

A guide on building community.

Website: <http://www.citizenshandbook.org/>

**Comm-Org**

Provides information and resources on community organizing

Website: <http://www.comm-org.wisc.edu/>

**New Organizing Institute’s Organizer’s Toolbox:**

These materials have been developed by organizers in the field and provide basic tools necessary to build movement and change. There are ten Resource Center modules available.

Website: <http://www.neworganizing.com/toolbox>

Working With the Media Tools and Checklist

Website: <http://ctb.ku.edu/en/tablecontents/sub_section_tools_1269.aspx>

**Community Organizing Tips and Resources**

**Center for Civic Partnerships**

Website: <http://www.civicpartnerships.org/docs/tools_resources/community_organizing.htm>

**The Community Toolbox**

This resource provides tips, tools and resources on all aspects of community building including: visioning, facilitation, collaboration, media and communication, participation, planning and evaluation. The Community Toolbox is a public service of the University of Kansas.

Website: <http://ctb.ku.edu/en/tablecontents/index.aspx>

**Washington Peace Center’s Accessible Facilitation/Organizing Tips**

Resources on Disability Etiquette, Accessible Meetings, Demos, Events, Disability History, Disability Justice & Culture.

Website: <http://washingtonpeacecenter.net/node/11728>

**DC AP SESSION 7 – ABOUT ANC**

From <http://anc.dc.gov/page/about-anc>

**About ANCs**

The Advisory Neighborhood Commissions consider a wide range of policies and programs affecting their neighborhoods, including traffic, parking, recreation, street improvements, liquor licenses, zoning, economic development, police protection, sanitation and trash collection, and the District's annual budget.

In each of these areas, the intent of the ANC legislation is to ensure input from an advisory board that is made up of the residents of the neighborhoods that are directly affected by government action. The ANCs are the body of government with the closest official ties to the people in a neighborhood.

The ANCs present their positions and recommendations on issues to various District government agencies, the Executive Branch, and the Council. They also present testimony to independent agencies, boards, and commissions, usually under the rules of procedure specific to those entities. By law, the ANCs may also present their positions to Federal agencies.

ANCs, agency officials, and the general public are now able to search for advice letters written by the Office of the Attorney General on ANC issues.

**DC AP SESSION 7 – GRASSROOT CAMPAIGNS & ADVOCACY**

**The Leadership Conference Education Fund**

**Grassroots Campaigns & Advocacy: A toolkit to Help You Make Change Happen**

A PDF Report: <http://civilrightsdocs.info/pdf/field/Grassroots-Toolkit-2015.pdf>

The first step in any campaign is setting goals and identifying benchmarks toward achieving them. Having explicit goals makes it easier to map out a strategy and to explain a campaign to potential supporters. One approach to clarifying goals is to use the acronym SMART: goals that are Specific, Measurable, Attainable, Realistic, and Timed.

**DC AP Session 7 - Disability Issues: Organizing Community Support**

From the ILRU at Texas Institute for Rehabilitation

As a disabled person or as somebody close to a disabled person, you are aware of the problems that disabled people face daily. Living in a small town, you probably experience these problems to a greater extent than disabled people in large cities. There are few if any service agencies located in your community. There is little or no public transportation available to you. If you are in a wheelchair, there are few curb cuts or ramps in local business and public buildings. If you are blind, nobody uses braille. If you are deaf, there are no interpreters. Perhaps your local school representatives say that the school cannot accommodate students who have disabilities. In other words, you are segregated by the environment.

These problems are not only your own personal problems, but they are problems for today's and tomorrow's disabled people, too. Since they are the problems of a group, their final solutions are best sought by a group. If one person attempts to resolve these problems, he or she is often viewed as a person with a personal problem. When a group addresses these problems, however, the problems are viewed as "community issues," deserving of the attention and action of the community.

There is also support in numbers. Group members support each other, while "going it alone" can be frightening. In addition, solutions to the difficult problems facing disabled people require problem solvers with varying levels of skills, information, and contacts. Only a group can provide all that is needed.

**Recruiting your support**

The first step in developing a group is selecting an "issue"; that is, a problem that affects disabled people as a whole. An issue attracts many people with the same needs and interests. An example may be reducing physical barriers to all disabled people whether they have visual, hearing, or mobility impairments. The first issue you pick should be one that would be fairly easy to accomplish; people are more likely to try to tackle difficult problems after they have experienced some success. Research the facts about your issue by contacting such organizations as the Disability Rights and Education Defense Fund, 2212 Sixth St, Berkeley, CA 94710, United States, or your nearest Independent Living program (your state vocational rehabilitation agency should have this program address). Then organize your thoughts and opinions.

The next step is to plan your first meeting carefully. Some important points to remember are:

**Site and time selection**

* Be sure you select a site that is barrier free and a time which is convenient to most people. If you have blind or deaf participants, try to make arrangements for readers and interpreters.
* Invite people with different disabilities - Don't work against each other.

**Advertise**

* Try to let as many people as possible know about the issue and the meeting. This can be done through word-of-mouth, church bulletins, newsletters, community organizations, clubs, hospitals, community calendars, or the local paper and radio stations.

**The meeting's agenda**

* Allow an opportunity for participants to respond to your opinions on the issue, to feel like active members of the discussion. Allow time for the group to decide on the time, place, and agenda of the next meeting.

**Organize your group early**

It is important that your group make some decisions on how it is going to operate as soon as possible. Obviously, your first meeting or two will be devoted to clarifying your issue to all members of the group, gathering the members' opinions, and getting members to commit themselves to resolving the issue. Once you have the understanding and commitment, it is time to make all the various members into a unified, thinking, working group.

The members need to elect officers or leaders of the group. Every group needs leaders to ensure that all members are working together, to keep members informed of each other's activities, as well as to speak on behalf of the group when it is time to act. Since the group is working on disability issues, it is important that disabled people are seen in roles of leadership in your group.

Finally, the group needs to decide on its goals. What is the final result the group wants from its efforts? Having that goal, the group can decide on the steps needed to reach that goal and the members who will work on each step. This kind of planning is sometimes difficult for a group to begin. You may want to ask somebody from an established organization to help with this initial planning. But remember, the final goal and plan to reach that goal must be what the group as a whole wants. Only then will all the members dedicate their time and effort to resolving the issue.

**Taking action**

Once the group knows what it wants, it is time to take the agreed-upon steps to reach the goal. It is time to make the community aware of the group's issue and the solutions. Whether the appropriate place to voice your issue is at a public hearing or at a meeting with community leaders, there are two points to remember:

* Be prepared-Before you go to your public hearing, make sure the whole group agrees on the major points it is going to make. Do not contradict each other. However, the group should not look like a copy of its leader. Each member should prepare various examples of the group's points.
* Go public-Before the hearing or meeting, each member of the group should tell as many people as possible of the group's issue, solutions, and upcoming meeting. Get them to support you, if possible, by sending letters of support or other obvious means such as signing petitions. If possible, contact the media-write a letter to the local paper, see if you can talk about the issue on the radio. Make your issue a community issue.

Finally, after each step is taken, the group should discuss its results. What did we accomplish, if anything? What should we have done differently?

What should we do next?

**In conclusion**

There are many existing rights and services for disabled people that you may not know about. Moreover, just because you learn about them does not mean they will automatically protect and serve you. These rights and services must be insisted upon by the people they are supposed to benefit or they may never be practiced. An organized group of committed people is the best avenue to attain and ensure the rights of disabled people. When disabled people become active in the community, it benefits the entire community. So, help yourself. Help the community. Get organized.

Source: ILRU at Texas Institute for Rehabilitation, 2323 S. Shepherd, Suite 1000, Houston, TX 77019, United States.

**DC AP SESSION 7 – STRATEGIES FOR COMMUNITY ORGANIZING**

Adapted from “Strategies for Community Organizing” by John R. Johnson, San Diego State University

Community organizing involves working to build coalitions with different groups of stakeholders to work together in order to achieve a stated goal. There is power in numbers, and the more people who work actively together, the greater amount of work will produce faster and more effective change.

In order to build a coalition to work on a desired outcome, you must pick a goal that is important to a broader group of people and is achievable. Decide what other groups or people (possible partners) would be interested in and benefit from the achievement of the goal.

To help you with your vision, do not initially discuss how you are going to achieve your goal—just focus on what it will look like for you when the change has occurred.

**Make sure the issue meets these criteria:**

* Empower to Act (has some emotional charge to encourage action)
* Broad Support (for people without disabilities and policymakers, too)
* High Visibility (something the media will pay attention to, provides direct benefit to people)
* Concrete Results (you and others directly benefit from: result is tangible, practical and achievable)
* WinWin/LoseWin (advances your agenda and has broad appeal)
* Increase political power (increases your political leverage and/or support)
* Builds unity & solidarity (issue that unites people even if progress is slow or uneven)
* Can put a name and a face on the issue (personal stories)

**Some other things to consider:** A problem is a broad area of concern. An issue is a partial or complete solution to the issue. So when thinking about your goal, see if this will:

1. Result in a real improvement in people's lives? (the issue should directly affect you and others)
2. Can put a name and face (personal stories) on the issue?
3. Empower people? (has avenues for direct action to solve the problem— complaining doesn’t solve)
4. Be worthwhile for more than just you—impact for your community/group?
5. Be doable and winnable?
6. Be widely and deeply felt?
7. Be easy to understand?
8. Have a clear target?
9. Have a time frame that's workable for you?
10. Builds unity in your group?
11. Builds leadership?
12. Set you up for your next campaign?
13. Have a pocketbook angle?
14. Raise money?
15. Be consistent with your values and mission?

**Types of Goals**

* Long-term (the biggest impact on the largest number of people)
* Intermediate (accomplishes a result that results in a desirable change)
* Short term (gets you the resources, support, and power you need to achieve intermediate goals)

**What do you need to think about?**

* Planning
* Organization
* Recruitment
* Resources (e.g., money, supplies, office space, computers, etc.)
* Information distribution
* Support
* Communication
* Tactics

Remember that your goals will probably change over time depending on:

* Your issue and situation your needs
* The strength of the opposition
* Timing
* Your skill and effectiveness Strategies for Community Organizing

**SETTING GOALS THAT ACHIEVE RESULTS: Important Considerations**

1. The primary focus of a campaign is achieving results that solve problems
2. You must be very clear on what your results are.
3. You should take a “make or break” approach to achieving results... if a specific outcome is not achieved then your campaign has not been successful
4. Results should be clear, simple, and easy to understand
5. Results should drive your agenda and your goals are your agenda
6. Results are often described as specific proposals
7. The failure to develop an achievable action plan that is result driven will cause a campaign to fail.
8. Results and goals should be stated as both reasonable and achievable demands
9. Tactical activism requires that
10. Goals are based on self-interests of constituents and therefore require the injection of your personal values into the agenda
11. Long term goals are goals that result in the achievement
12. Community organizers must give constituents a meaningful role and increase their power (e.g., community policing and crime fighting) and they should set the goals.
13. Community organizers should be careful about selecting trivial goals that if accomplished only give a false sense of power and confidence.
14. Goals should not be focused on extended fights for results that distract attention and divert energy and resources away from the real issues (e.g., fighting to camp in parks v. fighting for low-cost housing)

**Long-Term Goals**

Long-term Goals: overarching goals that are long-term mission statements that establish the purpose for the existence and activities of an organization Example: Reduction of unemployment of persons with disabilities (or increased employment)

**Intermediate Goals**

Intermediate Goals: achieve tangible results for a group of people

* Keep it simple
* Start with what you want -- be selfish
* Think in terms of a proposal for change or action
* Think in terms of focusing on targets and tactics
* Identify goals that all of the constituency and outsiders will support
* Determine which goals need to be accomplished first and the order of the other goals
* Set goals that will increase support and draw volunteers to action
* In the beginning set goals that build your power base before you draw fire from opposition OR goals that draw fire from opposition if it increases your power base
* Do not intentionally draw fire in the early stages of a campaign that depletes your power base and places you on the defensive to protect against loss rather than expanding what you have (matter of timing)

Examples:

* Federal and state funding and waivers for low-cost community housing and personal assistance services for persons with disabilities placed in nursing homes
* Elimination of segregated employment options for people with disabilities through the redirection of federal, state and local funding to competitive employment and training programs for persons with disabilities

**Short-Term Goals**

* Short-term goals: steps towards intermediate goals
* Tend to allow organizers to gather power
* Builds on small victories on the way
* Do not take a lot of time or money but require people

Examples: Getting…

* A meeting with the mayor, city council member, or county commissioner
* an agreement in principle to a proposal or a bill
* an agency to compile or release information

**IT’S ABOUT RESULTS!**

Will YOUR goals result in…

1. Concrete improvements in people's lives
2. Give people a sense of their own power (belief and confidence that they have power)
3. Increase the power of the people or more effective use of their power
4. The solution to the problem specified by the issue

**Identifying your target and tactics** (ALWAYS a person/group)

* Who can give you what you want (people targets)?
* What do they need/want from you to give you what you want (what’s it going to cost)?
* What kind of influence or pressure do they respond to that would cause them to support you and your issue? (Power you have over them)
* What kind of influence, pressure or behavior from you distances them or positions them in opposition to you and your issue?

**Primary Targets**

1. Who has the power to give you what you want?
2. Always a person - never an organization, institution, elected body or the system
3. Can be viewed as an opponent even if they agree with you (love-hate relationship)
4. Personalizes the issue and the solution
5. Narrows the focus and direction of your campaign
6. Helps if there is more than one primary target - where power is divided or distributed there are usually more weak spots, vulnerabilities and openings (Can also divide you)
7. When and how will the target oppose you? Agree with you?
8. Places an individual in a position of being accountable to a constituency by saying yes or no.
9. Establishes a pressure point for exerting getting attention, exerting discomfort, pain and agitation, and generating a response.

**Secondary Targets**

1. Persons who have more power over the primary target than you do
2. You have more power over them than you do over your primary target
3. People you can leverage to exert pressure on the primary target
4. What power do you have over your secondary targets?
5. What power do they have over your primary target?
6. How can you influence them to exert pressure on your primary target to get what you want?

**Recruiting Supporters:** PEOPLE ARE POWER!

1. Identify who is already working on the issue, if anyone.
2. Decide whether to join their group or start your own campaign.
3. Identify your friends, allies, and supporters.
4. Assess and identify the kinds of resources they offer.
5. RECRUIT, RECRUIT, RECRUIT
6. Connect to other people and organizations that have the same or similar issues

**Some Contact Sources**

**Lists of People**

E-mail list - yours

E-mail list - friends

Mailing lists of advocacy organizations

Personal phone book

Personal Calendar

People you work with/for

City Council Members

Disability Advocates

Family

Friends with/without disabilities

Newspaper, TV, Radio reporters

Parents

Professors and teachers

School Board Members

Congressional Delegate

Students

Teachers

Therapists

Doctors

Personal Assistants

**Organizations**

DC AARP

Disability and Child /Family Advocacy Groups (Quality Trust, Family Voices, PTI, Parent-to-Parent)

Churches

College Student Organizations (including disability student organizations)

Gay/Lesbian Groups

DC Ethnic Coalition Groups DC Independent Living Center

DC health organizations (Cancer, Lupus, MD, MS, Parkinson’s, Alzheimer’s, Spinal Cord Injury, etc)

DC disability organizations (Arc, UCP, Autism, NAMI, Epilepsy, Brain Injury, CHADD, LDA, etc)

DC Independent Living Council

DC Developmental Disabilities Council

DC Departments of…

* Aging
* Rehabilitation
* Disability Services
* Health and Human Services
* Recreation
* Vocational Rehabilitation

Local SBAA Chapter

MOVE NAACP

Parent Organizations (PTI) Project Action

PETA

Planned Parenthood Political Party Clubs PTA

Right to Life

Direct Care Workers Association/Personal Assistant Services Center

DC Advocacy Partners

Disability Employers (Goodwill, etc)

**Constituents**

1. Who owns the problem?
2. Who is most directly affected by the problem and will benefit most by the solution?
3. What do they gain by winning?
4. What do they risk by losing?
5. What other risks do they take by leading this campaign?
6. What power or authority do they have over the targets?
7. What groups do they belong to already?
8. Who among them could you identify as leaders and followers?
9. Who can you identify that may place their own personal agenda ahead of the needs of the group?
10. Who can you identify who may have competing interests or conflicts?
11. Who may not be able to withstand intense conflict, confrontation or scrutiny?
12. What are the collective strengths and weaknesses of the individuals as an organized community?

**Allies**

1. What other groups stand to benefit from your campaign?
2. What other groups have a similar constituency?
3. What other groups do your constituents belong to?
4. What groups are already engaged in campaign efforts that address your issue directly or indirectly?
5. What groups will support your issue?
6. What groups want something from you?
7. What groups have something you want?
8. What groups would you be comfortable working with?
9. What groups need you but don't know it?

**Supporters** (non-constituents)

1. Who cares about this issue enough to want to join or help the organization?
2. How wide is the appeal of your issue to the general public?
3. Who does your issue or story evoke an emotional response such as anger, outrage, and sympathy from?
4. What do they bring to the organization in the way people, resources, and support?
5. What can they take away, divert, or distract from the organization and the issue?
6. How can they be used or mobilized to support the issue?

**RECRUITMENT…THE MOST IMPORTANT ORGANIZING ACTIVITY!**

**The Heart of Building Power**

1. Nothing kills a campaign quicker than loss of people.
2. Appeal to self-interest: What affects someone personally?
3. Appeal to the heart (e.g., emotion and conviction)
4. Professional: some persons want to get involved for career interests
5. Recruit to an activity and a result not a meeting
6. Provide an ongoing introduction, orientation, and welcome for new folks
7. Be prepared
* Know the issues
* Know the history
* Know who you are recruiting
1. Legitimize yourself
2. Listen
3. Agitate
4. Get a commitment
5. Follow-up

**What is the Best Way to Achieve Your Intermediate & Short-Term Goals?**

* Select the tactics that will yield results
* Be conservative in the use of certain types of tactics (e.g., direct action for the purpose of making a statement <Tennessee v. Lane> v. garnering support)
* Factors that limit resources of people with disabilities
* Advocacy-fatigue
* Ethics and cultural competence
* Types of Tactics
	+ - Direct Action (Strikes, demonstrations, picketing, boycotts)
		- Internet Based Information Sharing
		- Media strategies
		- Strikes
* Voter registration and education
* Litigation
* Elections
* Negotiation
* Political Action (Lobbying, Legislation)
* Public Hearings and Meetings
* Issue/Platform Surveys
* Position Statements
* Who is the target?
* Who will be involved?

**Community organizing is about increasing collective and individual power**

**Grassroots power is acquired when:**

1. The other side feels it has to consult you or include you in any planning, implementation, monitoring, and evaluation of a decision or action it wants to take.
2. You are provided an equal opportunity to assume positions of leadership with all of the power, resources, support and authority that come with the position;
3. You succeed in winning short term and long-term social changes.
4. You learn what strategies, tactics and actions work and which don't.
5. Your actions and cause achieve widespread appeal causing people who are and are NOT members of your constituency wanting to join your efforts.
6. Those who oppose you fear the consequences of opposing or resisting you.
7. You are easily identified, easily recognized, and are considered the guardian of a cause.
8. The media, think-tanks, public figures consult you on issues you are identified with or attack you for your position.
9. People working for the cause feel good about themselves, show increased confidence in their abilities, intensify their efforts and commitment, and become better human beings as a result of their efforts.
10. You can accurately predict how your opposition will react and respond to your efforts.
11. You can outmaneuver, outthink, outclass, outnumber, surprise, embarrass, discredit and decrease broad support for the opposition.
12. You can cause outrage or other strong emotional reactions by the general public in favor of your cause.
13. When you can become identified as the victim and the hero while your opposition is identified as the villain (David and Goliath).
14. When your actions cause any kind of response from your opposition regardless of how nasty or assaultive it may be.

**General Guidelines about Tactics**

1. No one has to care about your issue or campaign - the extent to which they do care and are willing to act is a measure of some of the extent to which they will assume some level of personal risk or cost
2. To understand what motivates someone to act you must be able to watch, listen, read and predict people
3. The most important question you must be able to answer to build your power- base is what will cause constituents, followers, allies, and supporters to move from complaining and talking to action.
4. To exercise power you must BE where the action is.
5. Newton's Three Laws of Motion Applied to Community Action
* The Law of Inertia: An object remains in at rest or in a state of motion until an external force is applied to it. Things don’t change by themselves. You need to act. (NEED FOR ACTION)
* Law of Force/Momentum: F = MA: Translation: the amount of force you exert is equal to how quickly you move and the number of people you have moving. If you want to exert more pressure, force or influence you need to move quickly and you need a lot of people. Also, the amount of effort you need to exert to get others to move is dependent how many there are of them and how fast you want them to move. (MOTIVATING OTHERS TO ACT)
* Law of Opposites: For every action there is an equal and often more powerful reaction - therefore, before you act be able to accurately predict the reaction. (OPPOSITION)

**10 Cardinal Rules for All Tactics**

1. Plan before you act (People who fail to plan, plan to fail).
2. Don't respond, strategize.
3. If you don't have a clear objective (e.g., demand), don't do it. Never use a tactic simply because it seems like the thing to do.
4. Assesses the potential impact - understand the risks and be able to predict the fallout.
* Remember that sometimes you get what you ask for so make sure you know exactly what you are asking for.
* Don't jeopardize your campaign because you have a preference for one tactic over another.
* Be ethical in your tactics.
1. Tactics must be doable and preferably fun.
2. Evaluate your results - success comes from learning and doing what works
* If what you do didn't accomplish what you wanted make sure you know how and why.
* If what you did damaged your campaign make sure you know why and don't allow it to happen again.
* If what you did accomplished what you wanted make sure you know why and use it again with discretion.
* Remember that whatever works against your opponent makes them that much smarter about dealing with you.
1. Use the element of surprise. It can be extremely effective and give your campaign momentum. Therefore, be careful about how much you allow your opposition know about what you are doing. However, don’t surprise your allies and supporters.
2. Once you gain momentum don't let up.
3. Know when you have achieved what you set out to achieve - have a make or break it point for your campaign (When this happens we will have won).
4. Celebrate your victories; learn from your failures.

**General Rules for Executing Tactics**

1. Stay within the experience and ethical boundaries of the group and if possible your allies and supporters
2. Act outside the experience of the target (surprise/deception)
3. Ask the target then demand from the target
4. Make an appointment rather than hoping for a surprise encounter
* doesn't give them an excuse to blow you off
* forces them to say yes or no to a meeting giving you a measure of their responsiveness
* prevents your group from being disappointed and embarrassed
1. Case the joint and do your homework
2. Hold dress rehearsals
3. Make sure you have only one spokesperson and he/she is present
4. Ask people to come early and make sure they are informed of any new developments
5. Send press releases to the media early (a week ahead)
6. Keep to the simple facts
7. Keep your information current, reliable, and accurate
8. Keep your demands clear, direct, simple, and directly to the point.
9. Evaluate the results.

**Manage and Monitor Opposition and Resistance**

1. Why will your efforts will be resisted?
2. Knowing your opponent
* What is their agenda?
* What are their goals?
* Identify their resources?
* What kinds of tactics and strategies do they use?
* Who is their constituency? Who supports them?
* What are their strengths and weaknesses?
* What are your strengths and weaknesses?
1. What strategies and tactics can you use to minimize or counter your opponent?
2. What do you need to do to increase your base of support, power and resources?
3. Do not become so focused on your opponent that your opponent can misdirect you with his/her own actions.
4. Keep your goals and agenda as your primary focus of attention.

**EVALUATING YOUR OPPOSITION**

1. Who are your opponents?
2. Who are those persons who will try to stop you from getting what you want?
3. Who are those persons who will stand to lose something?
4. What will your victory cost them?
5. What do you know about your opponents?
6. What are their strengths?
7. What are their weaknesses?
8. What kind of information can you gather about your opponents?
9. What kind of access do you have to your opponents?
10. What do they do that you can do better?
11. What do they do that you don't want to do?

**Questions to Be Answered Before Your Campaign Begins:**

1. What is the name of your campaign?
2. What are the goals of your campaign?
3. Who are the targets of your campaign?
4. Who will be involved in working on your campaign (Agents of Change)?
5. What strategies and tactics will you use?
6. What resources and assets will you need?
7. Who are your allies and opponents?
8. What concrete practical results will you achieve?

**DC AP SESSION 7 – APHA MEDIA ADVOCACY MANUAL**

PDF REPORT: <http://nyspha.roundtablelive.org/Resources/Documents/2013%20APHA%20Affiliate%20Mtg/Policy%20Framework%20and%20Tools/APHA%20Media%20Advocacy%20Manual.pdf>

ADVOCACY AND PUBLIC HEALTH

Advocacy is used to promote an issue in order to influence policy-makers and encourage social change. Advocacy in public health plays a role in educating the public, swaying public opinion or influencing policy-makers.

Media coverage is one of the best ways to gain the attention of decision-makers, from local elected officials to members of Congress. All monitor the media. Every congressional office has a staff person who monitors the news in the district or state and clips articles that mention the representative or senator by name. These articles are circulated to staff each week. Decisions to support legislative initiatives are frequently influenced by the media coverage.

Getting media coverage can be very easy. By taking a few minutes to write a letter to the editor, any APHA member or public health advocate can reach thousands of other citizens, including policy-makers and their staff. Investing just a little more time can lead to significant payoffs for public health.

You can also use the media to publicize community or state level public health events. Any meeting merits mention in the local newspaper’s community calendar, and a workshop or a meeting with an outside speaker may warrant an article as well. Use each of these events to contact local reporters, editorial boards and radio and television talk show hosts. They may want to cover your event, and even if they do not, they will look to you as a resource person when they write about these issues in the future.

**DC AP SESSION 7 – INTERACTING WITH THE MEDIA**

Media coverage significantly magnifies your voice and the voices of other working on your issue and similar issues. It’s up to all of us to generate the media and doing media work can be a great way to involve your supporters. Doing just a little bit of media outreach is a positive way to bolster your message, reach the targets of your protest and contribute to outreach and popular education. Send a press release to local media outlets – newspapers, TV, community radio stations – and follow up with a quick phone call. Invite a reporter to your next meeting. Write a letter to the editor of your local paper that connects a recent article with the story of your action.

**Things to do before talking to the media:**

* Be ready to tell them your name and the name of the group or organization you represent.
* What’s your goal? Know the story you want to tell about your action and/or event. Tell it to yourself. Transform it into interview airtime.
* PRACTICE your core messages and bridging.
* Fact check.

**Talking to the Media:**

Not all reporters are antagonistic. However, some may try to divert attention away from the issue, attack you, or belittle you and your cause. Don't let this distract you from getting your message out there. You define the issue on your terms! Find a polite and creative way to redirect the question.

**Bridging**

When a reporter asks you a question that is leading away from the core messaging build a bridge to bring it back around to where you want it. Bridging is a good way to answer a question with your messaging without sounding “evasive”.

**General bridging strategies**

* I am here because…
* That’s really important, but…
* What’s really important here is…
* In my experience…

**The ABC’s of bridging:**

**A**cknowledge the Question

**B**ridge to your issue

**C**ommunicate your message

Example:

**Reporter:** How did the police treat you when you were arrested?

**You:**

1. The police took us into custody very quickly.
2. But it is really important ….
3. To take a bold stand for justice by risking arrest to demand that the SOA/WHISEC be closed.

**Tips on talking to the media**

* Be calm and passionate. Take a deep breath. Speak from your heart and your own experience.
* It’s not about the question they ask. It’s about your issue and the story you tell.
* Everything is “on the record.”
* Look at the reporter, not at the camera.
* If you didn’t see it, it didn’t happen. Do not comment on actions or events that are not yours—stick to your own story and remember to fact check.

**Sound Bites**

The average sound bite in the US is 5-25 words or 5-13 seconds. Make sure you have 2-3 sound bites ready before you talk to the press. A sound bite should covey who you are, why you are there and what your core message is. For example: who you are, that you are taking part in the action, and why you are taking the action.

**Nonverbal Communication:**

When talking to the press it is important to take into account your surroundings, body language and appearance.

* Try and do the interview by a good banner, backdrop or image that can help bolster your message
* Wear a button, sticker or shirt with some of your message on it during the interview
* Look the reporter in the eye. If your eyes are looking every which way it can make you look less credible and sincere.

**DC AP SESSION 7 – SAMPLE PRESS ADVISORY & RELEASE**

Remember spellcheck!

<Organization logo>

**FOR IMMEDIATE RELEASE :: DATE**

**Contact:** Name Phone/email

**Media Advisory HEADLINE**

*Short and catchy, all caps*

*If you plan on having exciting visuals, alert photographers here:*

**PHOTO OP: ZZZ will stage a theatrical event at ZZZ**

*Two or three sentences about WHAT is happening*

**WHEN:** *Time and date*

**WHERE:** *Location, with specific directions*

**WHO:** *Info on your organization, collective, or coalition*

*Paragraph – with quote – on why the event is significant or newsworthy. Should include a hook, factual support of argument, etc.*

<Organization logo>

***###***

*Indicates end of the advisory*

**FOR IMMEDIATE RELEASE :: DATE**

**Contact:** Name Phone/email

**Press Release HEADLINE**

*Provide a headline for reporters – should contain a hook*

***SUBHEAD***

*May contain most newsworthy part of story, elaborates on headline*

*The first paragraph should contain your main pitch with the news hook – WHY the event is happening on that day, i.e. what is significant in local/national/international news for that day. End this para with a quote – your basic message in soundbite format, attribute to a member of your organization. Remember to include the person’s position with the organization.*

*Second and third paragraphs look similar to the first, format-wise. Add more information and details about the event and the issues behind it. Use the quotes to either provide facts and statistics to back up general statements, or to sum up a paragraph.*

*Fourth paragraph is a short description of your organization.*

***###***

*Indicates end of the release*

### SOCIAL MEDIA PREP FOR ACTIONS

**From the Washington Peace Center:** [**http://www.washingtonpeacecenter.org/training**](http://www.washingtonpeacecenter.org/training)

**TWITTER**

1. **IDENTIFY THE HASHTAGS AND HANDLES YOU WILL USE**

Before your action, identify the handles and hashtags you’ll use during your. Don’t limit yourself to just your friends’ handles on twitter or hashtags that you create. Consider the hashtags and handles of your allies, opponents, and even folks living in the area. Here’s a table of hashtags and handles to consider including in your Tweeting guide:

|  |
| --- |
| **#Hashtags** |
| **Type** | **Uses** |
| Internal hashtags created by your group (#99power,#HyattHurts, etc.) | Create your own hashtags to use throughout your action or campaign. With everyone sharing the same hashtag, tracking tweets throughout your action is easy. If enough people use it, your hashtag may even “trend” on twitter and be seen by many more users. |
| Opponents/Targets (#Walmart,#Congress) | Be sure to know all of your opponent’s popular hashtags. By tweeting with your opponent’s hashtags, it’s possible to “hijack” their hashtags with your own tweets. For example, Walmart’s shareholder meeting used the hashtag #WMTShares, which was “hijacked” by activists during their shareholder meeting to tweet about Walmart’s abuse of workers. |
| Relevant subjects (#debt, #pollution) | Check twitter for popular hashtags related to your campaign/action. Instead of mentioning “debt” in your tweets, be sure to use the hashtag #debt instead so you reach any users monitoring that hashtag. |
| Twitter-specific (#ff) | Many hashtags only make sense on Twitter. Familiarize yourself with the vernacular on Twitter and consider using popular hashtags, such as#ff (follow Friday), to amplify the reach of your tweets. |
| Currently trending (#ThingsIWontForget) | Similarly, pay attention to what hashtags are currently trending on Twitter, especially in the location of your action. When a hashtag is trending, it means many folks outside of your usual audience are using it and monitoring it. |

|  |
| --- |
| **@Handles** |
| **Types:** | **Uses:** |
| Friends, allies and campaign partners | Be sure to collect the twitter handles of everyone tweeting at your action, the organizations involved, and your friends and allies that support you. Mentioning them in your tweets will reach their twitter followers as well. **(But careful not to “hide” your tweets! See good tweet vs bad tweet)** |
| Opponents/Targets/Local officials(@Walmart, @SallieMae,@MayorGray) | Find all of your target’s twitter handles and use them when mentioning them in your tweets in order to reach their followers as well. Also consider finding the twitter handles of any secondary targets and local officials. Don’t forget that some targets may have more than one twitter account. |
| Journalists(@CNN, @WHYYNews,@maddow) | Journalists are some of the most obsessive twitter users. When researching sympathetic journalists, be sure to create a list of their twitter handles so you can tweet at them during your action. Don’t forget to research local journalists as well, who may be more likely to cover your action. |
| Top local tweeters | Use Twitterholic.com to find the top tweeters in your area. These folks have the most popular tweets and largest followings in the location of your action. Be sure to “introduce” yourself before your action and try to solicit their support before/during/after your action. |
| Celebrities (@StephenAtHome,@TheDailyShow) | Create a list of celebrities that may be sympathetic to your message and consider mentioning them in your tweets to encourage a response from them. |
| Leaders in the action | Make sure you have everyone’s twitter handle that will be tweeting during your action. Twitter allows users to categorize their followers into “lists.” Consider creating lists for different audiences in your twitter following. For example, you may want to create a list of all legal observers at your action, or all crowd marshalls, in order to quickly disseminate information through the crowd. |

1. **CREATE A LIST OF SAMPLE TWEETS.**

Provide a list of sample tweets to folks tweeting during your action. Consider different tweets for before, during, and after your action. Don’t forget to include the hashtags and handles you’ve identified for the action. Use bitly.com to provide short links to information on the action. Encourage folks to include pictures and videos during the action when tweeting. For example:

* + Before:

*Can’t wait to #MarchOnWashington next week! RT if you’re marching with*

*@jwjnational. [SHORT LINK TO ACTION INFO]*

*Another reason to #MarchOnWashington: #StudentDebt has reached $1 Trillion: [SHORT LINK TO ACTION INFO]*

* + During:

*Millions in the streets at the #MarchOnWashington, we can’t even see the end of the march! [INCLUDE PHOTO]*

* + After:

*Must-read article in @WashingtonPost today about #MarchOnWashington: [SHORT LINK TO ARTICLE]*

1. **IMPORTANT TIP: DON’T HIDE YOUR TWEETS!**

DO NOT begin your tweet with an @ symbol. If you do, your tweet will only appear to users that follow both you AND the person you referenced with your @.

**BAD TWEET - @ in the beginning of tweet:**

*@StudentLabor great action today!*

This tweet will only appear in the feeds of users that follow BOTH you AND

@StudentLabor

**GOOD TWEET - @ not in beginning of tweet:**

*.@StudentLabor great action today!*

Put any character (usually a period) in front of the @ symbol and your tweet will be visible to your followers AND

@StudentLabor’s followers

**FACEBOOK**

1. **IDENTIFY THE FACEBOOK PAGES TO TAG IN YOUR POSTS.**

Just like “mentions” on Twitter, you can “tag” your Facebook friends and pages in your posts and in the descriptions of your photos. Tagging them in your FB posts will send the admin of that FB page a notification that they have been mentioned in a post. Consider creating a list of FB pages to mention in posts during your action to expand your reach:

|  |
| --- |
| **Facebook Pages** |
| **Types:** | **Uses:** |
| Friends, allies and campaign partners | Collect the Facebook pages of the organizations involved in your action and others that support you to mention in your posts. |
| Opponents/Targets/Local officials | Find all of your target’s Facebook’s pages. Also consider finding the twitter handles of any secondary targets and local officials. Don’t forget that some targets may have more than one Facebook page. Mention them in your posts to get the attention of their page admins. |
| Journalists | Many news outlets, particularly local news, use their FB pages as a “tip line.” Consider posting to their Facebook walls to generate interest in your action. Careful not to overdo it though. |

1. **USE THE FULL FACEBOOK ID WHEN TAGGING ON MOBILE DEVICES.**

Tagging friends and pages in FB posts can be tricky when using a mobile device. To make sure it works, you should use the full ID of the FB page when tagging, not just the name of the page or friend.

To find a Facebook ID, visit <http://findmyfacebookid.com/>and enter the URL of the Facebook page then hit enter. The site will tell you the full ID of that Facebook page. You should find the full ID on your computer and email it to yourself for easy retrieval on your mobile device.

Example post with full Facebook ID: **Hundreds of people standing up for fairness at**

**@[139987482063:Popular Community Bank]**

**DC Advocacy Partners**

**GRADUATION**

DATE: Saturday, December 7, 2019

TIME: 12:00PM – 3:00PM

GUESTS: 10 guests per graduate

More information will follow on Session 8 on November 15th