6 Ten Common Elements of Successful Advocacy Campaigns

Steps 4 to 7

Pat Libby

To recap where we've been thus far along our journey through the 10 steps, you've seen the big 10 laid out in list form, and read all about how to identify an issue, do research on it, and put together a fact sheet. In this chapter we'll walk you through Steps 4 to 7, which include branding the issue, mapping out possible supporters and detractors, forming a coalition, and developing educational materials. We've got a lot of work to do, so let's get started on figuring out how to name and frame the issue, which is otherwise known as giving it a "brand."

1. Identify an issue.
2. Research the issue.
3. Create a fact sheet.
4. **"Brand" the issue**.
5. Map out possible supporters and detractors.
6. Form a coalition.
7. Develop educational materials.
8. Launch a media campaign.
9. Approach elected officials.
10. Monitor progress on the issue.

"Brand" the Issue: How It's Done

The way you name and frame your campaign often emerges from the facts you choose to highlight your issue. And, how you present your issue has everything to do with how well it will "sell" in the marketplace of ideas. You need to figure out how to package your issue so that people hearing it for the first time will understand it (or think they do) and remember what it's all about. Although we tend to think of advocacy as waging a campaign that is focused on persuading elected or appointed officials to do something, chances are those officials will be more inclined to act if they hear from the general public—especially those citizens who reside in their district because that's ultimately who they have the responsibility of representing. Therefore, the name of your issue needs to be able to be easily communicated to a broad audience.

Really good *frames* have a way of positioning your issue so that people who might normally look at things from one perspective are drawn instead to consider your point of view because of how you've described it. Matt Bai, a political pundit who writes commentary for *The New York Times Magazine* has described framing as "choosing the language to define a debate and, more important, with fitting individual issues into the contexts of broader story lines."[i] A really good name for an issue can also serve a dual function of framing it as well.

Here are a few examples of good "names and frames" that you may already be aware of from local and national advocacy campaigns:

Death Tax

Partial Birth Abortion

Living Wage

In each of these cases, the names of those advocacy campaigns provided a frame for an issue that shifted or tried to shift debate on the topic by asking people to look at it in a different light. Let's look at the so-called "living wage" as an example. What is it?

Interestingly, a living wage is defined mostly by what it isn't, which is the minimum wage, much in the same way that nonprofits are defined by what they're not. Although the term was first coined in the early 1870s,[ii] it was repopularized more than 100 years later when in the mid-1990s activists in Baltimore began to clamor for minimum wages that would allow a worker to afford a decent quality of life. They managed to pass the first living wage ordinance in the United States, which required that businesses receiving contracts from the city pay a set wage that was above the minimum. The point was and is that people who work full-time shouldn't have to live in poverty and that government could make policy that would do something about it.

Today approximately 150 living wage campaigns have passed throughout the country, mostly at the municipal level, with the state of Maryland having

the distinction of being the only state with a living wage law.[iii] What that means for the fine citizens of Maryland is that as of October 1, 2007, state government contractors and subcontractors have been required to pay wages that are significantly higher than the $7.25 federal minimum wage (the federal minimum was $6.15 per hour when this law was passed). Instead, organizations that do business with the state of Maryland pay $8.50 or $11.30 per hour, depending upon whether they are located in a higher- or lower-cost area of the state. All future living wage increases are slated to be adjusted to the Consumer Price Index. It's pretty cool stuff. In fact, most economic analyses of the living wage ordinances nationwide indicate that the benefits to workers and their families vastly outweigh any negative impact on business.

The point here is that the advocates who named and framed this campaign could have called it anything. They could have come up with a long wordy name or with a name that wouldn't have had such broad appeal. What if, for example, they had called it the "Move workers out of poverty" campaign? That wouldn't have quite the same righteous ring to it as "living wage." It is important for you to think strategically about the name of your campaign and what it will mean, at a glance, to people who are listening to it for the first time.

The name of your campaign is its calling card. Oftentimes legislators or other policy makers will refer to the name of your campaign in shorthand, so it's good to invent something that is concise and memorable.

"Brand" the Issue: How They Did It

In the case of our USD student group, they wrestled with whether to frame the issue as an animal rights issue or as a domestic violence issue. Their collective fear was that if it were framed as an animal rights issue, it wouldn't be taken as seriously. The name they came up with, "Protect *Every* Family Member from Domestic Violence," does push it in the direction of animal rights as it implies the animal is a member of the family. While most people tend to see their pets as full-fledged members of their families[1] (including me and my blanket-hogging dog, Frank), I also know that some people look at Frank and just see a mutt. Our honest assessment of the name given to the campaign conducted by our students is that they could probably have come up with something stronger, and at the very least, something that focused on the domestic violence aspect of the problem rather than pet abuse. Other than that, they did run a near perfect advocacy campaign as you'll see. The idea is to make the name and the frame of your campaign as palatable to as many people as possible. Another name the team batted around was "Protecting Pets, Protecting People," but it's kind of a tongue twister.

[1]According to a 2010 Harris Interactive Poll, 65% of Americans report buying their pets holiday gifts.

Step 5 involves mapping out possible supporters and detractors. Some people call this a Positional Map or a Strategy Map.

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Map Out Possible Supporters and Detractors: How It's Done

For pretty much every issue in the world there are people who are in favor of it, those who are against it, and those like Rhett Butler who "frankly . . . don't give a damn." Rhett aside, within those first two categories—the people for and against the issue—there are lots of shades of gray. What is meant by that is that there are some people who will do just about anything to make sure that your issue moves forward and others who will be wholeheartedly committed to doing just the opposite. What you want to do is to think carefully about which people and organizations are represented along the continuum of possible supporters and detractors. The reason the word *continuum* is used here is because on both sides of the "for" and "against" equation there will be a wide variety of people and organizations that are willing to get involved. They will run the gamut from hard-core believers that will drive the effort, to those that will do *something* to help, to people who *might* be willing to pitch in, to those that agree with the cause but not to the extent that they'd do any heavy lifting (although they might lend their name to the effort). There will also be people and organizations that will be peripherally affected by the issue but not enough to make a stink.

What you want to do during this process is to literally map out these players. You might start with a big wall chart for brainstorming purposes and then move to a format where you can move the players as the campaign progresses. At the beginning, ask yourselves,

a. Who do we think is going to be strongly in favor of the idea and can be enlisted to help it move along?

b. Who do we think may be somewhat in favor of the idea and could be convinced to do something to actively support it?

c. Who do we think is going to be actively against it and why? What arguments will they use to thwart the idea?

d. Who do we think might be somewhat against the idea and could be possibly neutralized if we could think of how to talk about the idea in a way that addresses or minimizes their concerns?

You can develop a chart that has headings like "Love Our Issue," "Middle of the Road (or We Just Don't Know)," and "Strong Opposition" and scribble in the information on a big sheet. Alternatively, you can go to the web and download a free Force Field Analysis tool from MindTools (http://www.mindtools.com/pages/article/newTED_06.htm) that will help you develop your map.

As you fill in the names on the chart, be sure to step back and take a look at who is in the middle and who is closest to the middle. What you want to do is to see if you can figure out arguments that will move those middle people over to your side. You'll also fill in the names of people and organizations you think will never come to see things the way you do, but might be willing to move closer to your viewpoint if you deal with their concerns. If you are able to be honest with yourselves and think carefully about the arguments the opposition might have, you may be able to put together research to refute or address their objections. At the very least, you won't be caught off guard when detractors come up with arguments against your idea (and you'll be well prepared with your own defense). That's why earlier on it was suggested that your advocacy teams be composed of people who have differing views or, even better, different affiliations across the political spectrum. If you have a diverse team, then, as you're working through all of the steps described thus far, you'll be well aware of what might lie ahead because your group will have already talked about it openly (and maybe even argued a bit, which is fine too).

It is worth taking a minute here to talk about what kinds of people and organizations should be on your supporter list because you want to be sure to think beyond the usual suspects. What happens a lot in nonprofit advocacy campaigns is that organizations tend to recruit other nonprofits that are just like their own as their only allies. That's not good for a variety of reasons including the fact that policy makers sometimes view nonprofit advocates as acting in their own self-interest (which is the height of irony since most of us who work in the sector make great sacrifices to do so). What they often think, though, is this: "Sure Pat's working hard on that campaign because she won't have a paycheck if her clients don't receive services." For this reason and others, think in terms of putting together a cross-sector coalition—one that involves people and organizations from the business community, public sector, and other nonprofit subsectors (for example, environmental

organizations working in collaboration with nonprofit housing development groups). The reason that's important is because it doesn't make your effort seem as self-serving since it involves so many different types of people and organizations. The longer the list of your supporters, the stronger your campaign will be. Once that task is done, the map will ideally evolve over time as you meet with and add key players that dot your landscape.

In addition, you will have to create a separate map that will show your possible legislative allies and detractors. You'll need to go back to the research you did in Step 2 that identified who sponsored similar types of legislation in the past and who opposed it for what reasons. That information will be vitally important to helping you address the concerns of those legislators and opposition groups before they are raised this time. In addition, this research might unearth organizations you may not be aware of that supported the idea and worked toward its passage.

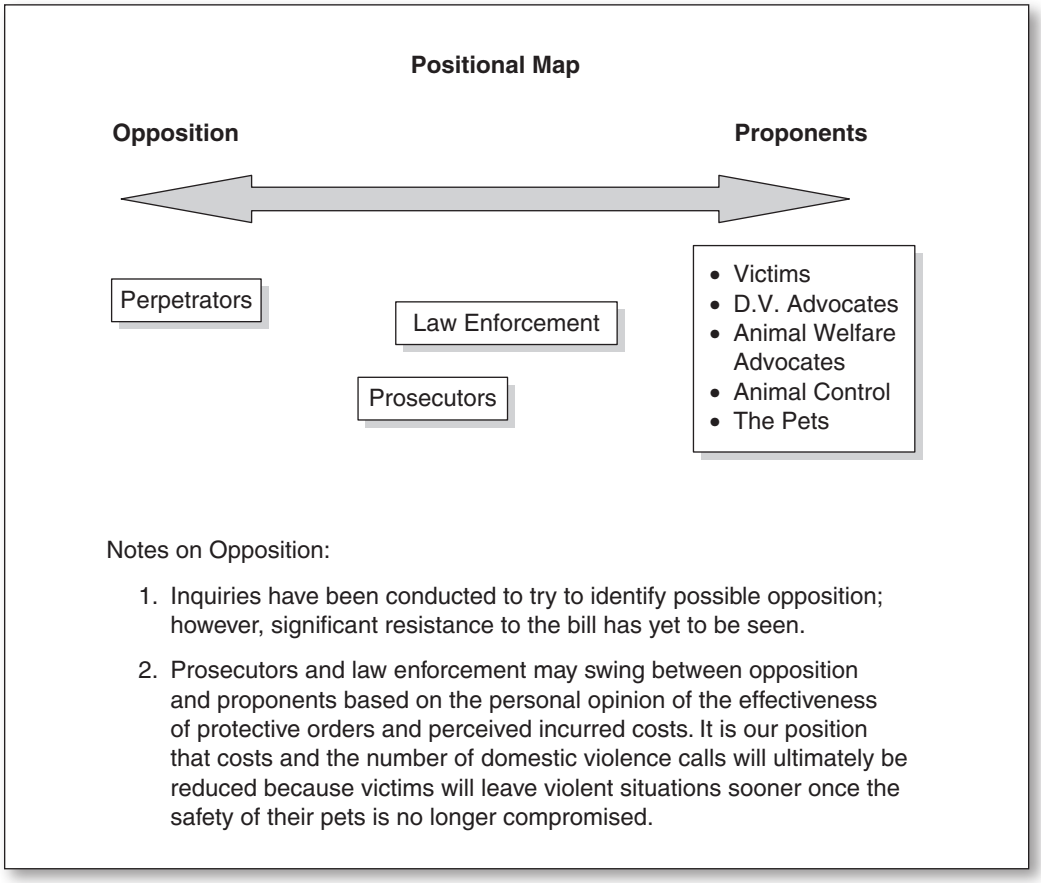
If there's never been a similar legislative or policy proposal, you'll have to do some simple biographical research on each of the people you plan to approach. If you look at the websites for your elected officials, you'll find them to be chock full of information about their interests and accomplishments. You'll also learn about the committees they sit on and the organizations they are members of. For those people who were elected more recently, you can look up articles that detail the key issues they talked about during their election campaigns. All of those clues will help your group determine who is likely to lend a hand (or oppose your idea). It will be worth its weight in gold if you have an understanding of the terrain before you wade into that territory.

The last word on this topic draws the conversation back to naming and framing your issue. It almost goes without saying that if you take the time to figure out the potential arguments against your issue and who will be making them, you can use those insights to help you develop a name and frame for your campaign. A good name and frame will help you neutralize those objectives before they are even uttered.

Map Out Possible Supporters and Detractors: How They Did It

As you can see from the fact sheet our students put together, their coalition consisted of both domestic violence prevention organizations and animal rights groups. It wasn't a cast of thousands, but it did represent both sides of the issue. The positional map the team developed was actually very simple in part because, interestingly, the students didn't have a lot of real opposition to what they were trying to accomplish (which is rare). Obviously, the more money or resources involved, the more complex the map. For their campaign the map looked like Figure 6.1.

Figure 6.1



We'll move next to Step 6, *form a coalition.*

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Form a Coalition: How It's Done

By now it should be as plain as the nose on your face that when you are putting together your positional map, you're simultaneously thinking through whom you can convince to jump on board your campaign.

There are three main points about coalition building that have already been touched on in the discussion about previous steps that deserve a little more airtime. They are:

1. Look for unusual bedfellows when forming your coalition.
2. Not every member of your coalition needs to work on the issue in the exact same way.
3. Be sure to enlist coalition members that reside in the district of the legislators you are seeking to lobby.

The "odd bedfellows" argument is this: The more broad-based your coalition is, the more likely it is to attract legislators or policy makers who have views that are equally wide ranging and, ideally, across the political and ideological spectrum. It is an unfortunate fact that both Congress and our state legislatures are increasingly polarized along party lines. Too often we hear about an issue that is being promoted by one party and one party only. It makes sense that if you are able to draw political support from both sides of the aisle, there will be a much greater likelihood that your issue will move on to become law. If your coalition involves people and organizations that can easily connect to policy makers across the gamut of parties and beliefs, then you're halfway home.

This is still true if, for instance, your state legislature happens to be dominated by one party. After all, not all Republicans or Democrats think alike (never mind those who are independent, Green, or Libertarian!). As a case in point, you can have Democrats who support the death penalty, those who oppose the death penalty, and those who favor the death penalty but only if it's administered in a certain way for select types of crimes. The important thing here is to make sure that your coalition has people and organizations on it that can speak directly to politicians who share their worldview. If you think about it, it's really a matter of human nature. As sympathetic as we might be to an issue, our sympathies increase if there are people just like us who are backing that issue or who have been directly affected by it. If you consider your own reactions to things, you know that's the case.

Let's take the example of you watching a local newscast about children who are brutally bullied at school in a district where policies don't allow the principal to take what you would consider to be appropriate action like automatically suspending the thug for a minimum of a week and mandating counseling. You are much more likely to want to jump off your sofa and do something about it if you, your child, or someone else you know ended up repeatedly on the wrong side of a bully's act (especially if that bully walked

away with no repercussions). Perhaps you'll get together with other parents and meet with the principal, address your local PTA, petition the school board for harsher penalties for kids who bully others, seek funding for a bully prevention program, or do something else to address the issue. If you haven't been touched by that kind of situation, you may feel bad while you're watching the news clip, but it's unlikely that you'll think much more about it after you see the commercial featuring the dancing tortilla chips.

The fact is there are so many things that pull on our heartstrings it becomes impossible to act on each and every thing that needs fixing in the world. Naturally we focus on those things we care most about and believe we have the power to change. Legislators are like that too and, as you would expect, are drawn to those people and causes that they can relate to for one reason or another or that have an impact on the community they serve.

In September 2005 the state of California passed legislation that the Governor subsequently vetoed, legalizing same-sex marriage (this was several years before the ballot measure and court action about same-sex marriage in California). As Dean Murphy wrote in a *New York Times* article on the subject,

> The bill, which defines marriage as between "two persons," won final legislative approval Tuesday night in the State Assembly by only a narrow margin, 41 to 35, after a coalition of gay, Latino and African-American groups successfully fended off conservative opposition to it by framing the issue as one of civil rights, not religious values. It passed by a single vote in the State Senate last week, meaning that neither house had a sufficient majority to override a veto.[iv]

As you can imagine, an African American legislator who might not himself be gay or have (or know of) gay friends, family members, or professional colleagues might look at the issue differently if he were lobbied by people he knew or could relate to who spoke about the legislation as a civil rights issue.

A second point has to do with divvying up the work. At the very beginning of your effort there will be a core group of people who seize the day and say, "We must do something about this!" These individuals will begin the steps outlined in this book (or do something along these lines) and gather support as they go along the path of trying to create legislative or policy change.

As you and members of your group talk to more and more people about the issue, some of the new people you engage will feel equally impassioned by the idea and will spend many hours dedicated to conceptualizing and carrying out the campaign from start to finish. Others may be willing to pick up different tasks along the way such as making sure your group is in compliance with the city, county, or state regulations regarding lobbying, doing the research, or playing the role of topic expert for research that has already been done; writing up that research in a user-friendly format; persuading others to join the campaign; designing campaign materials; getting other organizations to endorse or sign on to your campaign; organizing public education events

to spread the word; developing talking points for the media; putting together a website for the campaign; creating public education materials; mobilizing members of their own organization to act; visiting with policy makers; and so forth. The key here is to realize that your coalition members will play different roles depending upon their time and interest in the issue. *Don't be distraught if everyone isn't doing an equal amount of work*. Do devise a plan of action that minimally identifies the following:

1. A rough timeline for the campaign and the steps that need to be done along the way. If you are trying to get a bill passed, you'll need to refer to other chapters in this book to chart out key junctures in the policy-making process so that you can make sure you're prepared for each of those steps (e.g., when is the budget prepared by each entity? When do hearings take place?). If you are working on a city or county campaign, you'll need to understand what the time frame is for that process as well.
2. The core members (you can also call yourself the "steering committee") of the campaign and what decisions the group will be entrusted to make as you move along. You will have to think carefully too about how decisions get made: by a majority vote of the group or by consensus? If you are voting, does each member have an equal vote, or do organizations that represent a greater number of people who are affected by the issue have more voting power? As new members of your coalition are added, what decision-making powers will they have? For instance, who gets to vote on the name of your campaign?
3. Which organizations and individuals will be responsible for each step in the process? Who will hold them accountable for following through on their commitments? Does the work done in subcommittees need to be ultimately approved by the core campaign group?
4. Who is the primary point person(s) that policy makers and their aides speak to when they have questions about your issue?
5. Who is entrusted to speak to the media?

If you are clear from the beginning about who is responsible for what, you will minimize feelings of resentment along the lines of "so-and-so thinks she's 'all that' and in charge" while "what's-his-name isn't doing 'jack' like the rest of us." Going back to our situation with the school bully, it's perfectly OK if someone's only role is to come testify at the school board meeting, or even dash off an e-mail to school board members in favor of the proposal that you've drafted outlining stronger penalties for bullies. In some coalitions, having powerful people or organizations lend their names to your effort is huge in and of itself.

Whatever you do, please make sure that all coalition members have signed on to your campaign in writing and understand exactly what is required of their participation. You want to be absolutely sure beyond a shadow of a

doubt that your fact sheet lists only those people and organizations that have officially agreed to back your cause. The last thing in the world you need is for any individuals or groups to claim that you are using their names without permission. That type of charge could potentially undermine all your work. Similarly, if you get to a point where one member of your coalition wishes to resign because she or her organization doesn't agree with your tactics, please take the time to listen to her concerns and, if no resolution can be found, graciously allow her to back out. You want to have people and organizations behind you who have no reservations about what you are trying to accomplish and how you are conducting your campaign.

Running an advocacy campaign is a true team effort as long as you recognize how teams really operate. You have star players like Babe Ruth, who are out front doing the heavy lifting game after game while other team members come in only to pinch-hit or steal bases. Some spend most of the time sitting on the bench and aren't called in to play until someone else is injured. They're all proud to wear the uniform and be part of the effort. And they all appreciate the fans in the stands who cheer them on as they make their way through a competitive season. Get the point?

Finally, as was mentioned briefly above, you want to make sure that your coalition contains members who live in the district of the person you plan to lobby. Ideally those people will have had previous contact with that elected official and will understand the key issues that are important to him. You'll also want to make sure that those people are registered to vote! That really does matter to the elected official for reasons that will be discussed further in the next several steps.

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Develop Educational Materials: How It's Done

So let's talk about those fans. Step 7 is all about mobilizing and educating people.

In the previous chapter we talked about issues that are staring you in the face because so many people within your community or clients you serve have been affected by the thing you are trying to address. You will need to mobilize those people and their friends and family to help you make your case. To do that, begin with an inventory of your coalition members. How many of your members belong to organizations that have an active membership? How do they communicate with those members—at weekly or monthly meetings, at informal gatherings like potlucks and picnics, via a regular newsletter, through the Internet, through e-mail, or on a social networking site? Of your coalition members, which organizations will be able to spread the word about your cause most broadly and effectively? How many people can all of you reach through your combined network?

Some of the people contacted through your coalition are going to be eager to talk from direct experience about the problem or opportunity you are proposing; others are going to be willing to write letters, make phone calls, or send e-mails or faxes that speak to the issue. Many will have extensive social media networks that you can plug into to identify and mobilize supporters (Chapter 11 discusses this in detail). You'll want to get an idea of how many people from each organization will be willing to make each of those types of contacts (e.g., how many people will be willing to meet with policy makers, tell their stories to the press, make calls, or rally their troops online?). There will hopefully be representatives from your coalition who will be willing to reach out to other community organizations to educate their members and gather their support, or host public forums that promote the issue to an even broader audience. You will also want to make sure you have people from a variety of organizations playing similar roles to make sure that everyone who is willing to meet directly with a policy maker doesn't come from the same organization but rather comes from different organizations that are working for the cause. The total number of all those people who are willing to take action on behalf of your issue is quite important because you want to be able to say to the people you are lobbying that your group represents so many concerned citizens.

Why is all of this necessary? The honest truth is that lawmakers really do care when their constituents contact them (and "constituents" in this sense means people who reside within their districts and *vote*). And yes, they really do check to see if people who contact them about a particular issue are *registered* to vote. The reason they care is because if their constituents are happy with their job performance, those folks will go to the polls and reelect them. It doesn't matter if those being lobbied are appointed officials or aides to an elected official—they will still check to see if you are registered to vote. After all, their job security depends upon whether their boss, the elected official, stays in office. These staff people, no matter how high up they are on the food chain, act as a proxy for the elected person.

For instance, if I am an aide to a city council member or legislator and I don't listen to what the people in my district want (or, for that matter, listen politely), then they won't be happy with my boss, they'll express their

unhappiness by voting for her opponent, and I'll soon find myself stocking shelves at Wal-Mart (well, maybe not, but I will be out of a job). You would think the one exception to this rule is when the politician is a lame duck, meaning that person can't run for office again because the law forbids it as is the case with term limits or if the politician has simply declared that he just doesn't want to run again for whatever reason. The fact is that politicians really do want to serve the greater good and sincerely care when people in their communities take the time to contact them about an issue regardless of how long they have been or will continue to stay in office.

Politicians and their proxies also care about the *way* in which their constituents communicate with them. If they receive a large number of faxes, postcards, or e-mails about a particular item and all of those faxes, postcards, and e-mails have the exact same wording printed on them, then that's really like getting a lot of junk mail. It's not nearly as good as a smaller number of personalized letters, postcards, or telephone calls that talk about different reasons why the issue matters. The rule is simple: The more personalized the interaction, the more it counts.

The biggest impact is when constituents take the time to schedule a visit with officials or their proxies to discuss the issue face-to-face. Sure, you can always try to drop in unannounced, but scheduled visits work much more effectively. What our students find most surprising when they travel to our state capitol to meet with state legislators, their aides, or other California policy makers (such as people in leadership positions in various departments that the State Cabinet comprises) is how willing the officials are to listen to the issue being presented. Honestly, it's a little sad that the students are perennially astonished by this phenomenon because that's what these policy makers get paid to do—to serve the people.

Part of this lovefest has to do, of course, with the excellent research and fact sheet the students have prepared, and how well they've framed the issue, thought through concerns others might raise, prepared the people they've brought with them to talk directly about the issue, and rehearsed their presentation to be able to answer the questions asked of them. The truth is, even if the students weren't so outstanding, public officials are always impressed when citizens take the time to come speak to them in person (and even more so if someone has to travel a distance for that purpose). That really matters. A lot. It matters because it shows how much you and your colleagues care about this particular thing.

If you live in or near your state capital, or are lobbying for a cause that has to do with county or state government, it's pretty easy to set up some face time with the policy makers (or, again, their proxies), and in Step 9 we're going to share some ideas with you about the best ways to approach them. To be frank, though, even if you live close by, most of *your* constituents—that is, those people you know who are most affected by the issue—won't go to an in-person meeting. They won't go for a variety of reasons—some have full-time jobs and can't get off work; others have difficulty getting around because they're frail and it's cold or they have kids to look after or whatever. Some might be scared

or embarrassed to speak publicly about the issue. Others care about the issue enough to help you out but don't feel so strongly about it that they're willing to devote all that much time to making change happen. That's fine as long as you are able to inspire these people to take *some* type of action. This is where your mobilization and education work comes in. Your job is to figure out how to energize as many people as possible to weigh in on your side and to make sure those people spin the issue the way you want it spun.

The key to mobilizing people is making it easy for them to participate in your campaign. That involves two important steps: first, distilling what you've learned in your research into digestible, easy-to-understand nuggets of information that quickly educate your members about why it's important to act and how they can convince others this thing is important. The second step involves making sure that it's fairly effortless to take action.

Essentially, all you need is the information that's already contained in your handy-dandy fact sheet and specific directions on what to do and how to do it. You'll want to give them options for contacting their elected officials such as the ones already mentioned ad nauseam in this section—sending faxes, calling, e-mailing, writing letters, and paying visits—making sure they understand the relative importance of each of those options. You'll need to be clear on the talking points that your constituents should use and let them know that their personal stories make a real difference. You'll also want to ask them to sign up for regular alerts that they'll receive either by e-mail, tweets, or telephone about what new action they can take as the issue moves through the process.

An example from the Massachusetts Coalition for the Homeless is demonstrated in Figure 6.2.

Figure 6.2

Quick Links	**Dear Pat,**
Coalition's home page Coalition's Senate budget page Senate amendments Senate Ways & Means Committee's proposed budget website SWM Executive Summary Coalition's budget comparison chart	Last week, the Senate Committee on Ways and Means ("Senate Ways and Means" or "SWM") unveiled its fiscal year 2011 budget recommendations for the Commonwealth. Under the leadership of Chairman Steven Panagiotakos, the Senate Ways and Means Committee calls for $27.88 billion in FY'11 spending. As we reported, many of the line items we follow would see their funding levels maintained or slightly increased to accommodate increased demand. At the same time, however, some of the programs we follow most closely, including the Emergency Assistance family shelter and services account, would be severely cut by the SWM budget. Last Thursday and Friday, Senators submitted 724 amendments to the SWM budget. At the beginning of this week, Senators can sign on as co-sponsors of those amendments, in advance of this week's budget debate. The Senate is scheduled to debate this proposed budget and consider floor amendments starting Wednesday (with a pre-debate caucus of Senate Democrats scheduled for tomorrow morning). Please contact your State Senator today to ask her/him to support the following amendments, so as to improve the Senate version of the budget. Ask your Senator to contact the amendment sponsors' offices to sign their name to these amendments. To find out who your Senator is, please go to www .wheredoivotema.com. For a list of Senators and their contact information, please click here. Thank you again for your advocacy with and for families and individuals who are at-risk or experiencing homelessness!
Join Our Mailing List	
Join the Coalition for our HeARTs for Humanity event!	
Join us for a benefit cocktail party and art raffle in Boston's South End on Thursday, June 17th! Follow this link for more details: HeARTs for Humanity	
Are you on Facebook? Now the Coalition is, too!	
Join us by clicking on this link: MCH Facebook Page	**The Senate's FY'11 Budget Recommendations for Housing, Shelter, Homelessness Prevention, and Benefits Programs: Senate Ways and Means Budget and Proposed Amendments** Please follow this link to access the Coalition's chart comparing the Senate Ways and Means Committee's FY'11 recommendations with the Governor and House of Representatives' proposals for FY'11 and the current FY'10 appropriations: Budget Comparison Chart To access the complete SWM budget recommendations, please go to the Senate Ways and Means Committee's FY'11 Budget Recommendations. To access the complete list of Senate amendments, please go to Senate amendments. To learn more about the Coalition's FY'11 budget work, please go to the Coalition's FY'11 Priorities

(Continued)

Figure 6.2 (Continued)

Support These Key Amendments to Housing, Homelessness, and Benefits Line Items*

**Please note that the links below will bring you to the page on which the amendments are listed (Economic Development, Health and Human Services 1, and Health and Human Services 2). From there, you can scroll or search to find the amendment text on the page.*

Emergency Assistance Family Shelter and Services Program (EA, Line Item 7004-0101):

Amendment 341, **sponsored by Chairwoman Susan Tucker:** This amendment would increase the notice time from 45 days to 90 days before changes could be made in EA program eligibility or benefits. It also would prohibit the Department of Housing and Community Development (DHCD) from giving such notice before December 5, 2010, so as to allow the Legislature time to take action after returning to formal sessions on January 5, 2011. In addition, this amendment would ensure that EA eligibility is not reduced due to a potential decrease in the 2010-2011 federal poverty guidelines. The language would direct DHCD to base eligibility on 115% of the 2009 federal poverty guidelines, or a later-issued standard that is higher. The House already has adopted identical language. This amendment would help protect children and families experiencing homelessness. This amendment is co-sponsored by Senators Candaras, Eldridge, Spilka, and Walsh.

Please click here for a fact sheet on Amendment 341.

Amendment 334, **sponsored by Chairwoman Susan Tucker:** This amendment would change language in the proposed EA line item, clarifying that the $3.5 million in earmarked funds should be used to help to "more rapidly move families into permanent sustainable housing."

Department of Housing and Community Development Administrative Account (Line Item 7004-0099):

Amendment 349, **sponsored by Chairwoman Susan Tucker:** This amendment would protect households that receive a short-term subsidy from losing priority for a permanent housing subsidy. This amendment would cost nothing, and simply clarify that a priority that already exists is not lost due to the receipt of a short-term subsidy. This language is especially important at a time when the DHCD has issued more than 1,200 short-term vouchers to help families exit shelter and thousands of additional households are receiving temporary rental assistance through the federally funded Homelessness Prevention and Rapid Re-housing Program (HPRP). The House already has adopted similar language. This amendment is co-sponsored by Senators Candaras, Eldridge, Spilka, and Walsh.

Please click here for a fact sheet on Amendment 349.

	Emergency Aid to the Elderly, Disabled and Children Program (EAEDC, Line Item 4408-1000): Amendment 556, **sponsored by Chairwoman Gale Candaras:** This amendment would increase the notice time from 60 days to 90 days before changes could be made in EAEDC program eligibility or benefits. It also would prohibit the Department of Transitional Assistance (DTA) from giving notice before December 5, 2010, so as to allow the Legislature time to take action after returning to formal sessions on January 5, 2011. This amendment would help protect extremely low-income elders and persons with disabilities. The House already has adopted identical language. This amendment is co-sponsored by Senators Spilka and Walsh. Please click here for a fact sheet on Amendment 556. **Transitional Aid to Families with Dependent Children Program (TAFDC, Line Item 4403-2000):** Amendment 549, **sponsored by Chairwoman Gale Candaras:** This amendment would increase the notice time from 60 days to 90 days before changes could be made in TAFDC program eligibility or benefits. It also would prohibit DTA from giving notice before December 5, 2010, so as to allow the Legislature time to take action after returning to formal sessions on January 5, 2011. This amendment would help protect extremely low-income families with children. The House already has adopted identical language. This amendment is co-sponsored by Senators Spilka and Walsh. Please click here for a fact sheet on Amendment 549. **Department of Transitional Assistance Administrative Account (Line Item 4400-1000):** Amendment 658, **sponsored by Chairwoman Patricia Jehlen:** This no-cost amendment would require DTA to produce a report this year setting forth the design and costs of a DTA-based, early warning, homelessness prevention program for families and individuals participating in DTA programs. This "No Place Like Home" program is generally described in Senate Bill 43/House Bill 169, "An Act to Prevent Homelessness Among Recipients of Transitional Assistance." Having this report will move the state one step closer to giving DTA the tools needed to help the low-income families and individuals it serves to remain housed and avoid homelessness. This amendment is co-sponsored by Senators Eldridge, Fargo, and Spilka. Please click here for a fact sheet on Amendment 658.

(Continued)

Figure 6.2 (Continued)

	Residential Assistance for Families in Transition Program (RAFT, Line Item 7004-9316): Amendment 325, **sponsored by Chairman Jamie Eldridge:** This amendment would increase RAFT funding to $2.5 million for FY'11, so as to help more children and families avoid or exit homelessness. This amendment is co-sponsored by Senators Fargo and Jehlen. **Shelter and Services for Unaccompanied Adults (Line Item 7004-0102):** Amendment 289, **sponsored by Senator Jack Hart:** This amendment would increase the appropriation by $350,000 so as to match the final House amount of $37,643,335.
	While there are several amendments that we oppose, we ask for your particular help in opposing the following amendments: We urge the rejection of Amendment 359, **sponsored by Senator Robert Hedlund,** related to **state-funded public housing (Line Item 7004-9005),** as it would lead to increased homelessness by barring U.S. citizen and lawfully present children and their immigrant parents from state public housing if the parents cannot prove that they have an immigration status that qualifies for a federal public housing subsidy. We also urge the rejection or redrafting of Amendments 645 and 654, **sponsored by Senator Stephen Buoniconti,** related to **EA (Line Item 7004-0101) and TAFDC (Line Item 4403-2000),** so as to protect and support vulnerable families who are experiencing homelessness and other very low-income families.
	Thank you for your advocacy! To share feedback with us about your outreach to your Senator, or for more information, please contact the Coalition at 781-595-7570: Kelly Turley (x17 or kelly@mahomeless.org) or Leslie Lawrence (x16 or leslie@mahomeless.org). Thank you again! We will be back in touch soon to let you know the outcome of these amendments and how housing, homelessness, and benefit programs fare in the final Senate version of the fiscal year 2011 budget. We also will keep you informed of the progress as the budget continues to make its way through the Conference Committee and full Legislature in the month ahead. Thank you again!
	mchalert Massachusetts Coalition for the Homeless

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As you can see, the coalition has made it easy for its members to quickly understand the key points of the legislation and to take action. If you spend some time looking around on websites of other advocacy organizations, you'll find more good examples of techniques that are used to mobilize, educate, and inspire people.

Chapter Questions

1. If you could rename the Protect *Every* Family Member campaign, what would you call it?
2. Can you think of at least one other current name and frame that is popularly used to promote an advocacy campaign?
3. What names have you discussed for the advocacy campaign you propose? Why did you discard some names, and why did others seem to work better?
4. Develop a first draft of a positional map for your proposed campaign that has a minimum of 10 high-profile individuals or organizations listed.
5. Look up a legislative committee that is operating at the state level and research how its members voted last session on a particular issue. How easy or difficult is it to map their positions?
6. Name three ideas for educating and mobilizing members of your organization about your proposed advocacy campaign.

Endnotes

i Bai, M. (2005, July 17). The framing wars. *The New York Times Magazine*. Retrieved March 17, 2011, from http://www.nytimes.com/2005/07/17/magazine/17DEMOCRATS.html

ii Glickman, L. B. (1999). *A living wage: American workers and the making of consumer society*. Ithaca, NY: Cornell University Press.

iii Jen Kern, Director, ACORN Living Wage Resource Center, personal communication, February 29, 2008.

iv Murphy, D. (2005, September 8). Schwarzenegger to veto same-sex marriage bill. *The New York Times*. Retrieved March 17, 2011, from http://www.nytimes.com/2005/09/08/national/08arnold.html