

Leadership, Strategy, and Organization

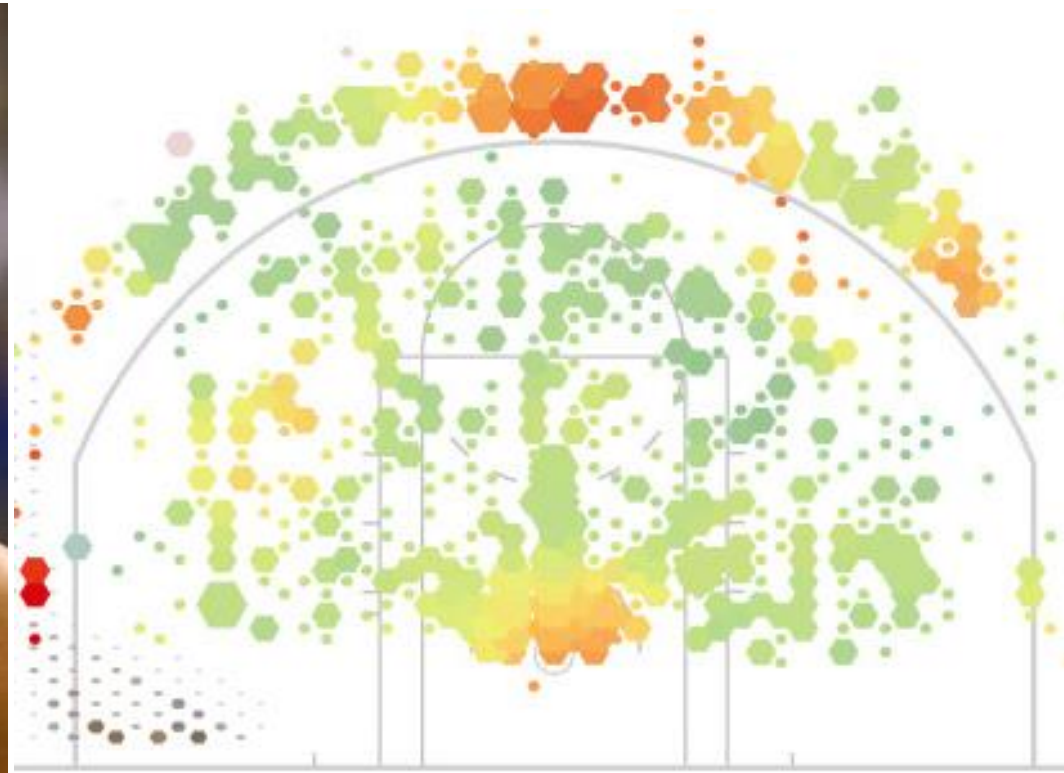
How do state-based organizations build power?





Assessing Progress and Learning

We may not know who is effective unless we track the right data.



YOU.

ARE.

WHAT.

YOU.

MEASURE.

Session goals

- ▣ Leave you with a more nuanced understanding of power
- ▣ Help you understand power in a way that can be examined & observed
- ▣ Explain/ reiterate why organization matters

Key Question



How do we engage people in civic activity in a way that builds their political voice and power?

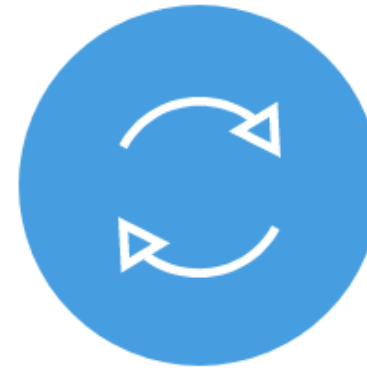
Civic participation to what end?



**Strengthening
commitment,
building skills, and
shaping capacities
of the participants**



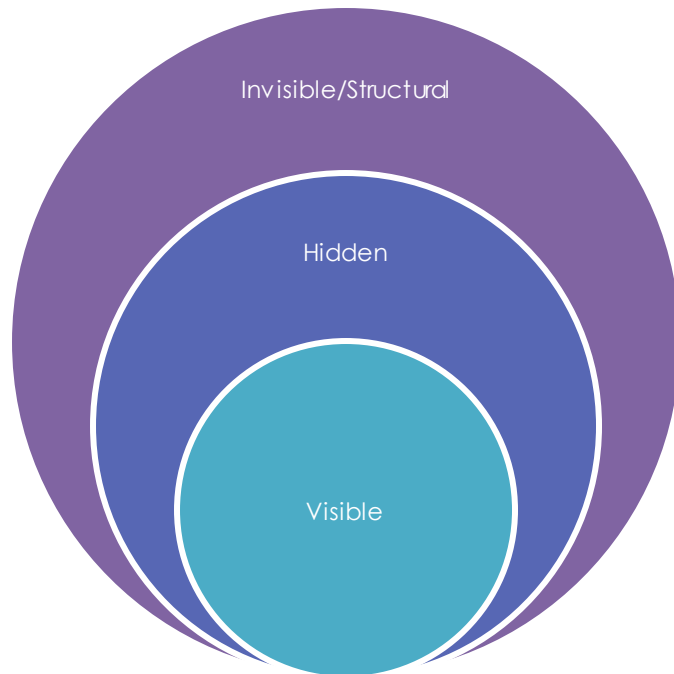
**Influencing political
outcomes: policy
change, elections,
political agendas,
assumptions &
narratives**



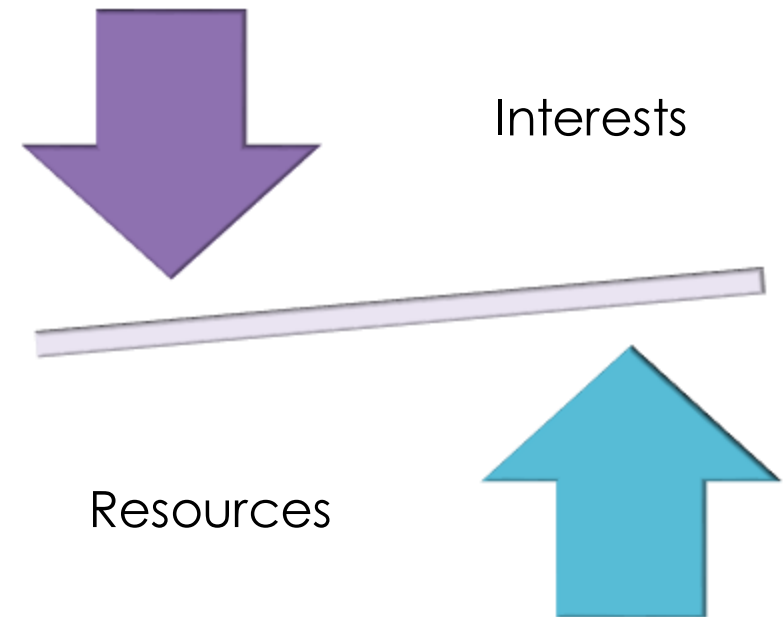
**How you do the
former affects
your ability to do
the latter**

What does it mean to have voice (or power)?

Most power is hard to observe.



Power is relational.



Participation alone does not lead to power.

TYPE OF RESOURCE	% OF ISSUES WHERE THE SIDE WITH GREATER CONTROL OF THE RESOURCE WON	# OF ISSUES
High-level government allies	78***	23
Covered officials lobbying	63***	35
Mid-level government allies	60***	48
Business financial resources	53	34
Lobbying expenditures	52	58
Association financial resources	50	58
Membership	50	58
Campaign contributions	50	58

Source: Baumgartner, et al. 2009, p. 208

Organizations matter in turning civic activity into power.

RESOURCES:

What you have:

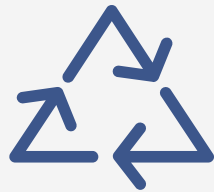
Public Opinion

Money

Narratives/frames

Elections

Numbers of people



GOALS:

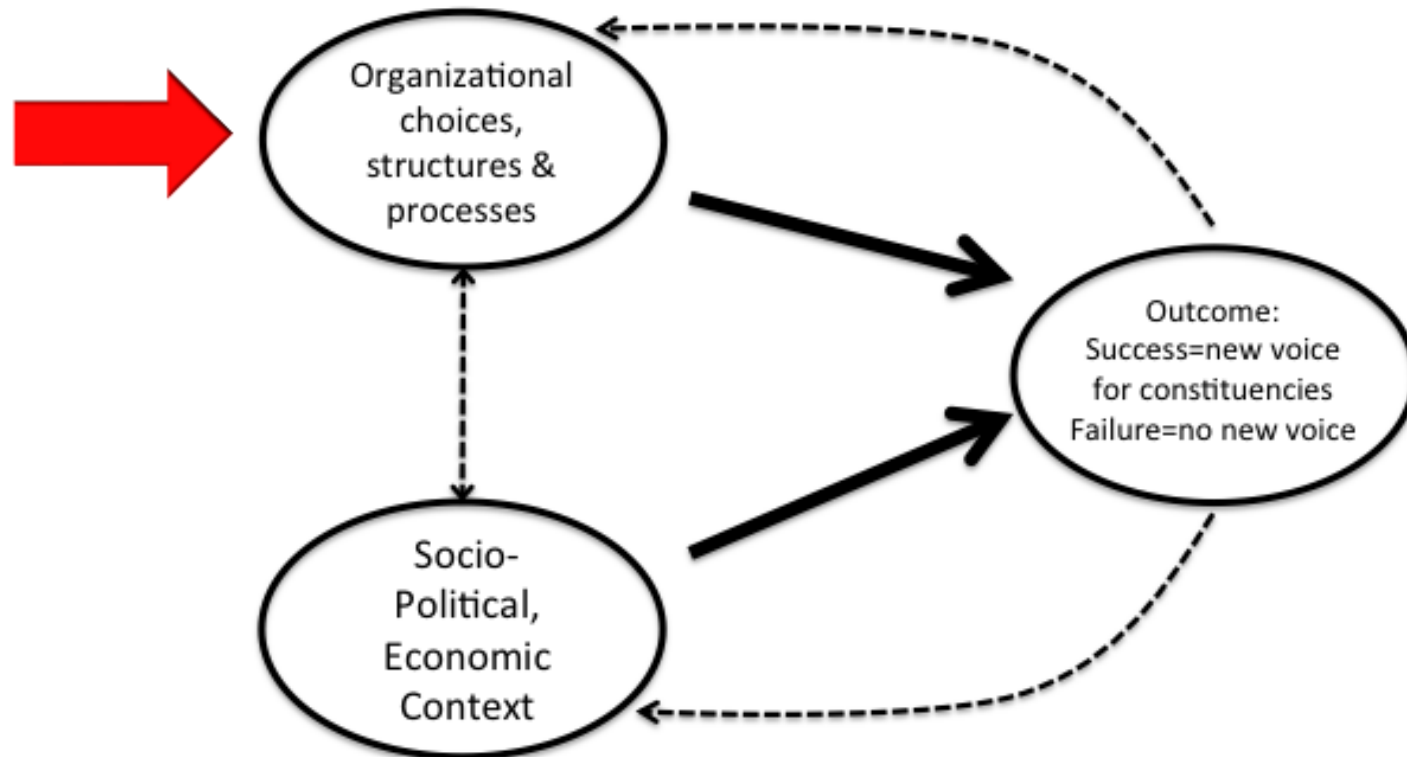
What you want

Policy Change

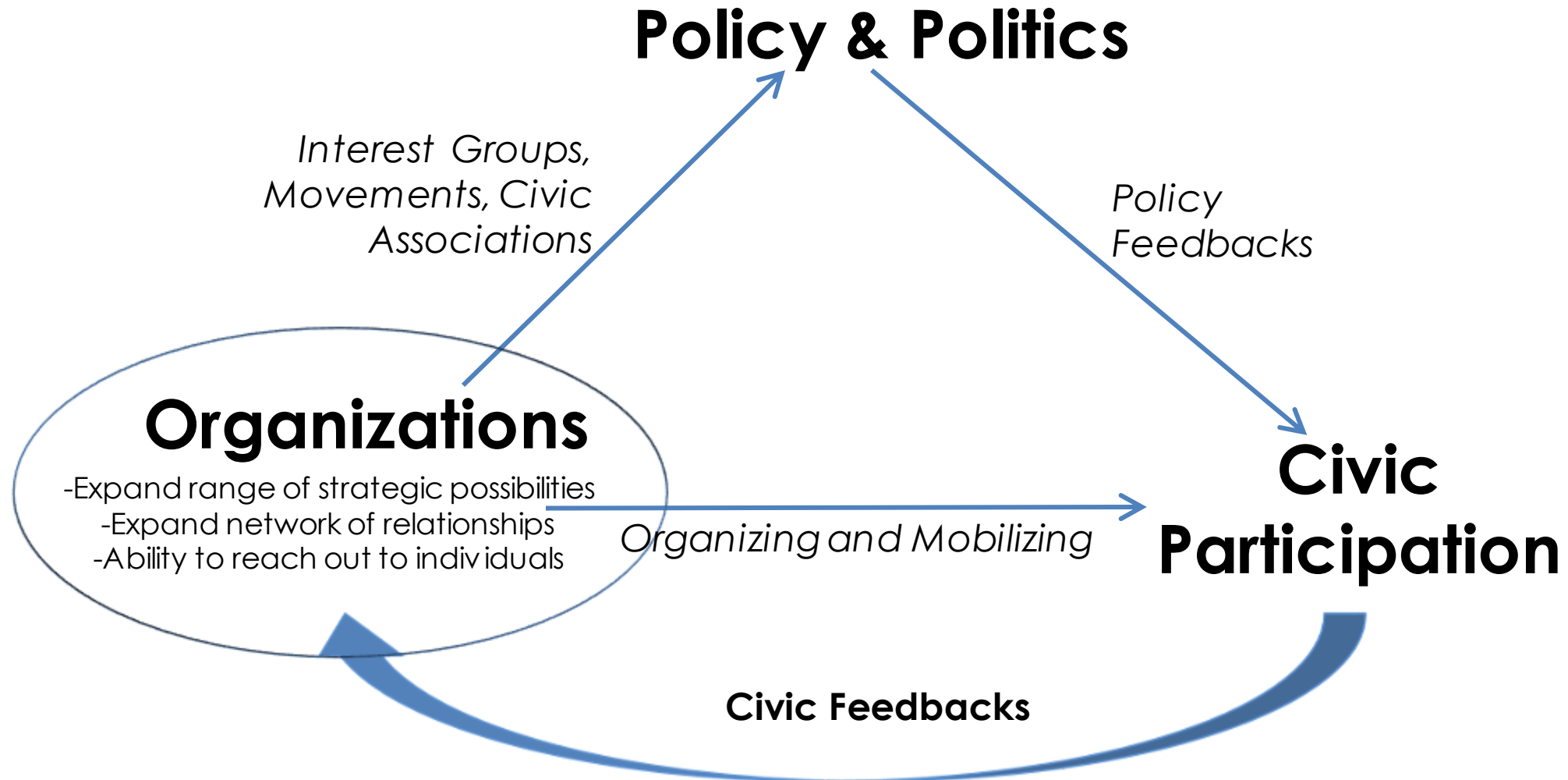


The pathway from any one resource to change is very contingent.

But how do organizations do this?



Linking civic participation to organizational power



Four Case Studies

Evidence of Power Built

State	Arena and level	Time frame	Target	Constituency whose power was built	<i>Target Interests at Time 1</i>	<i>Target Interests at Time 2</i>	<i>Visible wins</i>	<i>Invisible wins</i>
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Four Case Studies (summary)

- ▣ Ohio: public investment in early childhood education
- ▣ Arizona: immigrant rights advanced by defeating Arpaio, advancing municipal policy
- ▣ Virginia: rights restoration for felons
- ▣ Nevada: \$1.5 billion investment in public education

Ohio: Peoples Platform

- ▣ Developed through directed, deliberative, inclusive process
- ▣ Became one page document with four key planks:
 - ▣ Respect Every Child
 - ▣ Racial Equity
 - ▣ Only Good Jobs
 - ▣ Family Voices at the Center
- ▣ Became True North Document for negotiations on eventual levy

Ohio: Negotiating with Power

- ▣ Impediments to AMOS Agenda:
 - ▣ Cincinnati Public Schools needed new \$ in same election
 - ▣ Business leaders did not want earnings tax increase
 - ▣ Danger of pitting Preschool against Public Schools on same ballot
- ▣ Honest Power Analysis: We couldn't win on our own, and we had enough power to defeat any compromise
- ▣ April 10, 2016 Public Meeting
- ▣ Commitments for free preschool 200% of FPL and below/\$15 wage floor for preschool teachers

Ohio: Lessons Learned

- Issue 44 Victory Margin: 62%-38% (Largest victory for new education levy in Cincinnati history)
- How to engage a Giga-Church in civic engagement
- A strong deeply rooted issue campaign connected to good organizing reshapes the electorate and the results (HRC won our county by 40,000 votes; 20,000 more than either of Obama's margins)
- Funders: Invest in organizations, leaders, and vision and not narrowly defined deliverables

Arizona: Civic Engagement to Build Power

- Spectrum of Civic Engagement, multiple tactics not mutually exclusive:
 - Voter engagement: Team Awesome, 150k new voters, Prop 206, Bazta Arpaio*
 - Direct Action: 2012 Arrest Against Arpaio
 - Policy Advocacy: One Phx ID
- Change in electorate, election of progressive council did not mean power for our community
- Had to build strong coalitions to meet VE goals that have allowed to build more coalitions to reach policy goals
- Community-led policy campaigns build power

Arizona: Lessons Learned

- Campaigns centered around and by the voices of people most impacted lead to powerful wins (personal growth and development/ change of status quo/ community power).
- Changing the electorate needs to be rooted on values, guiding principles and defined outcomes.
- Do not believe “chasing low propensity voters is a waste of resources.”
- Voter engagement campaigns can/should have multiple results beyond the win at the polls. Those additional wins must be intentional and resourced.
- Funders: Invest in organizations, leaders, and vision and not narrowly defined deliverables.
- Q's: How do we co-create a vision? How do we center voices of most impacted? How do we measure impact?

