Welcome & Introductions
Objectives

- Provide an immersion in the Power Prism® - a framework for planning, executing, and evaluating advocacy campaigns
- Practice utilizing tools for:
  - Choosing a local policy goal
  - Figuring out what you know, what you don’t, and how you can find out
  - Developing a persuasive message
Thank you for completing the survey!

What we learned about you
Who is here?

- State government agency
- Local government agency
- Non-profit organization that can and does lobby
- Non-profit organization that cannot or does not lobby
## Advocacy experience

<table>
<thead>
<tr>
<th>Answer Options</th>
<th>Lots of experience</th>
<th>Some experience</th>
<th>No experience</th>
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<tbody>
<tr>
<td>Policy advocacy at the federal level (passing, defeating, or changing a federal law or securing federal dollars).</td>
<td>0</td>
<td>12</td>
<td>33</td>
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<tr>
<td>Policy advocacy at the state level (passing, defeating, or changing a state law or securing state dollars).</td>
<td>4</td>
<td>18</td>
<td>23</td>
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<tr>
<td>Policy advocacy at the local level (board of health regulation, city council ordinance, town bylaw).</td>
<td>11</td>
<td>22</td>
<td>12</td>
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<tr>
<td>Policy advocacy at the tribal level.</td>
<td>1</td>
<td>0</td>
<td>44</td>
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<tr>
<td>Systems change (i.e. not a law but a large-scale systems change such as within a hospital, school, government agency, etc.).</td>
<td>7</td>
<td>29</td>
<td>9</td>
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</table>
How would you rate your own experience level with each of the following aspects of advocacy?

- Research and data collection
- Coalition building and maintenance
- Grassroots and grassroots
- Fundraising and development
- Media advocacy
- Decision-maker advocacy

0: No experience at all
1: Beginner
2: Intermediate
3: Expert
Before we start...
Ready to dive in???
What is advocacy?

Advocacy is the application of pressure and influence on the people and institutions that have the power to give you what you want.
The Three Key Questions
What do you want?

The Three Key Questions
Choosing a policy goal

- What do you want to change?
- What policy changes would help change it?
- Run the possibilities through a series of screening criteria, such as:
  - Is it winnable?
  - Do you have supporters?
  - Do you have resources to pull it off?
  - Will it help the community?
Choosing a local policy goal:

Policy Goal: ____________________________________________________________

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<tr>
<th>Criteria for Selection</th>
<th>Yes?</th>
<th>No?</th>
<th>Maybe?</th>
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<tr>
<td>It is a specific local policy or systems change goal.</td>
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<td>There is data to support and defend it.</td>
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<td>It addresses a current, important issue facing the community.</td>
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<td>If successful, the policy or systems change is likely to impact the problem you are looking to solve.</td>
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<tr>
<td>There is a clear decision-maker (i.e. an individual or institution who can make the change).</td>
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<tr>
<td>The policy/systems change is winnable.</td>
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<tr>
<td>It may not be winnable, but it provides a compelling platform to have essential community conversations.</td>
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<tr>
<td>Those in the community that are currently focused on the issue you are looking to solve are supportive of the goal.</td>
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<tr>
<td>It is a goal that will be attractive to coalition partners and other community organizations.</td>
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<tr>
<td>What do you want?</td>
<td>Why do you want it?</td>
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The Three Key Questions
| What do you want? | Why do you want it? | Who has the power to give it to you? |

**The Three Key Questions**
Let’s answer your 3 key questions

Your turn!
POWERPRISM

A tool for advocacy planning, execution, and evaluation
Policy Campaign Process

Where are you?

Stage One: Start-up
- Assessment
- Entering the Community

Stage Two: Describing the “Why”
- Education and Capacity Building

Stage Three: Describing and Showing Support for the “What”
- Organizing & Mobilizing
- Gaining Support from Decision-Makers

Stage Four: Implementing the Policy

Stage Five: Evaluating Impact
- On the problem you sought to address
- On the organization
Can we build more power for our mission by triggering any or all “power tools?”
What do we need to know?
Localized research is essential

**People**
- Who is most impacted?
- Who are the key decision-makers? What makes them tick?
- Who are the leaders? Who do they know? What do they care about?

**Place**
- Local data about the issue
- Demographics – current and trending
- Key issues, challenges, and assets

**Power**
- Political structure and politics
- Opposition
Data collection strategies

- Polling
- Key informant interviews
- Surveys
- Online research
- Focus groups
- Participatory action research
- Environmental scans (i.e. walking tours)
- Community assessments
Look deep

- As local as possible – zip code or neighborhood level
- Current data and trending data
- “Slice and dice”
- Quantitative and qualitative
- Use multiple research strategies
- Anecdotal/experiential
Types of public interest coalitions

<table>
<thead>
<tr>
<th></th>
<th>Letterhead</th>
<th>Issue-Based Alliance (informal and formal)</th>
<th>Formal Coalition</th>
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<tbody>
<tr>
<td>Sign-on letters</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Share a press conference</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Share information &amp; strategy</td>
<td></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Coordinate messaging</td>
<td></td>
<td>X</td>
<td>X</td>
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<tr>
<td>Share resources &amp; funding</td>
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<td></td>
<td>X</td>
</tr>
<tr>
<td>Share branding and show unity</td>
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<td></td>
<td>X</td>
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Whatever the format, coalitions are nearly always about building power. Once you’ve chosen which type of coalition is best for you and your cause, consider taking these steps.
Build powerful coalitions

INNER CIRCLE
INVESTED FRIENDS
SELF-INTERESTED ALLIES
OPPORTUNISTIC RECRUITS
Cross-sector collaboration

Social Determinants of Health

- Neighborhood and built environment
- Health and health care
- Social and community context
- Education
- Economic stability
## The give and get of coalitions

<table>
<thead>
<tr>
<th></th>
<th>What will they give?</th>
<th>What do they want/need to get?</th>
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<tbody>
<tr>
<td>Public agencies (federal, state, local government)</td>
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<tr>
<td>Non-profits that cannot/do not lobby</td>
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<td></td>
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<tr>
<td>Non-profits that can/do lobby</td>
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<td></td>
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<tr>
<td>Business</td>
<td></td>
<td></td>
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<tr>
<td>Faith leaders</td>
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<tr>
<td>ETC., ETC., ETC.</td>
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Operating guidelines are critical

In order to have:

– Trust
– Responsiveness

You must have:

– Clear expectations
– Effective decision-making
– Transparency
– Good coalition management
– Clear and specific goals and action plans
A three-sided coin

1. Realistically, what will it cost to run this campaign?
2. Can you engage your financial supporters in advocacy focused relationship building for this campaign?
3. Can you leverage this advocacy campaign to raise money for your organization?
Can you engage financial supporters in advocacy?

- Every donor should be asked to be an advocate
- What do your donors care about?
- Who do your donors know?
Can you leverage this campaign to raise money?

- Every advocate should be asked to be a donor
- Campaigns are what we are selling
- Like capital campaigns, advocacy campaigns are attractive because they result in something permanent
- Think beyond your current campaign to the next one
Identifying grassroots & key contacts

• Grassroots = Defined by where they live, vote, or even work, they are “represented” by a decision-maker

• Key contacts = Defined by a higher level of issue expertise and/or a personal relationship with decision-maker
Grassroots to key contacts continuum

- Constituent
- Active voting constituent
- Voting constituent
- Active voting constituent and donor
- Personally knows decision-maker
<table>
<thead>
<tr>
<th>Real Stories</th>
<th>Add emotional impact</th>
<th>Add credibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Challenge beliefs</td>
<td>Create long-lasting memory</td>
<td>Inspire action</td>
</tr>
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</table>
Diane Jones, Ohio
Responded to a request to share stories about the impact of secondhand smoke

Secondhand smoke steals the freshness from your clothes, but even worse it can steal someone you love.

I quit smoking 23 years ago on Mother’s Day in 1980 and I thought I was home free. But I continued to be exposed to secondhand smoke. When they told me that I had COPD (Chronic Obstructive Pulmonary Disease), it was like someone hit me with a shovel. The hardest part is that it shortened my lifespan and I have five kids.

My best friend Sherry died five years ago from lung cancer at the age of 50 and she never smoked. But she was a bartender, and worked at restaurants in Cleveland. And when I have a crisis in my life or a happy bit of news, I want to call her, but I can’t. Neither can her kids.

Restaurant and bar workers exposed to secondhand smoke have 200 times the acceptable risk for lung cancer and 2,000 times the acceptable risk for heart disease.
(Source: U.S. EPA 2004)

To support smoke free public places in Cleveland, visit smokefreeohio.org or call 216 781 2944.
Lesbian couple Alice Dubes and Vivian Boyack finally marry after 72 years together

Davenport, Iowa – September 2014
Sometimes…stories can get BIG attention

Dian Coleman, Virginia:

Protecting my kids requires more than keeping cigarettes out of our house or making sure everyone’s prescriptions get filled. Those things are vital, of course, but so are protections against air pollution. Ozone and particle pollution are dangerous, and people with lung and heart disease – people like my daughter, sons, nephew, sister and mother – are in the greatest danger.

President Obama spoke with the American Lung Association and other public health groups on Monday.
Doug Mills/The New York Times
What media matters to your decision-makers?
Pop Quiz: Match the individual to the Cause

- Rosa Parks
- Ryan White
- Matthew Shepard
- Sandra Fluke
- Cindy Sheehan
- James Brady
- Jane Goodall
- Iraq War
- Women’s Health
- Civil Rights
- Gun Control
- Wildlife Conservation
- AIDS
- Hate Crimes
Harder Quiz: Match the STATS to the Cause

- 3.1 Million
- 5 Million
- 50%
- 250,000
- 2.2 Million
- 17 Million

- U.S. Green Jobs
- Alzheimer’s
- The Pentagon
- Darfur
- Federal Employees
- U.S. Food Aid
How to generate & hold interest

- Personal (Put a face to the story)
- Relatable (Resonates)
- Surprising
- Relevant
- Timely (urgency)
Raquel Nelson,
Atlanta, GA
First things first: Will the real leaders please stand up?

- Official leaders
- Self-appointed leaders
- Unofficial leaders
Not all decision-maker advocacy is lobbying
Direct lobbying – 3 elements

- Communication with a legislator (includes Congress, state legislators, executive branch officials and staff, city councils, town meeting, tribal governments)
- That expresses a view
- About specific legislation

Does not include school boards or administrative agencies.
Grassroots lobbying – 4 elements

- Communication with the public
- That expresses a view
- About specific legislation
- And includes a call to action
Decision-maker advocacy is about...
Decision-maker advocacy is about...
Decision-maker advocacy is about...
<table>
<thead>
<tr>
<th>Cultivation</th>
<th>Education</th>
<th>Lobbying</th>
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Decision-maker advocacy is about...
4 Tiers of decision-makers

Cultivation and education are important for all!

(1) Already champions
(2) Already supportive
(3) Apathetic to the issue or neutral
(4) Unsupportive
You must figure out what’s in it for them

“If you would persuade, you must appeal to interest rather than intellect.”

Benjamin Franklin
Decision-maker research

“If you would persuade, you must appeal to interest rather than intellect.”

Benjamin Franklin

Pathways of Influence:
Steps to turn a little bit of knowledge into a whole lotta power.

BY LOUISE FRESINA AND DIANE PICKLES, M+R STRATEGIC SERVICES
What makes your decision-makers tick?

- What is their current position and future ambition?
- How have they talked about/voted on your issue?
- What are their pet issues?
- What are their favorite sources of news and info?
- What motivates their colleagues?
- Who are their financial supporters?
- What do their constituents care about?
- What is their social media presence?
Key sources for research

- Official bio
- Google [search lawmaker and family members]
- Google News
- Campaign donor information [http://www.sos.state.oh.us/SOS/Campaign Finance/Search.aspx]
What are your connections?

- Your grassroots
- Your key contacts
- Your board members
- Your partners
- Promising Pathway to Decision-Maker
- Your donors/funders
Educate, cultivate, and engage

- Our #1 job is to make it easy for them to say yes...or really uncomfortable to say no
- How can we appeal to their motivated self-interest?
- Recipe for persuasion: facts, emotion, and character
- How can we deepen our relationship or the relationships of our grassroots/grasstops with these individuals?
Ultimately, it’s about this…

- Why might they care about your issue?
- What are the advantages for the decision maker in supporting your issue?
- What are the disadvantages for him/her?
- How can you (or someone else) increase the advantages and decrease the disadvantages for them?
Strategies

- Personal visits
- Written communications
- Invitations to your events
- Go to their events
- Awards and recognition
- Engage on social media
- Letters to the editor
- Cultivate and leverage pathways of influence
- Mobilize grassroots and grasstops
- Be a resource
PERSISTENCE
Our number-one job is to make it EASY for decision-makers to give us what we want!

(And hard for them to ignore us!)
Putting it all together
2 ways to use the Power Prism®

- Big-picture campaign planning
- Rapid response planning to leverage campaign opportunities

Remember:
- Not linear
- Proficiency and strategy in all 6 areas
- Comprehensive, integrated approach
Power Prism Challenge
When life gives you lemons, add beer.
Your name:

Your organization:

State/country/city of campaign:

Campaign name (if applicable):

Your role in campaign:

**Voices for Healthy Kids focuses on six policy areas to prevent and reduce obesity:**

1. Healthy drinks  
2. Active places  
3. Food access  
4. Active kids out of school  
5. Food marketing  
6. Smart school foods

**Developing your Voices Campaign - 3 Key Questions**

1. What do you want? (What is your campaign goal?)

2. Why do you want it? (What data illustrates the problem you seek to address and defends your solution/policy intervention?)

3. Who has the power to give it to you? (Name specific names and positions of key decision-makers.)

---

Lori Fasina and Diane Pickles, M+R, www.powerprism.org
What do you know?
What do you need to find out?
People, Place, and Power Activity
Choose one community and do some online and/or offline research (phone a friend) to see what questions you can answer; and

For the questions you can’t answer at all OR where you think more information could be helpful, talk about how you might gather that information.
How will you find out what you don’t know?
Key informant interviews

* There’s the stuff you can read;
* There’s the stuff you hear; and
* There’s the stuff that only someone who knows firsthand can teach you.
Key Informant Interview Template

Interviewing for influence, intelligence-gathering, and bridge-building

Seen through the Power Prism®, Key Informant Interviews are not tools to gather “statistically significant” data, they are tools to build power for your campaign. Who you speak with, what you tell them about your project, and the questions you ask should all be designed to inform your strategy while revealing (and ultimately thwarting) opposition. Use this worksheet to chart a course for a round of such interviews.

1. Make a list of the people that could reveal important info about the context of your community action planning work. Remember – you are just asking to pick their brain at this point and may never ask them for anything else! Think big: You want to uncover any and everything you can about the history, the champions, potential allies, who shows up, who is all talk but no action, unofficial gatekeepers, consumers, spoilers, etc.

<table>
<thead>
<tr>
<th>Name of interview prospects:</th>
<th>Reason(s) you want to interview him/her:</th>
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Who would you like to interview?

Your turn!
Person on the Street Surveys Case Study
Context of internal campaign event

- RI had achieved big ticket items in tobacco control
- WPC wanted to make a case for smoke-free areas at Autumnfest 2012
- “Tobacco fatigue”
- Strict firewall on publicly funded staff “doing” policy change
- New(ish) Director of Health
Goals of 60-second surveys

- Conversation starter
- Gauge community attitudes around smoke-free outdoor spaces
- Soft engagement
1. Hi! Could you spare a couple of minutes to respond to some questions about smoking in public? First, I need to get some very basic info on you so that the results will be more legitimate!

What is your zip code?

2. What city or town do you live in?
   - Barrington
   - Bristol
   - Hopkinton
   - Portsmouth
Survey Responses

919 people surveyed from 30 RI communities
Support smoke-free beaches

86%

Of 869 respondents, 86% like or love the idea of 100% smoke-free beaches.
Support smoke-free parks

89%

Of 916 respondents, 89% like or love the idea of 100% smoke-free parks.
Of 908 respondents, 92% like or love the idea of 100% smoke-free playgrounds.
Support smoke-free sports/recreation areas

91%

Of 912 respondents, 91% like or love the idea of 100% smoke-free sports/recreation areas.
Support smoke-free outdoor dining patios

88%

Of 903 respondents, 88% like or love the idea of 100% smoke-free outdoor dining patios.
Support smoke-free Autumnfest

74%

Of 214 respondents, 74% like or love the idea of smoke-free areas at Autumnfest.

Photo Credit: The Valley Breeze Newspapers
Recruiting Efforts

184 respondents said they would like to get involved in making outdoor places smoke-free.
Results

- Increased energy and buy-in from advocacy staff
- Base of new advocates
- Overwhelming data about public support
- As well as...
BREAKING NEWS

R.I. survey finds support for ban on outdoor smoking / Poll

November 14, 2012 5:25 pm
By Felice Freyer

A man-on-the-street survey has found that Rhode Islanders may be ready to ban smoking in outdoor places like parks and beaches. When asked what they thought of banning outdoor smoking, the vast majority either "liked" or "loved" the idea.

Sponsored by the Health Department with federal funding, the interviewers spoke with 919 Rhode Islanders in 30 urban, suburban and rural communities between August and November. The results were not rigorously scientific but still meaningful.

Of those interviewed, 86 percent either "like" or "love" the idea of designating beaches smoke free, 89 percent favor designating parks smoke free and 92 percent like smoke-free playgrounds.

Would you support a ban on smoking in state parks in RI? (927 votes)
Yes: 50.6% (469)
No: 47.8% (443)
10/2/2012

It's Autumnfest time in Woonsocket

Autumnfest fireworks moved to Monday

WOONSOCKET - The city celebrates its 58th Autumnfest on Columbus Day weekend, Oct. 6-8, in World War II Veterans Memorial Park off Social Street.

Rides and amusements open early, on Thursday, Oct. 4. A pay-one-price ($35) night is Friday.

Whether you're a teenager who loves loud music and carnival rides with Panelli Brothers amusements, an older person who just wants to sit in front of the main stage, or someone who wants to take their entire family to see all the offerings for young and old, the World War II Park area is the place to be the weekend of Oct. 6-8, say the organizers.

The 2012 festival will feature more music than ever, an "unbelievable" assortment of top talent, according to Chairman Tim Paul.

Charlie Thomas' "Drifters," known for hits such as "On Broadway," "Under the Boardwalk," and "None But My Baby," will be the headline band. Thomas, a Rock & Roll Hall of Famer, will perform on the main stage at World War II Memorial Park on Saturday, Oct. 6 at 7 p.m.

Thomas joins a diverse group of performers scheduled for the festival's main stage, the centerpiece of the three-day celebration.

"We keep the main stage family-oriented," explained Paul. A separate line-up is planned for the Rotary Club Beer Tent, where fair-goers can kick back with a drink.

Judging by the list of food vendors for 2012, Food Row will also be a magnet throughout the festival, said Paul.

"If you love food, this area is going to be great for you," he said.

Making Autumnfest even more attractive for families this year, organizers have decided for the first time to make Food Row, KidsFest and the main stage area smoke-free areas.

The change came about at the urging of the Woonsocket Prevention Coalition to make Autumnfest a healthier place for everyone to go. In times past, the targeted areas were filled with smokers of both tobacco and marijuana, said Paul, and organizers will no longer tolerate it.

A paddle boat floats through the reflected lights of the carnival rides at Woonsockets Autumnfest.
One on one outreach
Some great (successful!) examples

- Petition signature gathering at town dump
- Postcard signature gathering at hair salons, laundromats, and other "high traffic" areas
- Door to door canvassing
- "Bar counts"
Power Mapping Activity
Power mapping

- Identify your target decision-maker(s)
- Identify key influencers in the target area:
  - Impacted populations
  - Business
  - Faith community
  - Philanthropy
  - Education
  - Etc.
Sweet Spot of Power!

Secondary Influencers

Very Supportive

Supportive?

Very Opposed

Never ignore

Biggest power challenge

Influential with Decision-Maker?

Not at all influential

Very Influential
Using the results to build power

- How can you engage those in your “power sweet spot”?
- How can you ensure that those in your “biggest challenge spot” don’t prevent progress?
Assignment

* Identify at least one key influencer in each of areas for your community
* Then plot those individuals on the power map
* Then...as a large group, share who is in your Sweet Spots and Biggest Challenges and brainstorm strategies for how to build power with that information,
Developing a Persuasive Message
27-9-3 "ELEVATOR PITCH"

HOW TO
WHAT IS AN ELEVATOR PITCH?
5 Questions
AUDIENCE

WHO IS THE AUDIENCE?
SELF-INTEREST

WHAT MIGHT APPEAL TO THEIR SELF-INTEREST?
THINK

WHAT DO YOU WANT THEM TO THINK OR UNDERSTAND?
FEEL

HOW DO YOU WANT THEM TO FEEL?
WHAT DO YOU WANT THEM TO DO?
Cardiac arrest kills 250,000 people yearly. In 2001, one of these people was my husband Joel. If an AED had been available, it could have saved his life.
Adolescence is hard, but can be twice as challenging for teens with special needs. Targeted funding helps our state’s 39,000 special education students meet their full potential.
Have you ever seen your mom cry because of the lack of food in the house? I have. There are 250,000 youth that go hungry daily in Philadelphia.
TRY IT YOURSELF!
| 27 words or less | 9 seconds or less | No more than 3 points |
What’s next?

90 day action plans
Thank You

dpickles@mrss.com

www.powerprism.org