

# Leadership, Strategy, and Organization

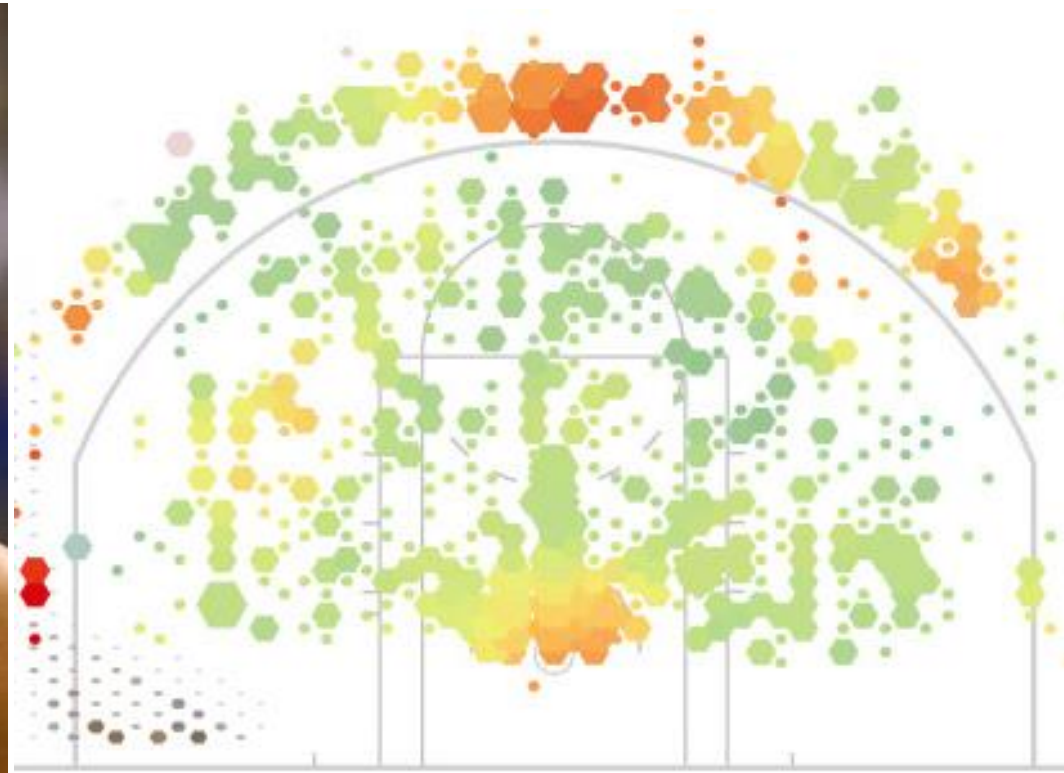
How do state-based organizations build power?





# 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?**

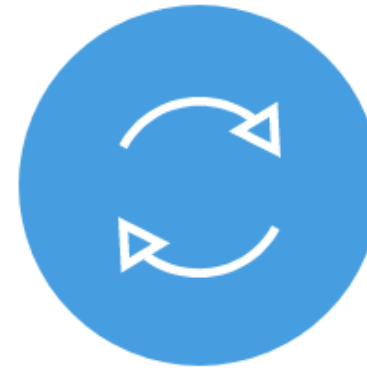
# Civic participation to what end?



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



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

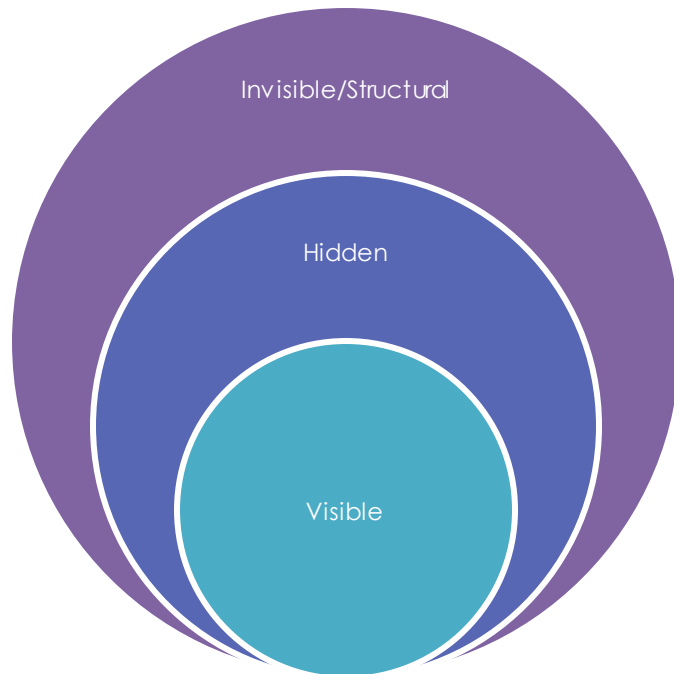


**How you do the  
former affects  
your ability to do  
the latter**

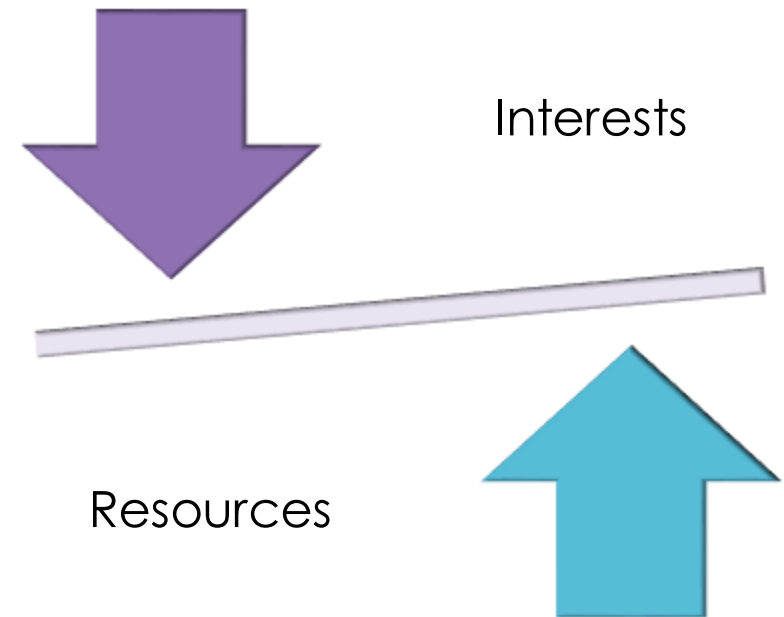


# What does it mean to have voice (or power)?

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

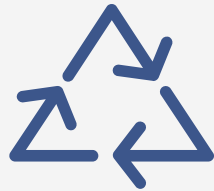
Source: Baumgartner, et al. 2009, p. 208

# Organizations matter in turning civic activity into power.

## RESOURCES:

What you have:

- Public Opinion*
- Money*
- Narratives/frames*
- Elections*
- Numbers of people*

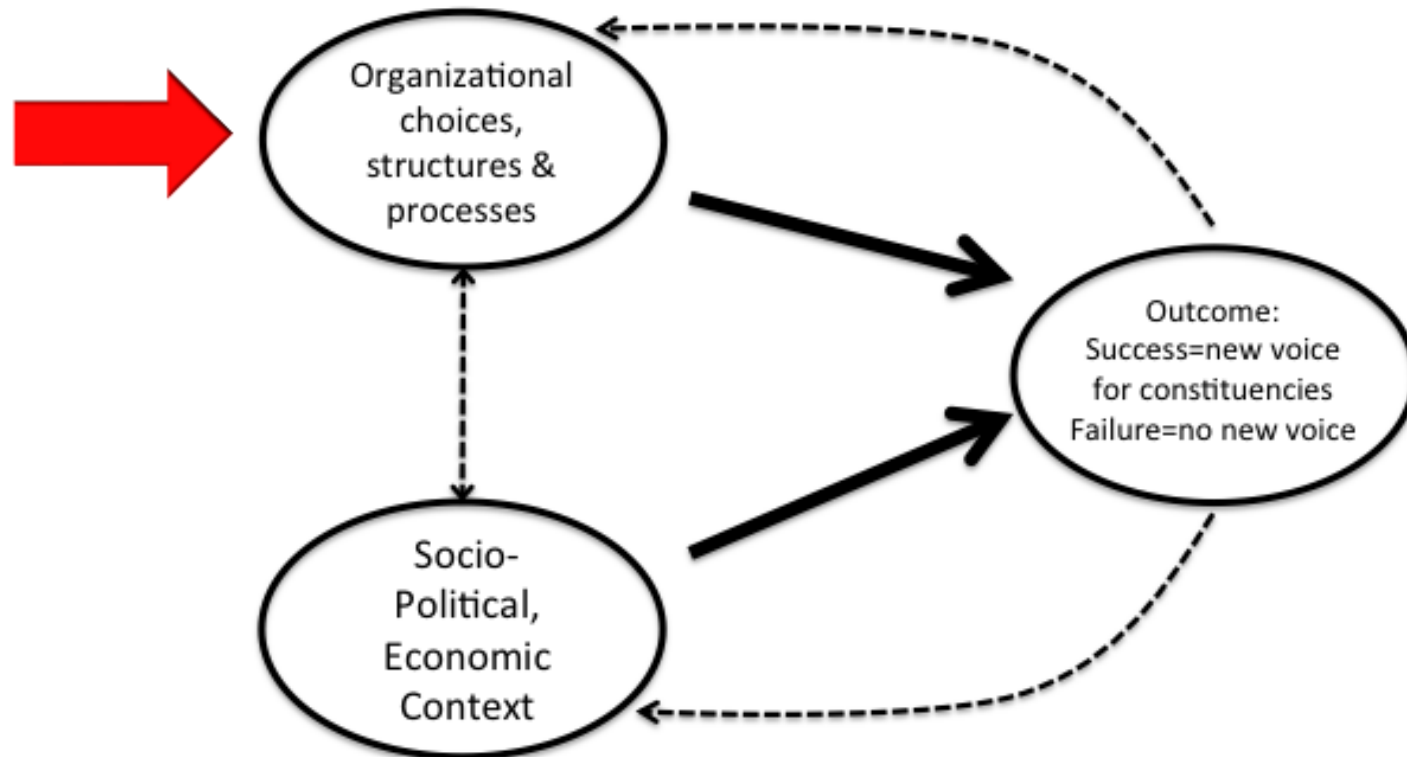


## GOALS:

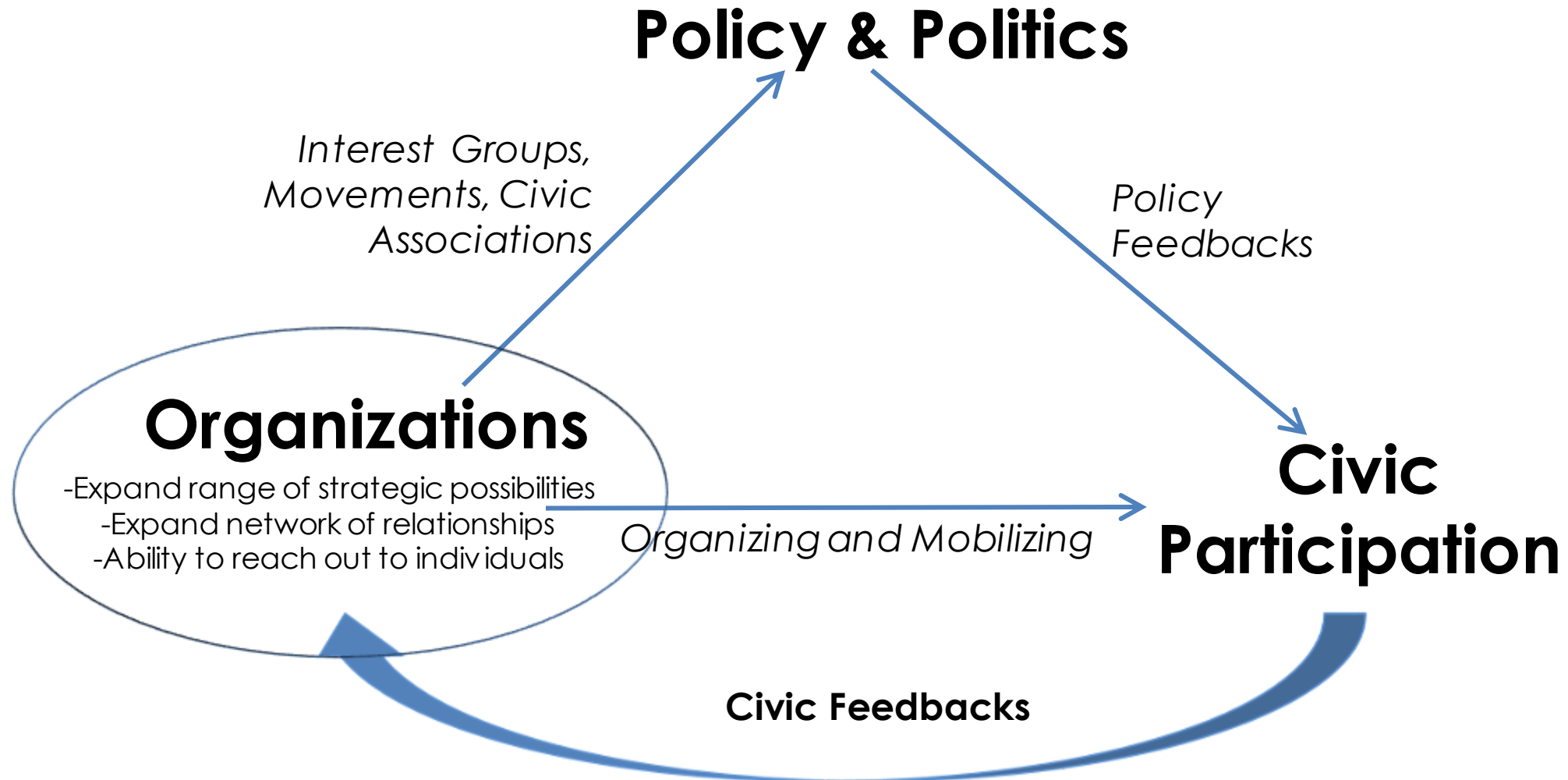
What you want  
*Policy Change*

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

<b>State</b>	<b>Arena and level</b>	<b>Time frame</b>	<b>Target</b>	<b>Constituency whose power was built</b>	<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?

