

The Power Prism®

A Framework for Planning, Executing, and Evaluating Advocacy Campaigns

Lori Fresina & Diane Pickles

Welcome & Introductions

By the end of the training participants should be able to:

- Understand the critical importance of specifically answering three key questions for advocacy campaigns – and know how to answer them.
- Identify the six power tools of advocacy campaigns and how to use those tools to build power to influence key decision-makers.
- See their own place in advocacy campaigns and understand how they can advance public health policy personally and collectively.
- Use this advocacy toolkit in whatever advocacy campaigns they are engaged.

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 3 Key Questions

Always start here!



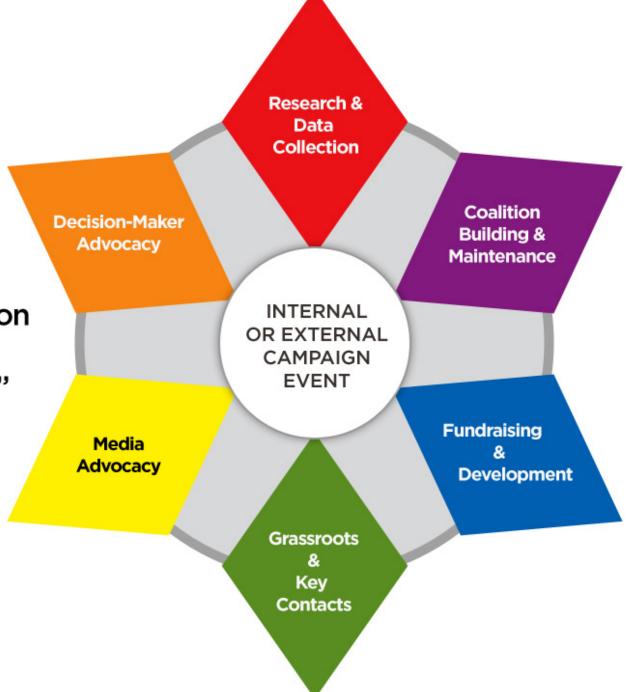
What do you want?

Why do you want it? Who has the power to give it to you?

n your work Think about something you are working on right now. How might you answer the Three Key **Questions?**



Can we build more power for our mission by triggering any or all "power tools?"



What is a campaign?

A campaign is a series of targeted and coordinated activities designed to achieve a desired outcome

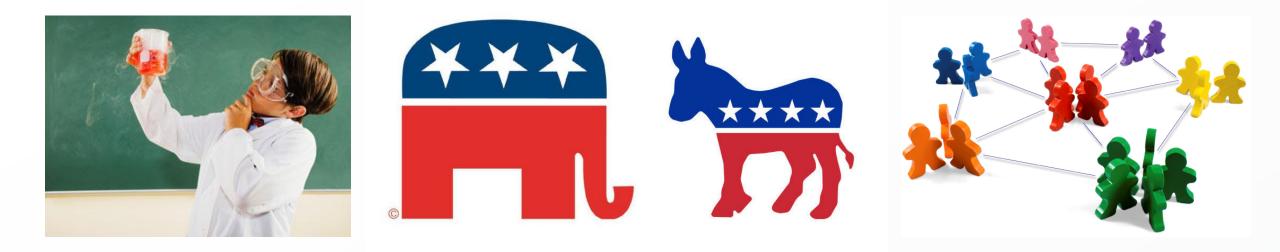




RESEARCH AND DATA COLLECTION POWERPRISM A TOOL FOR ADVOCACY PLANNING, EXECUTION & EVALUATION



Sources of information and data



Doing the research—Direct

- Hard data, science, evidence-based practices, objective facts, polling, and personal impact stories
 - What data explains the need for the "change" you are you trying to promote?
 - + What is the formal process and timeline for making such a change?
 - Which populations specifically are intended to most benefit from the proposed change?
 - + What data (scientific and anecdotal) explains potential impact and ROI?

Doing the research—Nuanced

- What makes your key decision-makers tick?
- Who among your allies has a relationship with those key decision-makers?
- What do you know about your opposition?
- What is your opposition's influence on key decisionmakers?
- Are there "upstream" causes of this problem that may be tied to systemic racism?
- What is the political climate in which you are working?



Research & Data Collection

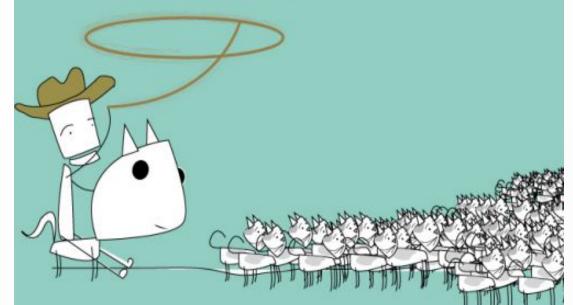






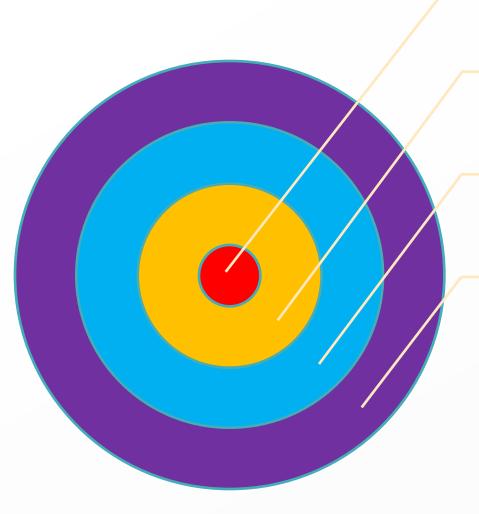


it's like herding cats.





Levels of coalition membership



INNER CIRCLE

> INVESTED FRIENDS

SELF INTERESTED ALLIES

OPPORTUNISTIC RECRUITS Coalition Building & Maintenance

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M The give and get of coalitions

	What will they give?	What do they want/need to get?
Public agencies (federal, state, local government)		
Non-profits that cannot/do not lobby		
Non-profits that can/do lobby		
Equity Partners		
Businesses		
Faith leaders		
Youth organization		
Etc.		

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
 - Structure and processes that promote equitable participation of under-resourced organizations







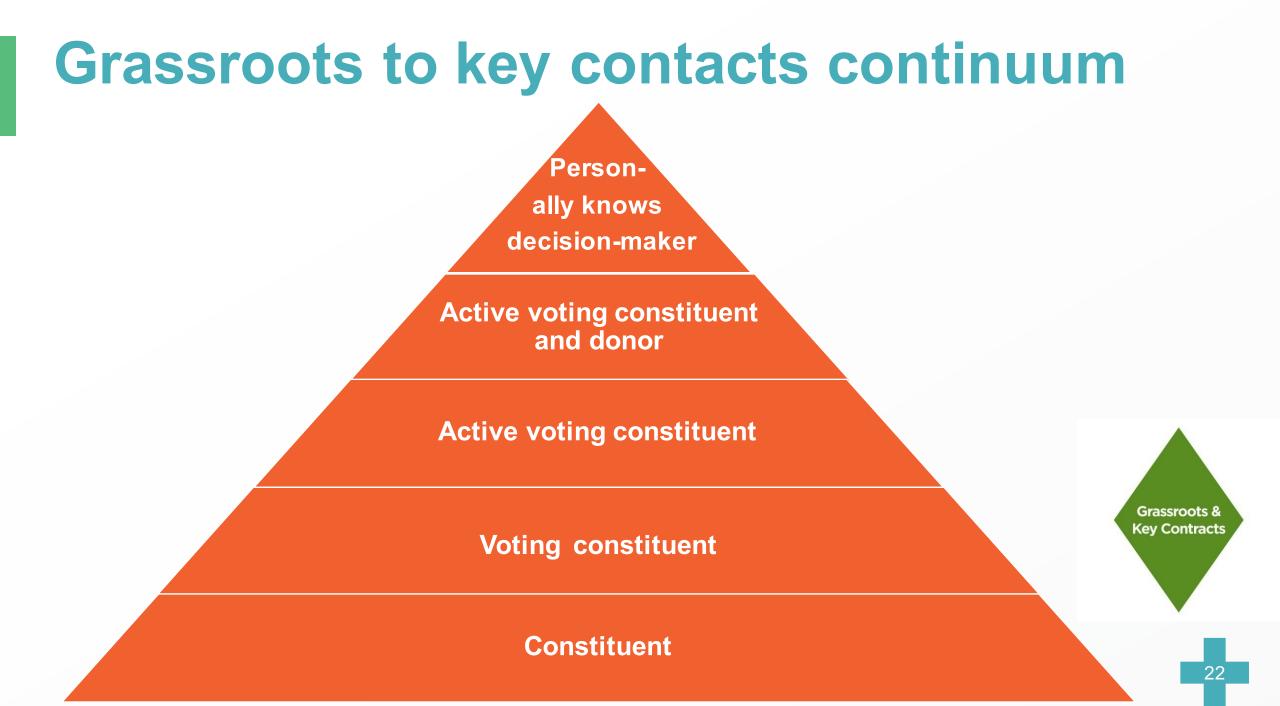
A three-sided coin

- 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?









Real people power

The Story of Diane Jones



Dear Friend,

Used to be people didn't think much about a smoke-filled room. Now we know secondhand smoke can make you ill or kill you. And the people of Toledo's suburbs need protected from this serious health hazard.

But if we want **our right to breathe clean air protected**, we need to make it real to the city councils and the people in our community who still think secondhand smoke only makes your hair smell bad.

We are gathering stories about how secondhand smoke affects people in the greater Toledo area and we haven't heard from you. What does secondhand smoke do to you? Does it cause an asthma attack or migraine, burn your eyes, threaten your life? Do you or a loved one have a health condition caused by breathing secondhand smoke? Please click below to tell us your story. http://ohio.grassroots.com/toledo/June1404/

We will share your story with the city councils in Toledo's suburbs to show them that the millions of people who become ill from secondhand smoke aren't just statistics. They're living, breathing people right here in our community. **Won't you take a moment to share your story by clicking on the link below?**

http://ohio.grassroots.com/toledo/June1404/

Making it real—making it feel

Meet Diane Jones

- Tobacco-Free Ohio asked Diane to record a radio ad and featured her in newspaper advertisements.
- Nearly 100 people per day took action on the website while the advertisements ran.



Diane Jones

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.





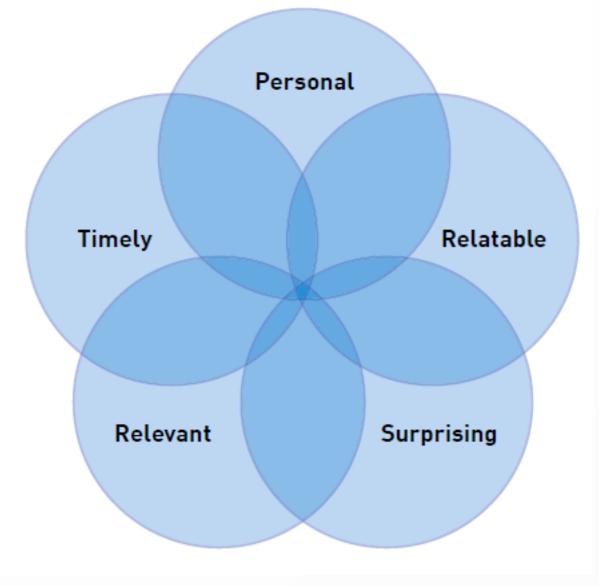




What media matters to your decision makers?



How to generate & hold interest



Personal (Put a face to the story)

+ Relatable (Resonates)

- + Surprising
- + Relevant
- Timely (urgency)

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

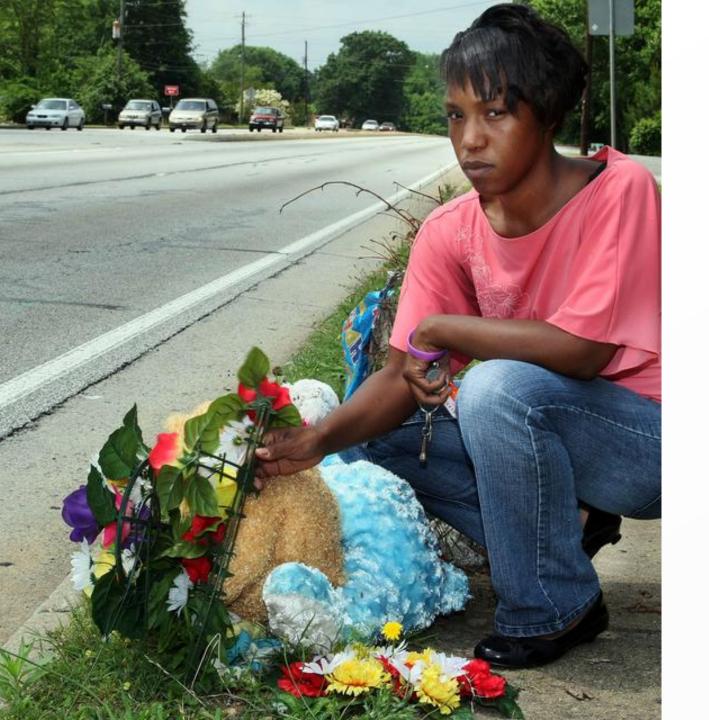
+ AIDS

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



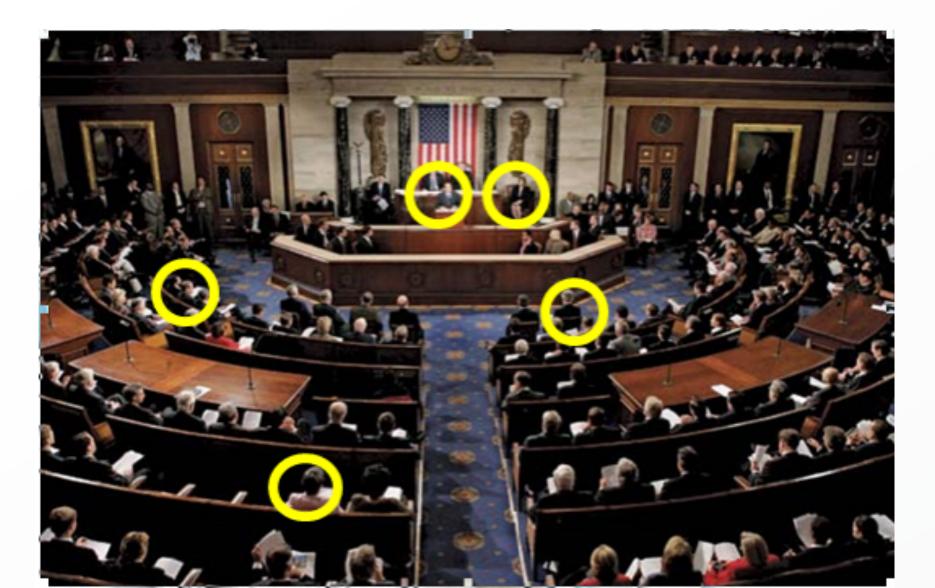
Raquel Nelson Atlanta, GA





DECISION-MAKER ADVOCACY POWERPRISM A TOOL FOR ADVOCACY PLANNING, EXECUTION & EVALUATION

Choose the RIGHT ones



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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."

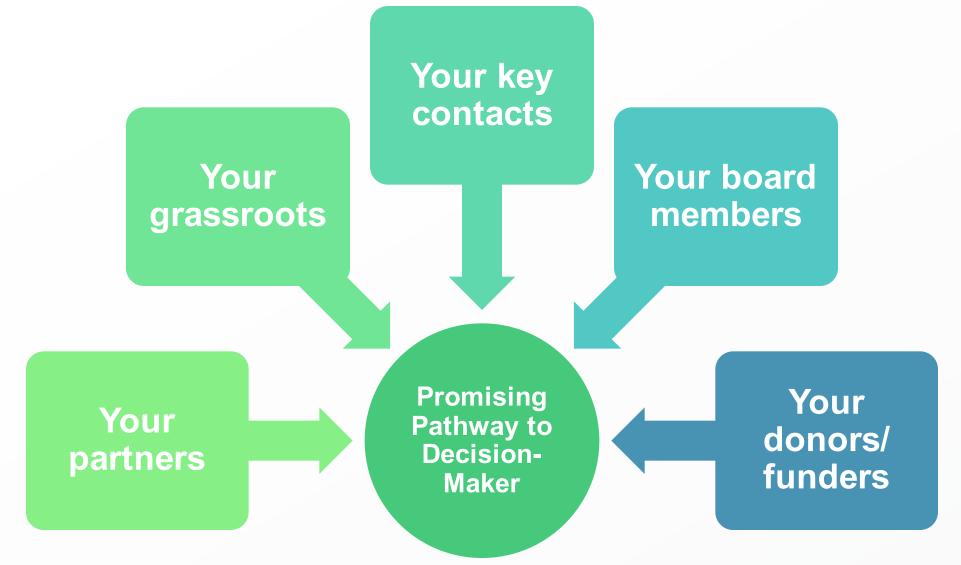
— Benjamin Franklin

Step 1: What makes your decisionmakers tick?



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Step 2: What connections do you have in common?



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

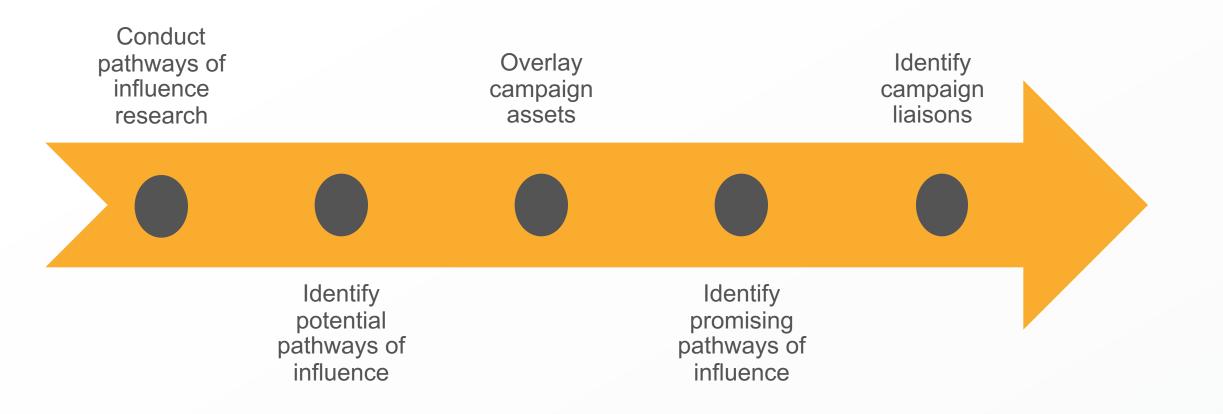
BY LORI FRESINA AND DIANE PICKLES, M+R STRATEGIC SERVICES



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

— Benjamin Franklin

Five step process



Ways to utilize pathways research

- Identify the people, institutions, and issues that matter to the decision-maker target so we can identify the best messengers and messages
- + Enable strategic deployment of resources
- Inform invitation lists for community meetings and other events
- Identify coalition and grasstops prospects
- Connect different parts of our organizations by uncovering shared connections
- Create ownership and buy-in among grassroots and coalition members who become liaisons

Find out all you can about the target



Then go deeper in your research

- For each of the individuals, organizations, institutions, businesses, and issue areas that are identified as being connected to the target, do some research.
- + Follow hunches
- + Research the district/community

Potential pathways

- + Individuals close to the lawmaker
- Individuals the lawmaker wants to attract or influence
- + Ambitions
- Organizations, institutions, and businesses the lawmaker is connected to and cares about, such as alma mater, church/temple, volunteer positions (i.e. the lawmaker sits on the Board of Directors of the Organization), donors
- Decision-maker's family members, their jobs, volunteer activities, background, etc.
- Personal experiences of the lawmaker, his/her family, and his/her constituents that are connected to your issue
- District/constituent needs and priorities

Putting it all together

3 ways to use the PP framework

- + At the front end of a campaign big picture planning
- Opportunistically leveraging a campaign opportunity
- + Whenever you are stuck

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!)

Hold a press conference to launch a campaign

- Draft press release with quote from coalition director
- Line up speakers content expert, lawmaker, coalition leadership Media Advocacy

- Distribute press release *Media Advocacy*
- Call media outlets to follow up and pitch story Media Advocacy
- Respond to any press inquiries about press conference *Media Advocacy*
- Arrange interviews with speakers Media Advocacy

Media covers or does not cover story Media Advocacy

Push

Produce

Plan

Hold a press conference to launch a campaign

- Research possible opposition arguments and include proactive reframing in press release Research and Data
- Draft press release with quotes from coalition director and a decision-maker who has influence with your target *Coalition Building, Decision-Maker Advocacy*
- Determine which media your target decision-makers use and rely upon prioritize those media outlets *Decision-Maker Advocacy, Media Advocacy*
- Include a personal story in press release identified via grassroots or coalition partners Grassroots, Media Advocacy
- Alert grassroots and grasstops advocates, coalition partners, decision-maker allies and funders to press conference and provide them with talking points *Grassroots, Fundraising, Decision-Maker Advocacy, Media Advocacy*
- Ask coalition partners to follow up with media they know best Coalition Building, Media Advocacy
- Send coalition partners and grassroots link to release on your website with photos from press conference and ask them to forward to their networks via organizational updates, newsletters, Facebook, email, and Twitter *Coalition Building, Grassroots, Media Advocacy*
- If story runs, assess opportunity for follow-up LTE, ed board, appreciative emails from grassroots Grassroots, Media Advocacy
- Share story with grassroots, grasstops, coalition partners and funders *Grassroots, Fundraising, Media Advocacy*
- Promote story through Facebook Likes and Tweets Grassroots, Media Advocacy
- Distribute published story to decision-makers with note about how they can help *Decision-Maker Advocacy, Media Advocacy*
- Request a meeting with decision-maker target Decision-Maker Advocacy

Plan

Push

Produce







Creating a persuasive message to appeal to decision-makers

27-9-3 "ELEVATOR PITCH" ноw то

WHAT IS AN ELEVATOR PITCH?



WHO IS THE AUDIENCE?

(BB

SELE-INTEREST

WHAT DO YOU WANT THEM TO THINK OR UNDERSTAND?



HOW DO YOU WANT THEM TO FEEL?



WHAT DO YOU WANT THEM TO DO?



Resources have been invested in re-entry with mixed outcomes.

Worcester Initiative for Supported Re-entry will coordinate pathways to productivity and crime prevention.



PROJECT DESCRIPTION

ESSAG

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.

MESSAGE

PERSONAL STORY

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.



MESSAGE INVITATION TO JOIN

Help us make our community safer by getting people the treatment they need, instead of giving them time – time to just get worse.



Campaign Case Study: Smoke-Free Massachusetts

Power Prism®

USETTS is mking to we made ing history. CHUSTS Noi.

SACHUSTTS is mking Stime ve mad nokiny history. VUI 5, 2004 How the Tobacco Free Mass Coalition used the Power Prism®

to help plan (and win) a legislative campaign to promote smoke-free workplace policy 2002 - 2004

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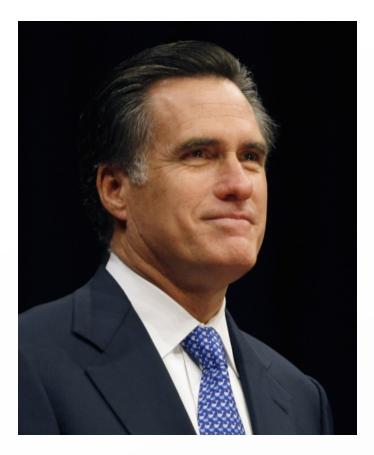
Q1: What did we want?

100% smoke-free workplaces in Massachusetts, including all restaurants and bars

Q2: Why did we want it?

- Clear data about the health impacts of secondhand smoke exposure
- Patch-work of protections across the state
- Disproportionate exposure for workers in some industries
- + Critical mass ?

Q3: Who had the power to give it to us?





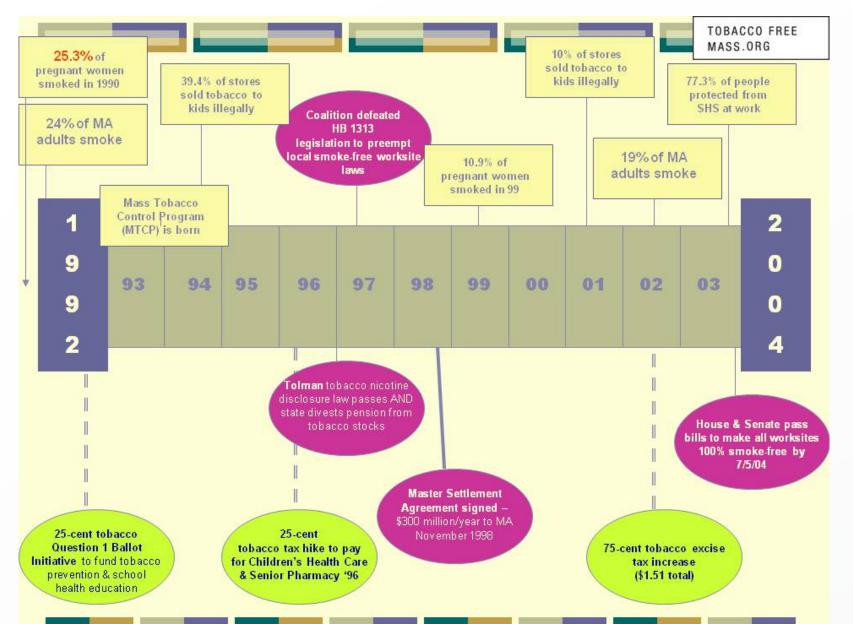


Governor Mitt Romney

Senate President Robert Travaglini

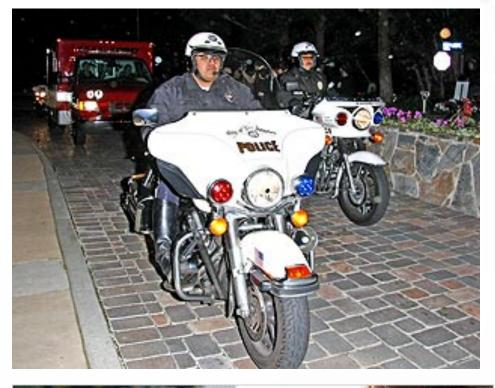
Speaker of the House Thomas Finneran

Where were we in 2002?



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Context





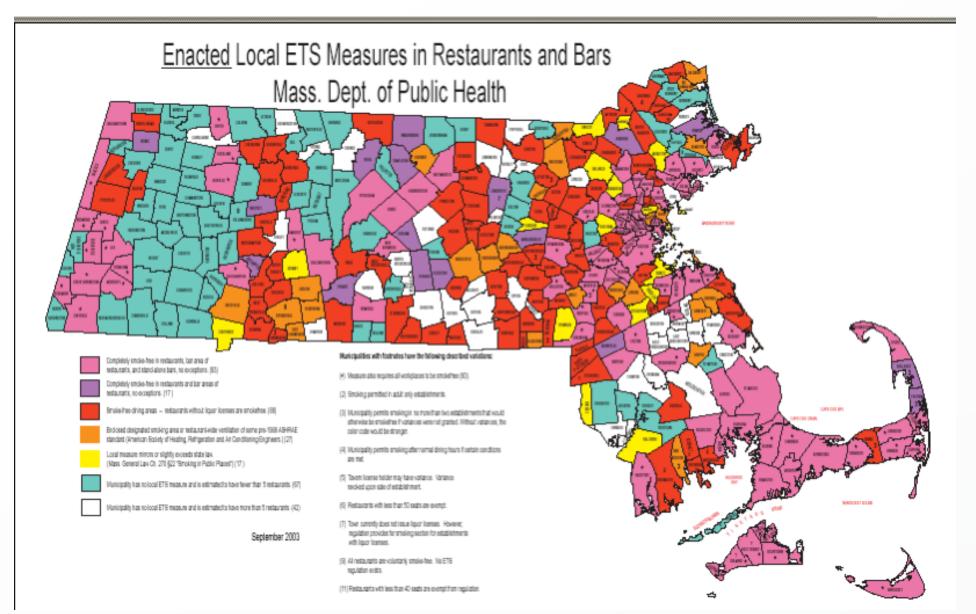
To report violations call 866-559-N A Z I (6446)

NO SMOKING

By order of the Furher.

It is your duty to the Reich! SEIG HEIL!

Critical mass?







Internal campaign event – bill filing (December 2002)



Rep. Rachel Kaprielian H. 4256



Senator Susan Fargo S. 521



RESEARCH AND DATA COLLECTION POWERPRISM A TOOL FOR ADVOCACY PLANNING, EXECUTION & EVALUATION



Research and data collection

- Political: Public opinion polling to bolster legislative and media support of total ban
- Science: Briefing materials using best available data
- Economic: Fiscal data from other states proving that smoke-free laws do not hurt business and may help (health care, productivity, maintenance, cleaning, fire prevention, etc.)
- Opposition: What are they saying, what will they say, and how will we counter?
- Disparities: Who was impacted most by smoke at work?



Fighting Heart Disease and Stroke



AMERICAN LUNG ASSOCIATION® of Massachusetts

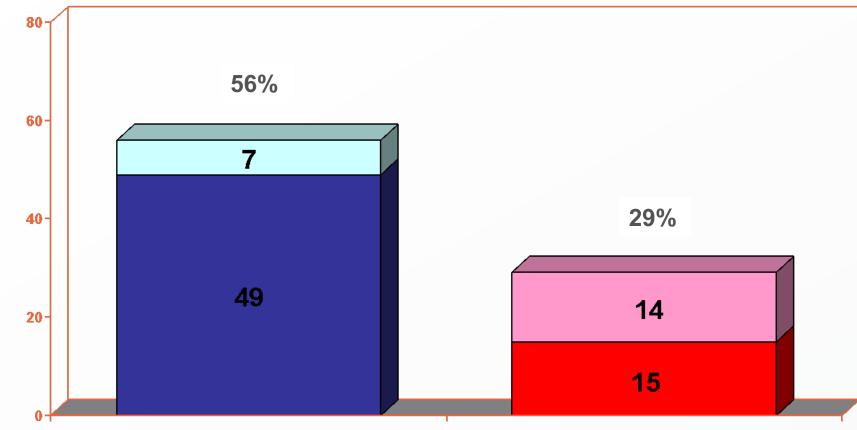


Survey of 500 Registered Massachusetts Voters April 22–April 24, 2003



Voters Prefer A Candidate Who Supports Smoke-Free Workplaces

Candidate X supports a law that would prohibit smoking in all indoor workplaces, including public buildings, restaurants and bars **Candidate Y opposes** a law that would prohibit smoking in all indoor workplaces, including public buildings, restaurants and bars



Darker shading equals stronger intensity Total numbers are rounded

Massachusetts

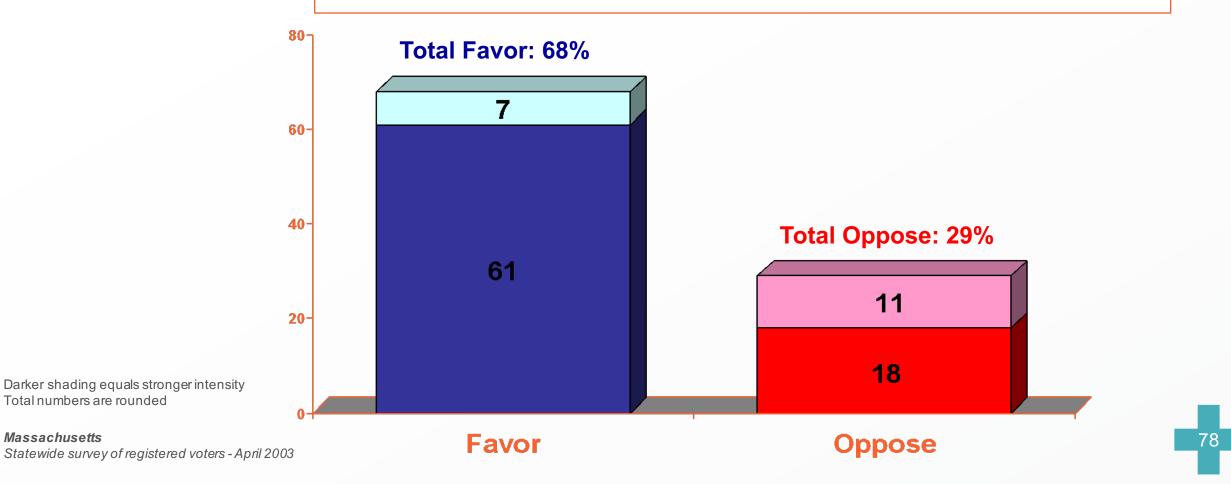
Statewide survey of registered voters - April 2003

Candidate who supports smoke-free law

Candidate who opposes smoke-free law

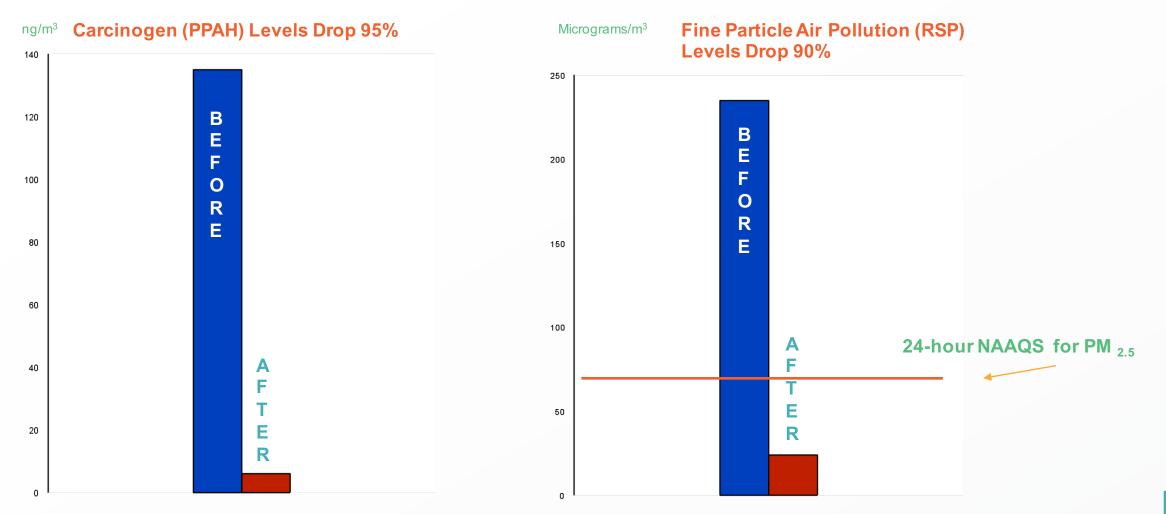
Massachusetts Voters Favor A Law Prohibiting Smoking In All Workplaces

Would you favor or oppose a statewide law in Massachusetts that would prohibit smoking in all indoor workplaces, including public buildings, restaurants and bars?



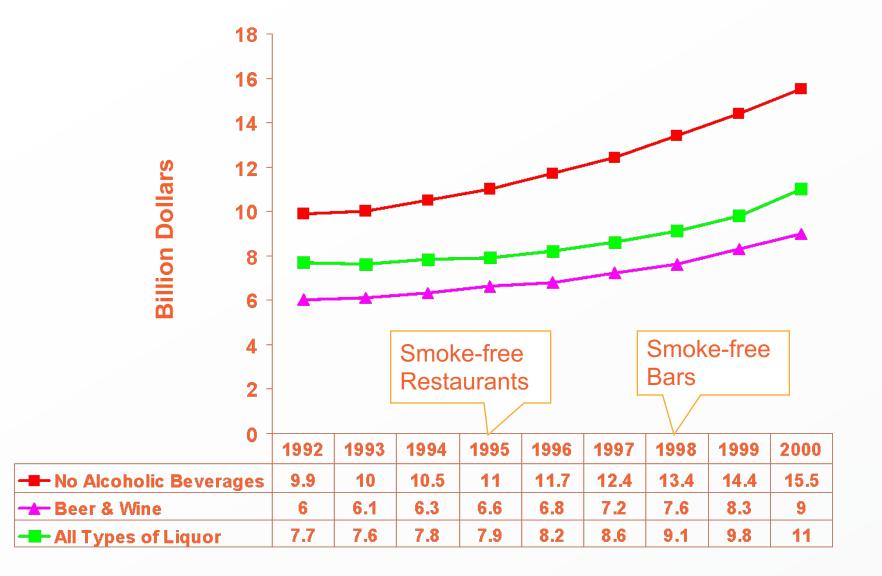
Delaware Smoke-Free Law Clears The Air

James Repace Delaware Study, 2003



Indoor air quality test conduced Nov. 15, 2002 and Jan. 24, 2003 to assess levels of air pollution before and after DE Clean Indoor Air Law went into effect. One casino, 5 restaurants with bars, one taproom and one pool hall were tested

Eating establishment's taxable annual sales in California by liquor license type, 1992-1999



Source: California State Board of Equalization. Prepared by: California Department of Health Services, Tobacco Control Section, November 2001.

Number of Individuals Employed in Eating and Drinking Places in California: 1992-2000

Annual Average Labor Force



1992 1993 1994 1995 1996 1997 1998 1999 2000

Source: State of California, Employment Development Department, Labor Force Statistics (4/01)

Year

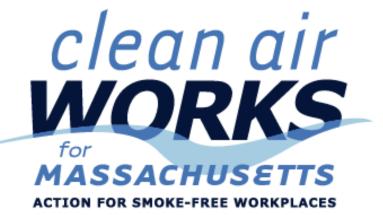
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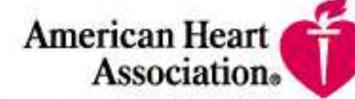
Coalition building and maintenance

- + Recruit labor unions and faith-based organizations
- Provide coalition member organizations with template newsletter articles
- Ask coalition organizations to designate a spokesperson as public lead on the bill with media
- + Invite organizations across the state to sign a resolution



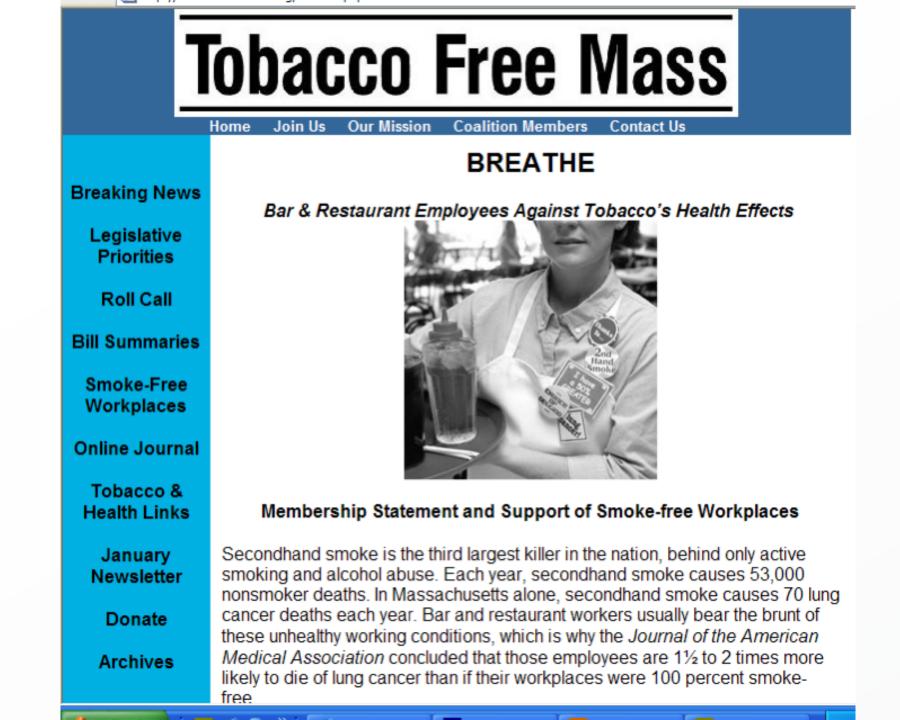
If you think you have a right to breathe clean, smoke-free air, you're not alone.





Fighting Heart Disease and Stroke

TOBACCO FREE MASS.ORG



MASSACHUSETTS



MASSACHUȘETTS AFL-CIO Today 5 Unions 389 Main Street * Malden, Massachusetts 02148 / 781-324-8230 * Fax 781-324-8225 * www.massoficio.org

November 7, 2003 PRESIDENT Robert J. Haynes

TREASURED Dear Senator: Kathleen A. Casavant

EXEC. /ICE PRESIDENTS Edward W. Collins Jr. Joseph A. Dart K .: thleen A. Kelley

VICE PRESIDENTS

Genrge R. Alcott Lowell F. Alsoander Jeseph Berganting Paul Bickford Richard Brown Myles J. Calsey Rugh Comeron oseph P. Carlson Richard Charme Thomas Chirillo Kevin L. Cotter Jeffrey Crosby Les Dilorio E smard J. Doherty John Donegan Diane M. Fay Carolyn Federoff Charles Ferreira Paul Goorges Monica Halas Ralph Harriman Jay Harley William Johansen Robert Lague Robers Lind Stephen J. Lukosus Stephan MacDougall Scott Macry Mary Mahoney Lows A. Mandarini Jr. Joseph B. Martin R bert B. McCarthy Patrick J. Mele, Jr. Wicharl Monahan A. Michael Mullane John F. Murphy Thomas J. Nec aseph W. Nigro Ir. George Noel Rober : D. O'Toole Warren Pepicelli The Massachusetts AFL-CIO requests your support for House Bill 2599, AN ACT RELATIVE TO BANNING SMOKING IN THE WORKPLACE.

The passage of this legislation is an important step to improve working conditions for thousands or your constituents. Everyone recognizes the dangers of second hand smoke and the enactment of this legislation will improve the workplace environment for thousands of employees across the state that come daily in contact with second hand smoke.

The passage of this legislation will also establish a statewide standard for smoking bans and mitigate the need for this legislation to be passed town by town.

The Massachusetts AFL-CIO requests your support for House Bill 2599. Your vote on this matter may be considered a labor vote by the Massachusetts AFL-CIO.

Sincerely,

Robert J. Haynes

President

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Kathleen A. Casavar Treasurer



FUNDRAISING & DEVELOPMENT POWERPRISM A TOOL FOR ADVOCACY PLANNING, EXECUTION & EVALUATION

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Fundraising and development

- Inform all past and current funders of coalition's leadership role point of pride. Keep them informed!
- + Assess any financial needs that might come up that cannot be met by current funding.
- Reach out to community foundations and major employers who support legislation and ask them to consider sponsoring a print ad, polling, etc.

Tobacco Free Mass awarded \$1.3 million from Robert Wood Johnson Foundation for 3-year policy project on clean indoor air

(leveraged matching funds from other sources)



Who wins if you win?







Grassroots and key contacts

- Send bill summary, talking points, and action steps to grassroots and key contacts
- Viral recruitment of grassroots activists
- + LTE's from grassroots and key contacts
- Action alerts to TFK E-champions emails to senators and representatives, Joint Committee on Health Care, House Speaker, Senate President, Governor
- Offline activities lobby day, awards for 100%SF communities, Kick Butts Day events
- Urge grassroots to collect endorsements
- Recruit bar and restaurant employees BREATHE (Bar and Restaurant Employees Against Tobacco's Health Effects



TOBACCO FREE MASS.ORG

Events

Dear Lori,

It's time to celebrate!

Cambridge and Somerville go smoke-free in all workplaces – including restaurants and bars – on Wednesday, October 1. To show our support for this important health protection, we're planning a smoke-free tour through some of our favorite establishments.

This is great news! Once the new law takes effect, Cambridge and Somerville's workers and patrons will be protected from secondhand smoke's harmful chemicals, including 69 known carcinogens, that kill 1,000 nonsmoking Massachusetts residents each year.

Our celebration kicks off at 6pm with an ice cream social at JP Licks in Davis Square. From there, we'll head to several restaurant/bars (Important Note: this portion intended only for those age 21 or older). Come to as much of the evening's celebrations as you like. The schedule of events is as follows:

6pm: name, JP Licks, Davis Square, 4 College Ave. 7pm: Johnny D's, Davis Square, 17 Holland St. 8pm: Joshua Tree, Davis Square, 256 Elm St. 9pm: John Harvard's, Harvard Square, 33 Dunster St.



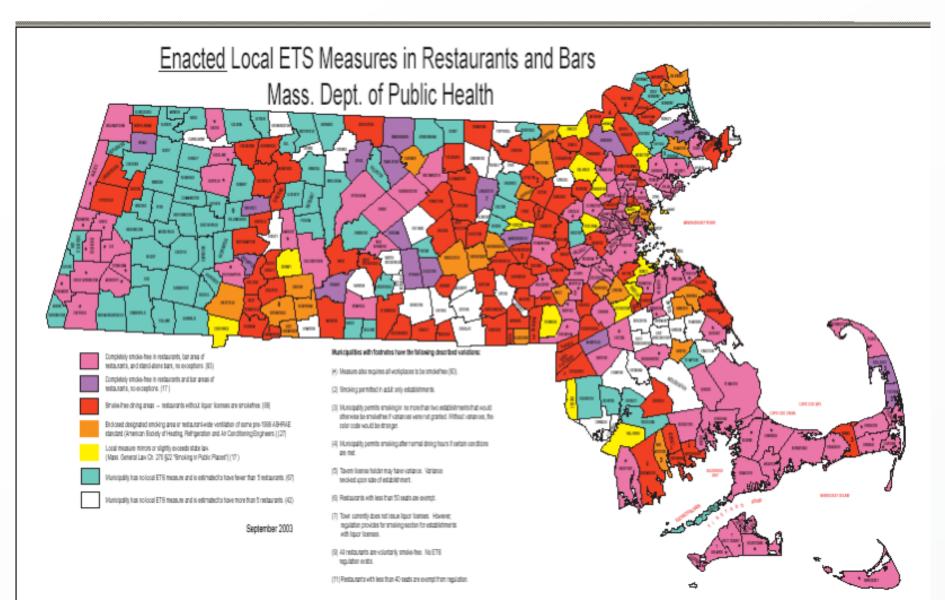




Media advocacy

- Editorial board meetings, especially in key legislative districts
- Scheduled LTE's from grassroots and grasstops
- Special data briefing for key reporters
- Build speaker's bureau and bank of spokespersons
- Release new polling data and resolution endorsements
- Generated positive statement buzz around Boston implementation
- Paid media as resources allow
- Use smoke-free map as visual

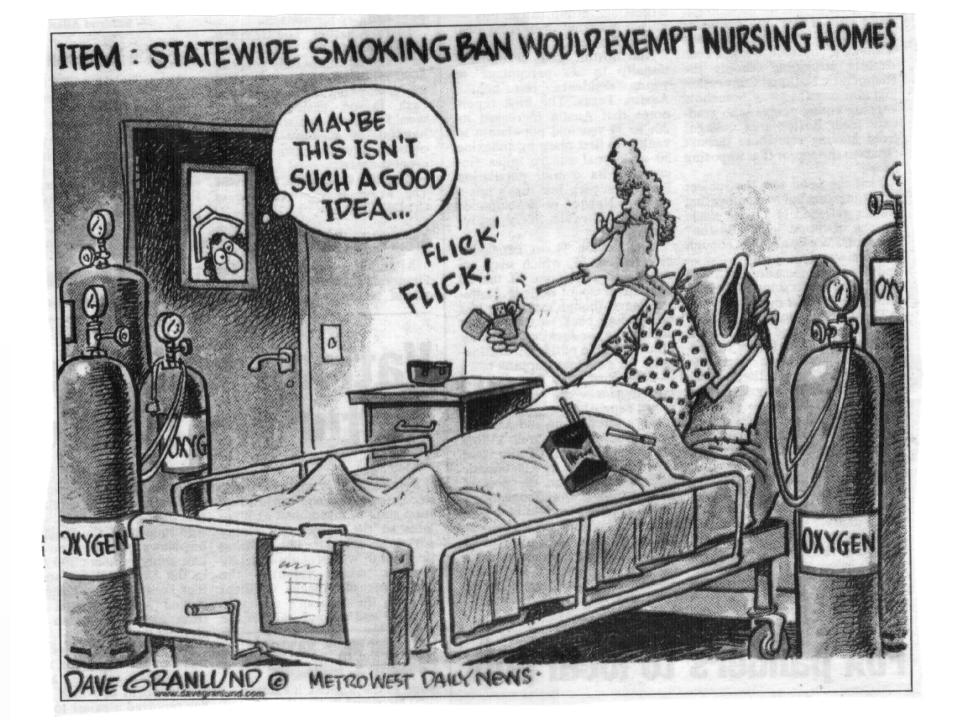
Remember those maps? Invite competition!



Leveraging bad news









DECISION-MAKER ADVOCACY POWERPRISM A TOOL FOR ADVOCACY PLANNING, EXECUTION & EVALUATION

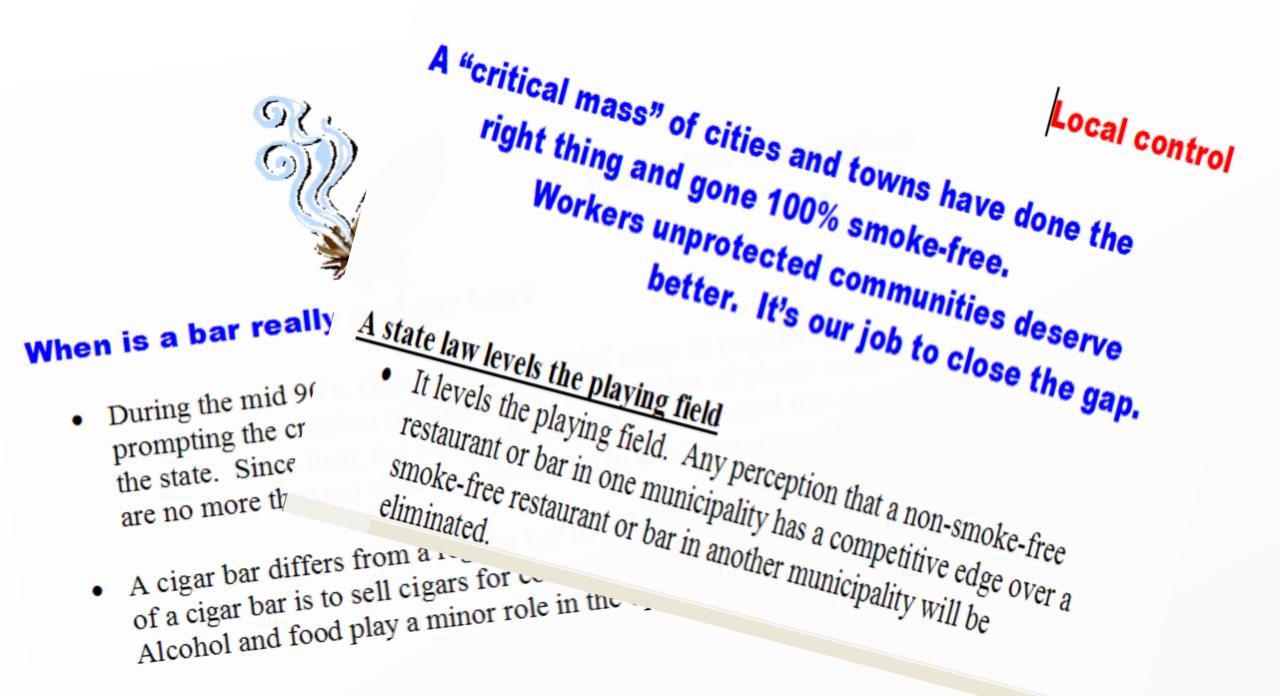


Decision-maker advocacy

- Urge grassroots to ask lawmakers to sign onto bill
- Thank you LTE's for sponsors
- Weekly and bi-weekly drops to all lawmakers
- "Immunizing" meetings with members of Joint Committee on Health Care
- + Listening tour with opponents

over?-Prepping our ales

Never let them be seen sweating!





November 18, 2003, the Massachusetts Supreme Judicial Court found that the state may not "deny the protections, benefits and obligations conferred by civil marriage two individuals of the same sex who wish to marry." Chief Justice Margaret Marshall, writing for the majority, wrote that the state's constitution "affirms the dignity and equality of all individuals" and "forbids the creation of second-class citizens" and that the state had no "constitutionally adequate reason" for denying marriage to same-sex couples.

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Obstacle or opportunity?



...gay marriage as a campaign issues is a bellwether of Republican hopes to captures more legislative seats in November, when all 200 seats are up for election...





On to conference committee





Expect the unexpected... and never stop working

MILFORD DAILY NEWS

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Senator kills smoking bill

By Michael Kunzelman / News Staff Writer

GHS Posted Apr 20, 2004 @ 08:00 PM Last update Nov 12, 2007 @ 05:25 AM

Milford — BOSTON -- Anti-smoking activists lashed out yesterday at state Sen. Susan Fargo, angrily accusing the Lincoln Democrat of derailing efforts to pass a statewide ban on smoking in the workplace, even though she co-sponsored the legislation.

Yesterday morning, several Democratic lawmakers who support a ban were ready to endorse a compromise version of the bill and send it to the floor of the House of Representatives.

But Fargo surprised her colleagues on the joint House and Senate conference committee when she joined two Republican lawmakers in voting against the measure.

The tie vote leaves the bill in limbo. Before the full House and Senate can vote on the proposal, leaders of both chambers must appoint a new conference committee.

"This is shocking," said state Rep. Peter Koutoujian, D-Waltham. "We were very excited about the prospects of (passing) this legislation."

Fargo sponsored an earlier draft of the legislation, but she objected to some of the language in the compromise bill.

In a letter to her fellow committee members last week, Fargo said the new bill "contains some serious flaws" that prevented her from supporting it.

"I'm very strongly in support of a statewide smoking ban, but this bill wasn't the right bill," she said during a telephone interview yesterday. Yesterday's events left the bill's advocates reeling.

Lori Fresina, a regional spokeswoman for the National Center for Tobacco-Free Kids, said Fargo's opposition to the bill is a "betrayal of the people of Massachusetts."

"I'm appalled, actually," she said, fighting back tears. "I don't understand it. I can't explain it to you."

Diane Pickles, executive director of the Framingham-based Tobacco-Free Massachusetts, said the compromise bill was better than either of the versions passed by the House and Senate.

II think today is a tarrible day for workers in Massashyaatta II aha agid



July 5, 2004—It's the law!



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Implementation

Happy post-script

Lives saved by Smoke-Free Workplace Law

Study shows 577 fewer heart attack deaths each year in Massachusetts

study conducted by the Massachusetts Department of Public Health and the Harvard School of Public Health shows that there were 577 fewer than expected heart attack deaths annually after the Massachusetts Smoke-Free Workplace Law was implemented in 2004.

Data on heart attack deaths during the period of 1999 to 2006 for all 351 cities and towns in the Commonwealth was evaluated. The study grouped towns into three categories:

- municipalities that passed strong local laws before the statewide law was enacted in July 2004
- those that had weaker secondhand smoke laws prior to 2004
- and those with no laws prior to 2004.

The rate of decrease in heart attack deaths varied depending on whether a municipality had implemented a local smoke-free workplace law prior to the implementation of the state law, or went smoke-free when the state law was implemented in 2004.

In municipalities with either weak laws or no laws prior to the state law, the decrease in deaths before the state law was relatively slow. However, these same municipalities saw a sharper decrease after implementation. Municipalities with pre-existing strong laws saw much of their decrease in heart attack deaths after implementation of the strong local law and prior to the state's Workplace Law being implemented in 2004.

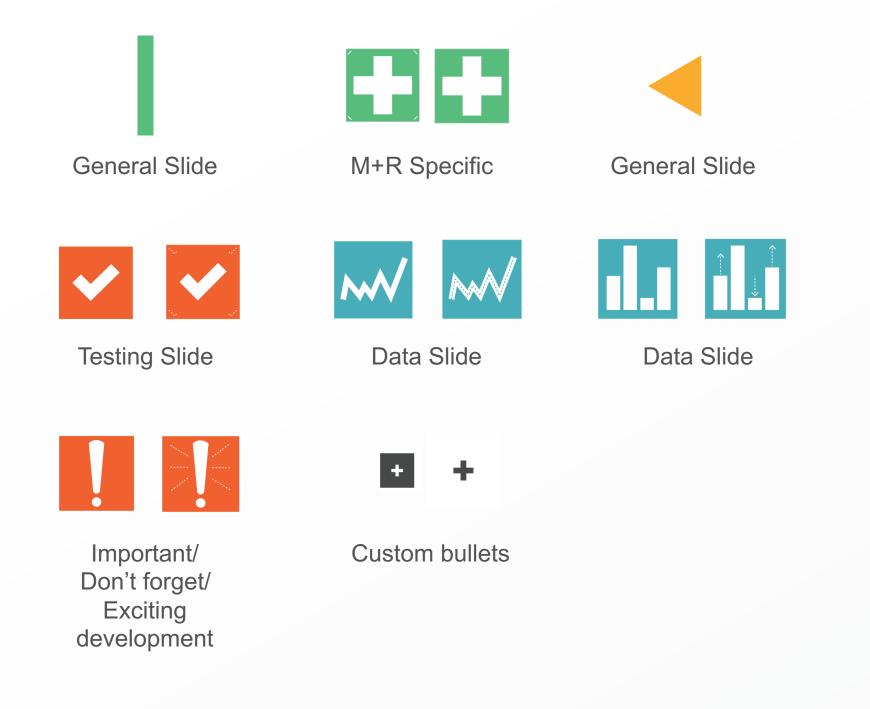
When municipalities with pre-existing strong laws were compared to municipalities with either weak laws or no law, researchers found that, though heart attack deaths did decline overall, a strong smoke-free workplace law was the single factor that indicated a sharp decline in deaths.

By the end of 2006, there was virtually no difference in heart attack death rates across Massachusetts communities.



Thank you!!

Header Icon Bank Also saved here!



Icon Bank Also saved here!







