Engaging the Research Community in Accelerating Policy Change

Active Living Research Annual Conference
San Diego, CA
February 22nd, 2015

Learning Objectives

- Increase awareness and understanding of researchers regarding the role of public policy change in reversing childhood obesity.

- Provide a basic understanding for researchers about the principles and of an advocacy/public policy campaign.

- Provide concrete examples and opportunities for researchers to engage in ongoing advocacy efforts in childhood obesity.
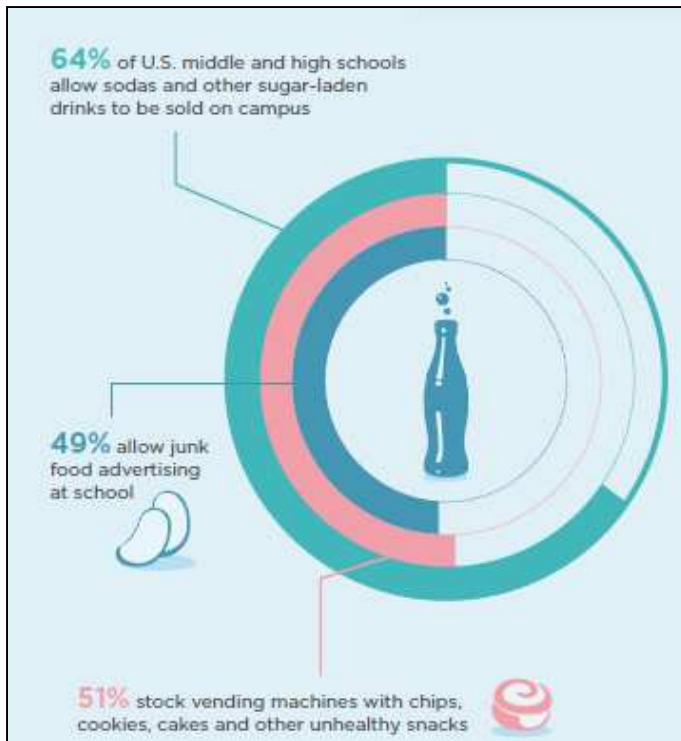
Jill Birnbaum
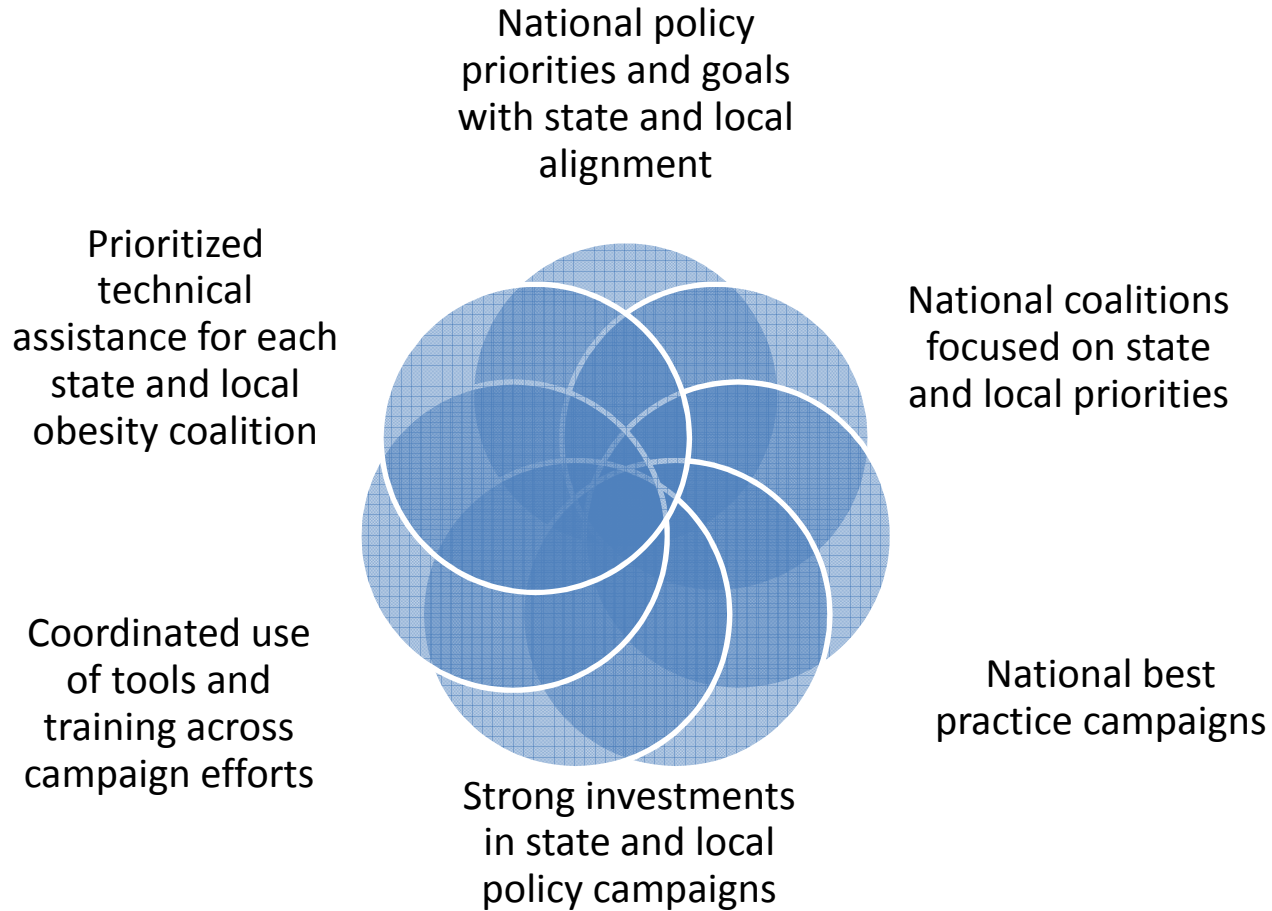Executive Director
Voices for Healthy Kids

Our Changing World

64% of U.S. middle and high schools allow sodas and other sugar-laden drinks to be sold on campus

49% allow junk food advertising at school

51% stock vending machines with chips, cookies, cakes and other unhealthy snacks

Only 21% of youth ages 6-19 eat the recommended five or more servings of fruits and vegetables each day.

Nearly **40%** of children's diets come from added sugars and unhealthy fats.

Consumption of sugar-sweetened beverages (SSBs) has **increased 500%** in the past 50 years.

SSBs are now the single largest category of caloric intake in children, surpassing milk a decade ago.

Voices for Healthy Kids is a joint initiative of the Robert Wood Johnson Foundation (RWJF) and American Heart Association (AHA) working to help all young people eat healthier foods and be more active.

Organizational Approach

National policy priorities and goals with state and local alignment

Prioritized technical assistance for each state and local obesity coalition

National coalitions focused on state and local priorities

Coordinated use of tools and training across campaign efforts

National best practice campaigns

Strong investments in state and local policy campaigns

Team of Experts

Food Access

Expert: The Food Trust

Priority: Increasing access to affordable, healthy foods.

Active Places

Expert: Safe Routes to School National Partnership

Priority: Increasing access to parks, playgrounds, walking paths, bike lanes and other opportunities to be physically active.

Healthy Drinks

Expert: The Rudd Center for Food Policy & Obesity

Priority: Reducing consumption of sugary beverages.

Smart School Foods

Expert: The Pew Charitable Trusts

Priority: Improving the nutritional quality of foods and beverages in schools.

Marketing Matters

Expert: Berkeley Media Studies Group

Priority: Protecting children from marketing of unhealthy foods and beverages.

Active Kids Out Of School

Expert: YMCA of the USA

Priority: Increasing children's physical activity levels when they are out of school.

The Role of Hubs

- Public policy expertise
- Coalition
- Campaign technical assistance
- Communication
- Health equity
- Campaign plan assets
- Hub leadership management

National policy priorities and goals with state and local alignment

Policy Approach

Step One • **Policy Targets**

Step Two • Policy Priorities

Step Three • Policy Bottom Lines

Step Four • Set Annual and Long-term Policy Outcome Targets

Policy Targets

1 — Smart School Foods
Improving the nutritional quality of snack foods and beverages in schools

2 — Healthy Drinks
Reducing consumption of sugary beverages

3 — Marketing Matters
Protecting children from unhealthy food and beverage marketing

4 — Food Access
Increasing access to affordable healthy foods

5 — Active Places
Increasing access to parks, playgrounds, walking paths, bike lanes and other opportunities to be physically active

6 — Active Kids Out of School
Helping youth-serving programs increase children's physical activity levels

Policy Approach

Step One • Policy Targets

Step Two • **Policy Priorities**

Step Three • Policy Bottom Lines

Step Four • Set Annual and Long-term Policy Outcome Targets

Policy Lever Development

- AHA Policy Priorities and Goals

- Scan of current activity

- Science

AHA Scientific Statement

Population Approaches to Improve Diet, Physical Activity, and Smoking Habits

A Scientific Statement From the American Heart Association

Dariush Mozaffarian, MD, DrPH, FAHA, Chair; Ashkan Afshin, MD, MPH; Neal L. Benowitz, MD; Vera Bittner, MD, MSPH, FAHA; Stephen R. Daniels, MD, PhD, FAHA; Harold A. Franch, MD, FAHA; David R. Jacobs, Jr, PhD, FAHA; William E. Kraus, MD, FAHA; Penny M. Kris-Etherton, PhD, RD, FAHA; Debra A. Krummel, PhD, RD; Barry M. Popkin, PhD; Laurie P. Whitsel, PhD; Neil A. Zakai, MD, MSc; on behalf of the American Heart Association Council on Epidemiology and Prevention, Council on Nutrition, Physical Activity and Metabolism, Council on Clinical Cardiology, Council on Cardiovascular Disease in the Young, Council on the Kidney in Cardiovascular Disease, Council on Peripheral Vascular Disease, and the Advocacy Coordinating Committee

Circulation 2012

Policy Priorities

Smart School Foods

- Improve the nutritional quality of snack foods and beverages in schools.
- Establish state regulations to support and strengthen the local school wellness policy requirements of the U.S. Department of Agriculture's proposed rule under the Healthy, Hunger-Free Kids Act of 2010

Healthy Drinks

- Increase accessibility, availability, and affordability of healthy beverages by increasing access to water in school and community environments.
- Increase costs of sugar sweetened beverages through the passage of excise taxes.

Food Access

- Increase access to affordable foods in Corner Stores & Grocery Stores
- Allow SNAP recipients to use their benefits at the market and/or funding for programs that double SNAP benefits when used on fruits and vegetables

*Population Approaches to Improve Diet, Physical Activity, and Smoking Habits. A Scientific Statement from the American Heart Association

Policy Priorities

Marketing Matters

- Develop guidelines for serving more nutritious foods in restaurants.
- Replace unhealthy food promotion & marketing in schools with healthy food promotion & marketing.
- Healthy food procurement on government property.

Active Places

- Pass and implement Shared Use legislation which clarifies liability laws so schools can open playgrounds and gyms to the community.
- Support policies which fund Safe Routes to School programs and ensure federal dollars are effectively used.
- Promote "Complete Streets" initiatives that integrate bike and pedestrian paths into road-planning and construction.

Active Kids Out of School

- Establish mandatory physical activity standards in before and after school programs.

Policy Approach

Step One	• Policy Targets
Step Two	• Policy Priorities
Step Three	• **Policy Bottom Lines**
Step Four	• Set Annual and Long-term Policy Outcome Targets

Policy Bottom Lines

- Why Are they Needed
  - Health Impact
  - National Standard
- Policy Development Process
  - Science
  - Political Opportunity

What is Targeted Universalism?

Targeted universalism alters the usual approach of universal strategies (policies that make no distinctions among citizens' status, such as universal health care) to achieve universal goals (improved health), and instead suggests we use targeted strategies to reach universal goals.

SOURCES: http://www.youtube.com/watch?v=bTCkYRo8ViQ
http://blog.nationalequityproject.org/2011/06/22/targeted-universalism/

Policy Bottom Lines Example

- Healthy Food Financing Policy Lever: Secure public funding to create or expand Healthy Food Financing initiatives to increase the number of healthy food retail outlets (grocery stores) in underserved communities.

Policy Bottom Lines

Definitions:

- **"Underserved Communities"** are in distressed urban, suburban, and rural geographic areas where either a substantial number or share of residents has low access to a supermarket or large grocery store. For the purpose of satisfying the requirements, an area with low supermarket access must either: 1) be a census tract determined to be an area with low access by the U.S. Department of Agriculture, as identified in the USDA's Food Access Research Atlas, or 2) be identified as having low access to a supermarket or grocery store through a methodology that has been adopted for use by another governmental or philanthropic healthy food initiative.

- **"Low Income Community"** refers to any population census tract that meets one of the following criteria (as reported in the most recently completed decennial census published by the U.S. Bureau of the Census): (a) the poverty rate for census tract is at least 20 percent, or (b) in the case of a Low Income Community located: outside of a metropolitan area, the median family income (MFI) for such tract does not exceed 80 percent of statewide MFI, OR within a metropolitan area, the MFI for such tract does not exceed 80 percent of the greater of statewide MFI or metropolitan area MFI, OR within a possession of the United States, the MFI does not exceed 80% of possession wide median family income.

- **"Moderate Income Community"** refers to any population whose incomes are between 81 percent and 95 percent of the median income for the area.

Policy Bottom Lines

Areas of Clarification:

- A state fund must receive at least a $5 million initial appropriation
- A fiscal agent is selected or the process for selecting the fiscal agent is defined in the legislation. The fiscal agent must have both expertise in managing comparable funds and the ability to attract additional dollars
- The fund must be dedicated for a projects that will impact low or moderate income communities most in need of healthy food access based on USDA data, The Reinvestment Fund, and/or equivalent methodology
- Projects must require standards for healthy food offering where at least 30 percent of food retail space shall be utilized for the sale of perishable foods, which may include dairy, fresh produce, fresh meats, poultry, fish and frozen foods
- At least 10 percent must be designated for administrative funds to launch and operate, or operations resources must be adequately provided for from other budgets or in-kind resources. The bottom line of 10 percent of funds dedicated for operations may not be adequate for all situations. In particular, a smaller HFF fund may need a larger operating percentage to reach minimum administrative capacity.

National coalitions focused on state and local priorities

Strategic Advisory Committee

Member Organizations	
American Academy of Pediatrics	National Council of La Raza
American Cancer Society Cancer Action Network	Notah Begay III Foundation
Berkley Media Studies Group	Rudd Center for Food Policy & Obesity – Yale University
Bridging the Gap – University of Illinois at Chicago	Safe Routes to School National Partnership
ChangeLab Solutions	Salud! America – UT Health Science Center San Antonio
Healthy Eating Research – University of Minnesota	The Food Trust
Healthy Kids, Healthy Communities – Active Living by Design	The Pew Charitable Trusts
MomsRising	The Praxis Project
NAACP	YUSA
Funders Collaborative on Youth Organizing	The Alliance for a Healthier Generation
Active Living Research	

Hub Coalitions

- Marketing Matters: Food Marketing Workgroup
- Active Kids Out of School: HOST Coalition
- Healthy Drinks: Rudd Healthy Drinks Coalition (new)
- Active Places: National Shared Use Task Force and National Active Transportation Diversity Task Force
- Smart School Foods: Smart Snacks Coalition (new NANA subcommittee)

National best practice campaigns

Campaign Development

Key Components

- National Campaign Brand
- Policy Research
- Message Research
- Stakeholder Development
- Grassroots Advocacy

- Media Advocacy
- Decision-maker Engagement
- Training

Message Research Project

- Six national research projects:
  - Built Environment (Perry/Undem Research) – Complete. Presentation from research firm in February.
  - Food Access (Ferguson Research) – Complete. Webinar presentation by research firm in February.
  - Preemption (Greenberg, Quinlan, Rosner Research) – Complete. Webinar presentation by research firm in February.
  - SSBs (Latino Decisions) –Research firm drafting focus group guide. Determining dates and locations for focus groups.
- Message research with grantees—15 active state-focused message research projects across our various policy areas

Strong investment in state and local policy campaigns

Funding Opportunities

	Open RFA Grants	Plan Driven Priority Grants	Strategically Directed Tools*	Rapid Response Funds
Purpose	Support strategic issue advocacy campaigns at the state, local and tribal level. Must be specific to an individual campaign for public policy	Support more mature campaigns with short-term opportunities for success and priority population impact	Support lobbying activities such as public opinion polls, on-the-ground organization and limited paid media activities	Support short-term projects by providing critically-timed support during final action phases of ongoing strategic issue advocacy campaigns
Funding Per Award	Up to $90,000	$90,000 to $160,000	$20,000 to $80,000	$15,000 to $100,000
Duration	Up to 1 Year	Varies based on campaign	Varies based on campaign	2 Weeks to 6 Months
Budget Requirements	5% legal contingency; 1 campaign coordinator; hard and in-kind match required	5% legal contingency; 1 campaign coordinator; hard and in-kind match required		5% legal contingency and in-kind match required

*Indicates funding that can be used for lobbying

Where we are currently funding

- Active places (eight campaigns)

- Food access (18campaigns)

- Healthy drinks (five campaigns)

- Smart school foods (three campaigns)

- Marketing matters (three campaigns)

Where we are currently funding

Voices for Healthy Kids Map of the Initiative

Smart School Foods (2)
Active Places (7)
Healthy Drinks (7)
Food Access (14)
Marketing Matters (2)
Other (1) Navajo Repeal Junk Food Veto
Pending Applications (9)
Unfunded / No Activity
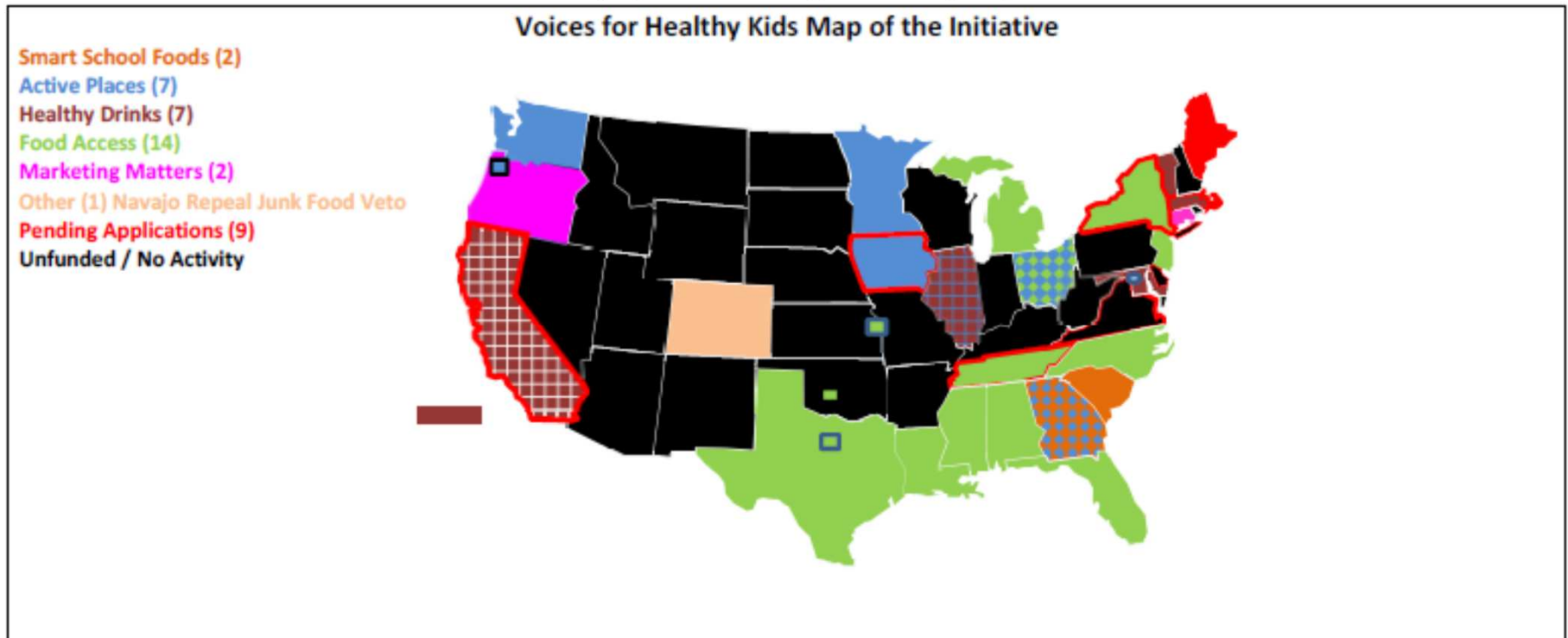
Our reach on unfunded campaigns

- Procurement
  - Funding one state
  - States with active campaigns at the state level: LA, CO, CA, CT, TN, NM
  - Communities with active campaigns at the local level: Philadelphia, Baltimore, Charlotte, Mecklenburg County, Baton Rouge, New Orleans, Las Vegas, Tucson, Long Beach, San Francisco, San Diego, Oklahoma City, Tulsa, Albuquerque, Boston and NYC

Our reach on unfunded campaigns

- Smart school foods
  - Funded campaigns in SC, GA and RI
  - Supporting legislative campaigns in OH, IN, VA, AZ
  - Focus on
    - States with rules pending (OK)
    - Bill introductions
      - Protecting current state policy and preventing bad bills going forward that have ridiculously high exemptions for fundraisers
  - Recent Success
    - The New Mexico Public Education Department adopted rules requiring all foods served in schools meet quality nutrition guidelines ensuring that all students receive the best school foods available
    - Nevada Department of Agriculture adopted a new and robust school wellness policy that provides that all items sold to Nevada students on campus during the school day must now meet the "Smart Snacks" nutrition standards.

Coordinated use of tools and training across campaign efforts

Prioritized technical assistance for each state and local obesity coalition

Advocacy and Lobbying

SECTION 501(C)(3) CHARITIES MAY LOBBY, BUT *NOT* WITH RWJF FUNDS

- Public charity 501(c)(3)s legally may conduct a limited amount of lobbying.
  - Charities may spend a certain percentage of their expenditures on direct and grassroots lobbying under the section 501(h) "expenditure test."
  - "Grassroots lobbying" may be 25% of total lobbying.

- Private foundation 501(c)(3)s may not directly pay for lobbying.
  - No RWJF funds may be spent on lobbying.

CONGRESSIONAL & STATE LOBBYING RESTRICTIONS APPLY, TOO.

- This presentation – and the RWJF restrictions – involve only the IRS lobbying rules.

- Separate federal and state lobbying laws may apply, in addition to these restrictions.
  - Review the federal Lobbying Disclosure Act or your local laws to ensure compliance with those, too.

STRATEGIC COMMUNICATIONS PLANNING IS THE KEY TO SUCCESS

- Key Strategic Goals:

    1. Maximize Non-Lobbying Dollars

    2. Save Lobbying Dollars for When You'll Get the Biggest Bang for Your Bucks

What is Direct Lobbying?

- Direct Lobbying has Three Elements:

    - A communication <u>directly</u> with legislator or staff

    - On specific legislation

    - That reflects the organization's view on the legislation

What is Direct Lobbying?

1. A Communication <u>Directly</u> with Legislators or Staff

- Includes Congress, state legislators, city councils, tribal governments, town meetings.

- Does <u>not</u> include school boards, zoning boards, or other administrative agencies.

What is Direct Lobbying?

2. On Specific Legislation

- "Specific Legislation" does _not_ include:
  - Regulatory Actions
  - Executive Actions
  - School Board Decisions
  - Corporate Actions
  - Institutional Actions (e.g., churches, hospitals, universities, community centers)

What is Grassroots Lobbying?

- Grassroots Lobbying has Four Elements
  - A communication
  - To the public
  - Includes tweets, advertisements and speeches

  - On specific legislation

  - That reflects the organization's view on the legislation, and

  - **Includes a call to action**

What is Grassroots Lobbying - Call to Action

Call to Action is the key distinction

between grassroots and direct lobbying

- Call to action asks the audience to contact their legislator
  - "Call Senator Smith, and tell her to vote yes on …"

What is *not* lobbying?

Nonpartisan Analysis, Study, Research

- Independent, objective analysis

- Distributed broadly, not just to one side

- May advocate a viewpoint, if it includes a full and fair examination

  - A person must be able to form an independent conclusion
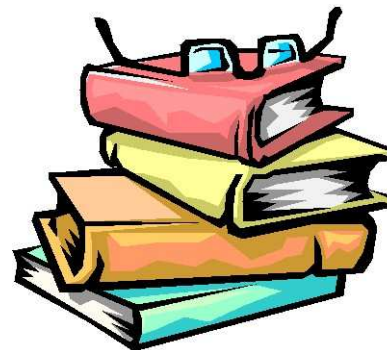
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Beware of "Subsequent Use" Rule

- All costs for purely educational materials are presumed to be grassroots lobbying if the materials are used for grassroots lobbying within six months of being produced

- To rebut the presumption, the organization must demonstrate its primary purpose in developing the materials was not for lobbying

What is *not* lobbying?

Technical Advice or Assistance

- Oral or written assistance provided in response to a written request by a governmental body, legislative committee or subcommittee

- Request must be made in the name of the entity, not just from an individual member
  - E.g., Health Department director asking on behalf of the department

ADDITIONAL RESOURCES

- *Influencing Public Policy in the Digital Age: The Law of Online Lobbying and Election-related Activities*, Alliance for Justice, 2011

  - Explains the rules of 501(c)(3) online engagement.

  - www.afj.org/digitalage

- *Being a Player*, Alliance for Justice, 2011

  - Provides detailed information regarding lobbying.

  - www.tinyurl.com/AFJplayer

Sally Wong, PhD, RD, CDN
Associate Science & Medicine Advisor

My Role & Responsibilities:

- Work under VFHK and embedded in the larger AHA Science Operations team

- Follow AHA's existing protocol for translating research into critical advocacy tools including fact sheets, talking points, model policy, and presentations

- Work to analyze emerging science, respond to industry arguments, and be an overall science expert for VFHK

My Role & Responsibilities:

- Work with RWJF lead researchers to schedule a series of ongoing conference calls and in-person meetings, leveraging AHA Scientific Sessions, and appropriate RWJF meetings to convene AHA and RWJF-funded researchers together to share progress on existing projects and discuss field needs regarding research to support specific policy campaigns

- Convene annual planning meeting between VFHK and RWJF-funded research programs to identify research gaps, identify priority evaluation opportunities, and monitor ongoing research projects

Why is Research Important to Advocacy?

- Continue to illuminate the problem, both to shape the movement as a whole and to provide location- and population-specific information that it timely and relevant to advocacy work.

- Continue to evaluate and evolve policy solutions, both to examine individual interventions and population-based settings.

- Evaluate real-world strategies of opposition that can undermine our impacts.

- Conduct advocacy-oriented research (including message research) that provides direct advocacy tools or informs strategy.

Research & Evaluation

- There is considerable more public policy evidence looking at overall impacts as opposed to research to guide next steps of a **Targeted Universalism** approach; on-going investments into research and evaluation of population-specific strategies are critical.

- Create an evaluation approach for the initiative that embeds key considerations of strategies and effectiveness of the health equity approach of this initiative.

Research Partner Management Project Team

The mission of Voices for Healthy Kids' Research Program Partnership is to strengthen and support state and local advocates by advancing evidence-based obesity prevention policy in order to reverse the childhood obesity epidemic by 2015. The research community, including Robert Wood Johnson Foundation funded research partners, academic institutions, and individual researchers play an incredibly important role in continuing to inform the evidence-based policies that VFHK pursues.

Major Objectives:

1. <u>Maximize opportunities for conversations within the research community</u> on Voices for Healthy Kids' activities, including funded campaigns, public policy priorities, and initiatives within the childhood obesity movement.

2. <u>Expand and enhance resource development</u> to assure that coalitions have the evidence and science needed to support campaigns on the ground.

3. <u>Provide knowledge translation</u> that are both location and population specific to VFHK's advocacy tools and tactics.

4. <u>Foster ongoing discussions on identified research gaps</u>, and solicit input and feedback from researchers in their specific areas of expertise.

5. <u>Collaborate with academic and institutional partners to maximize research benefits</u> (scientific knowledge and data) these partnerships can bring into VFHK campaigns, including integrating researchers during and after legislation is passed to evaluate success.

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Science Review

Think of Science Review as a quality-control system. When the AHA's team of Science & Medicine Advisors gives a green light to a document, whether it's a factsheet, toolkit, or a presentation, they are saying the science described in it is valid and trustworthy.

Specific to the AHA, science review process is that we need to make sure any documents under review is consistent and aligns with AHA's Scientific Statements and Guidelines.

AHA recommendation for any intervention :

Class I. Evidence for and/or general agreement that the intervention is beneficial, useful, and effective. The intervention should be performed.

Class II. Conflicting evidence or divergence of opinion about usefulness /efficacy:

Class IIa. Weight of evidence/opinion favors usefulness/efficacy. It is reasonable to perform the intervention.

Class IIb. Usefulness/efficacy less well established by evidence/opinion. The intervention may be considered.

Class III. Evidence and/or general agreement that the intervention is not useful/effective and in some cases may be harmful.

AHA weight of evidence in support of the recommendation :

Evidence A. Data from multiple randomized clinical trials or, given the nature of population interventions, from well-designed quasi-experimental studies combined with supportive evidence from several other types of studies.

Evidence B. Data from single trial or multiple observational studies.

Evidence C. Consensus opinion of experts, case studies, or standard-of-care.

AHA Scientific Statement

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Circulation 2012

Evidence-Based Policy Strategies for Diet

Media and Education	• Sustained, multi-mode campaigns focused on specific foods/drinks, either alone (IIa B) or as part of larger multi-component strategies. (I B)
Labeling and Information	• Mandated nutrition facts, front-of-pack labels/icons, or menu labeling to influence *industry* behavior and product formulations. (IIa B)
Schools	• Multicomponent interventions focused on both diet and activity, including specialized curricula, trained teachers, supportive school policies, a formal PE program, serving of healthy food options, and parental/family components. (IIa A) • School garden programs (IIa A); fresh fruit & vegetable programs. (IIa A)
Workplaces	• Comprehensive worksite wellness programs for diet, activity, and tobacco. (IIa A) • Increased availability of healthier options and/or strong nutrition standards, combined with on-site prompts, labels, or icons. (IIa B)
Economic Incentives	• Subsidy strategies to lower prices of more healthful foods/drinks. (I A) • Tax strategies to increase prices of less healthful foods/drinks. (IIa B) • Long-term agricultural and related policy changes on infrastructure to facilitate production, transportation, marketing of healthier foods. (IIa B)
Bans and Mandates	• Restrictions on marketing of less healthy foods/drinks to youth on TV. (I B) near schools and public places (IIa B)†, and on packages. (IIa B) • Direct bans (e.g., sodium, trans fat) or mandates (e.g., vegetable oils). (I B)

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Evidence-Based Policy Strategies for Physical Activity

Labeling and Information	• Point-of-decision prompts to encourage use of stairs (IIa A)
Schools	• Multicomponent interventions focused on both diet and activity, including specialized curricula, trained teachers, supportive school policies, a formal PE program, serving of healthy food options, and parental/family components. (IIa A) • Increased availability and types of school playground spaces and equipment. (I B) • Regular classroom physical activity breaks during academic lessons. (IIa A) • Increased number of PE classes, revised PE curricula to increase time in at least moderate activity, and trained PE teachers at schools. (IIa A/IIb A¶)
Workplaces	• Comprehensive worksite wellness programs for diet, activity, and tobacco. (IIa A) • Structured worksite programs that encourage activity and also provide a set time for physical activity during work hours. (IIa B) • Improving stairway access and appeal (possibly with "skip-stop" elevators). (IIa B) • Adding new or updating worksite fitness centers. (IIa B)
Local Built Environment	• Improved accessibility of recreation and exercise spaces and facilities. (IIa B) • Improved land-use design, integrating home, school, work, retail, public spaces. (IIa B) • Improved sidewalk/street design to increase active commuting by children. (IIa B) • Improved traffic safety. (IIa B) • Improved neighborhood aesthetics (to increase activity in adults). (IIa B) • Improved walkability, incorporating land-use mix, street connectivity, pedestrian infrastructure, aesthetics, traffic safety, and/or crime safety. (IIa B)
Economic Incentives	• Increased gasoline taxes to increase active transport/commuting. (IIa B)

Requirements for Science Review

- Critical that references are provided for science review:
  - Any resource and references that you have used to create your document
    - Statistics
    - Graphs/Charts/Tables/Figures
    - Literatures and publications
  - Stay current: use references that are within the past 5-7 years. At most, references should not be more than 7 years.

Debbie Hornor
Senior Manager
Field Consultation

Strategic Technical Assistance Model

A customized approach that takes into consideration regional and state variance, including both internal coalition capacity and community environment.

Core services provided through this technical assistance are based on the following platforms:

- Resource Development
- Research and Data

Strategic Technical Assistance Model

Core Services (Continued)

- Polling, Message Research and Development, and Media Advocacy
- Coalition building and engagement
- Volunteer engagement
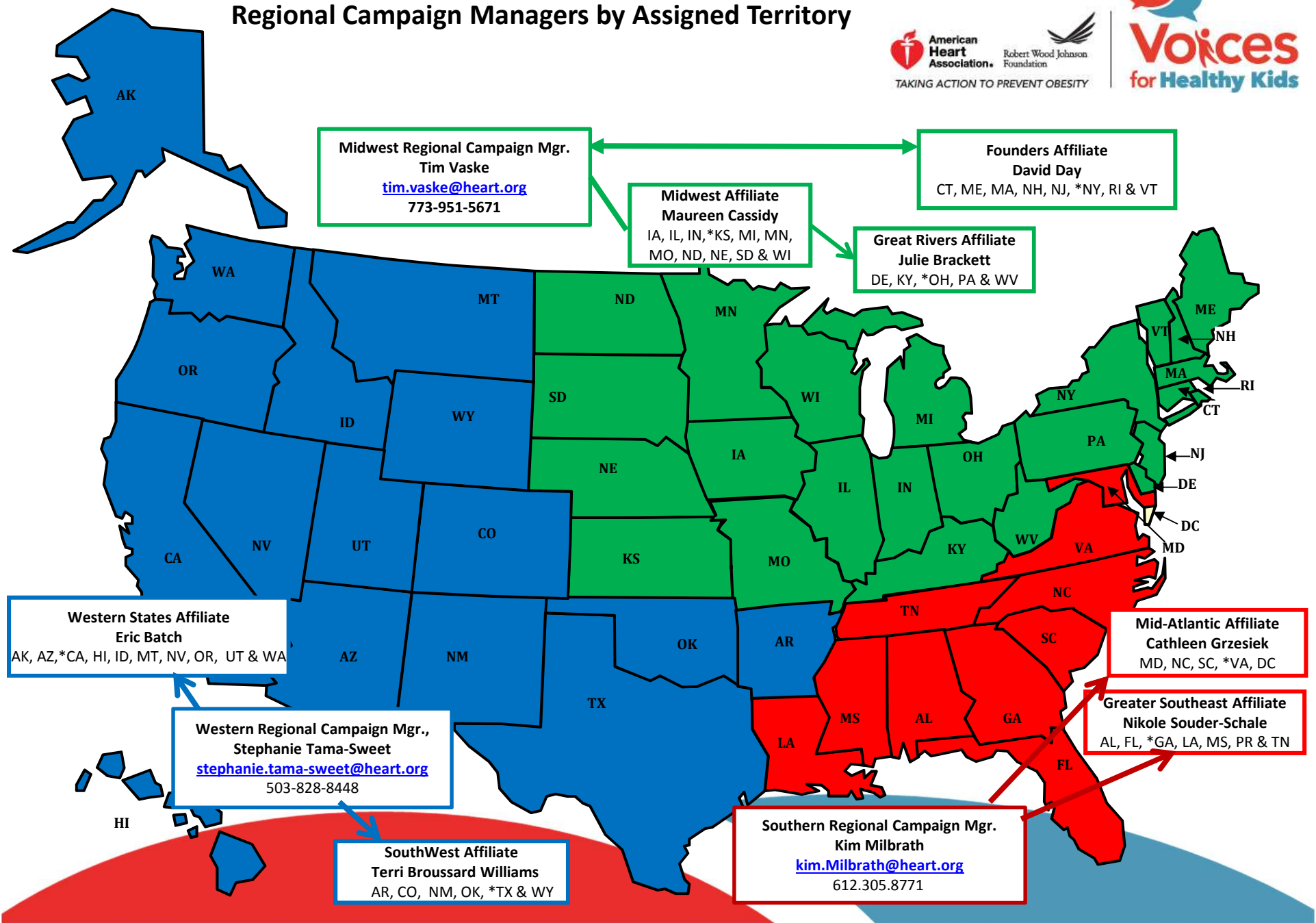- Organizing and advocacy

Customized Technical Assistance

- Personal coaching, onsite visits and technical assistance tailored to the individual grantees' needs

- Assistance in the development and refinement of strategic issue advocacy plans

- On-site workshops customized for grantee needs with topics such as timeline, coalition management, volunteer recruitment and retention, and communications

Regional Campaign Managers by Assigned Territory

American Heart Association. | Robert Wood Johnson Foundation

TAKING ACTION TO PREVENT OBESITY

Voices for Healthy Kids

AK

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Midwest Affiliate
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IA, IL, IN,*KS, MI, MN,
MO, ND, NE, SD & WI

Founders Affiliate
David Day
CT, ME, MA, NH, NJ, *NY, RI & VT

Great Rivers Affiliate
Julie Brackett
DE, KY, *OH, PA & WV

WA MT ND MN ME
VT NH
OR ID WY SD WI NY MA RI CT
IA MI PA NJ
CA NV UT CO NE IL IN OH DE DC MD
KS MO KY WV VA

Western States Affiliate
Eric Batch
AK, AZ,*CA, HI, ID, MT, NV, OR, UT & WA

AZ NM OK AR TN NC
SC

Mid-Atlantic Affiliate
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Greater Southeast Affiliate
Nikole Souder-Schale
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LA FL

HI

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M+R's PowerPrism

- **Research and Data Collection**
- **Coalition Building & Maintenance**
- **Grassroots & Key Contacts**
- **Media Advocacy**
- **Decision-maker Advocacy**
- **Fundraising & Development**

3 Key Questions

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

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

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

Research and Data Collection

- For any policy campaign, it is essential to present data that defines the problem and science that support your policy solution.

- Without data that explains the problem and justifies a solution, a proposed policy lacks credibility and is unlikely to gain the support of decision makers.

Research and Data Collection

- Strong data alone will not guarantee a campaign's success. You also need an understanding of what is happening in the decision-making "environment" in order to plan your campaign approach.

- You can get a sense of this environment through research that answers the following questions:

    – Who has the power to give you what you want?

    – What motivates these key decision makers?

    – How will you access and influence these decision makers?

    – Who will oppose your issue?

Research and Data Collection

- Conducting this research early in your campaign will help you find "pathways of influence" – or ways to connect with lawmakers on your issue through common interests or contacts.

- You may find that your organization already has internal resources to help you reach key decision makers – and doing research early on will help you plan WHO and HOW to contact most effectively.

Research and Data Collection

Group Breakout Activity
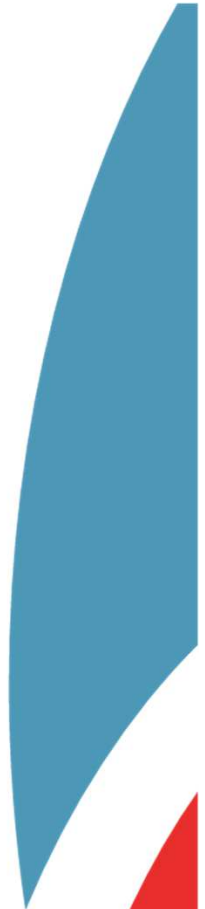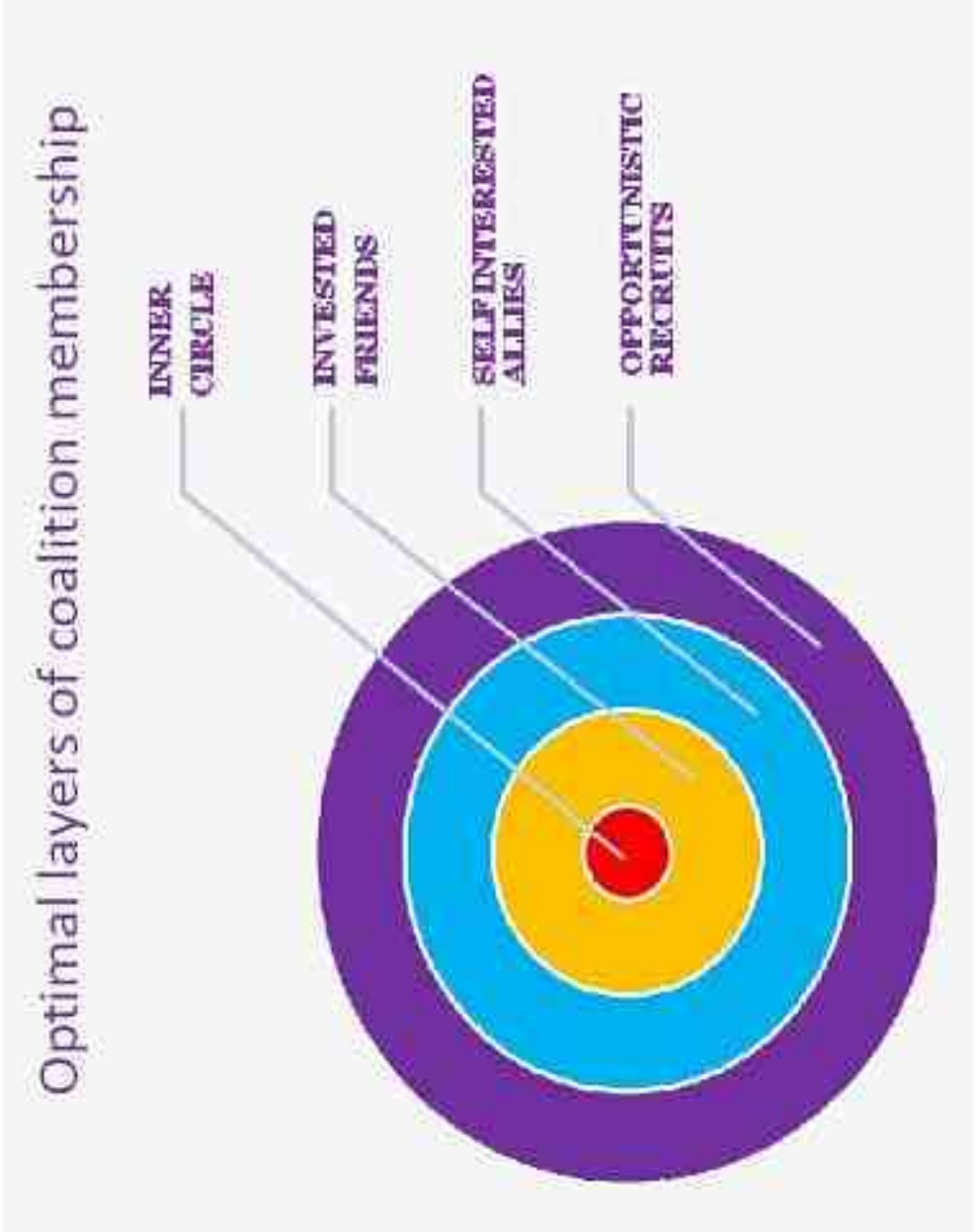
Coalition Building & Maintenance

- The most successful advocacy campaigns appeal to a broad base of organizations and individuals. Broad appeal will gather more support for your campaign AND give lawmakers that rare (and desirable) chance to make *many* groups happy by passing *one* piece of legislation.

- Building a coalition makes it possible for a group of "like-minded" organizations to select policy priorities and campaign together for one policy at a time, ensuring a higher likelihood of campaign success.

Coalition Building & Maintenance

- Effective coalitions focus on specific *campaigns*, rather than a general cause. Advocacy campaigns keep coalition members engaged because they work toward policy goals that are important to each individual member but can only be achieved as a group.

- Coalition *building* is a relatively easy step; coalition *maintenance* is often more challenging but equally valuable. It is important for all members, regardless of organization size or resources, to feel like they played a part in the success of a campaign.

Optimal layers of coalition membership

INNER CIRCLE

INVESTED FRIENDS

SELF-INTERESTED ALLIES

OPPORTUNISTIC RECRUITS

Grassroots & Key Contacts

- Grassroots advocates are those who have a connection to elected officials because they are constituents. Hearing from constituents is important to lawmakers; just a handful of letters or phone calls from grassroots advocates can make legislators take notice and act on an issue.

- Web-based "point-and-click" action networks should be viewed as a great way to introduce people to grassroots advocacy, but your organization can also use online networks to help identify grassroots advocates who are willing to take *offline* action through phone calls, letter writing and visits to decision-makers.

Grassroots & Key Contacts

- Understanding why grassroots advocates are connected to your organization or issue will help you engage them.

- Ask grassroots early on *why* they are personally invested in your issue – what they share can become a way to transform them to leaders that you rely on to build relationships with decision-makers, convey your message to media, and share their personal stories in support of your issue.

Grassroots & Key Contacts

- *Grasstops* (or key contacts) are those who by virtue of their special expertise, position, or personal relationship are more likely to get direct information from a decision-maker.

- Grasstops can be cultivated through research into a lawmaker's interests and affiliations and forming relationships with leaders in those organizations.

- Grasstops can also be discovered by asking your grassroots advocates about relationships they have with decision-makers or those connected to decision-makers.

Media Advocacy

- As part of an advocacy campaign, it is important to use media that key decision-makers pay attention to in order to influence them to support your issue.

- This means framing your issue in a way that makes it newsworthy or relevant, showing how your issue affects real people, or showcasing momentum or support for your issue.

- To be effective, this must be done in the media outlet that is most important to your key decision-makers.

Media Advocacy

- While social media tools are gaining momentum in advocacy work, it is important to be strategic around their use. A social media presence is time-consuming to manage well, and if decision-makers are not using the same social media or paying attention to it, it isn't worth it.

- Ask yourself: "Is social media the right tool for this issue at this time?" Use of social media should be evaluated along with other forms of media when determining what key decision-makers watch, listen to, or read.

Media Advocacy

27-9-3 Group Breakout Activity

Decision-Maker Advocacy

- To determine how to best approach decision-makers, it is important to conduct "pathways of influence" research.

- Knowing answers to questions like "Who are their donors? What is their personal connection to our issue? What are their pet issues? What are their personal ambitions?" will help you better understand key lawmakers, find common connections, or discover ways they will benefit when you achieve your policy goal.

Decision-Maker Advocacy

Decision-maker advocacy includes the traditional definition of lobbying, but can also include influencing decision-makers through:

- Lawmaker peers (sign-on letters, legislative caucuses, multiple sponsors for legislation)
- Municipal leaders (sign-on letters to state officials in support of issue)
- Organizational endorsements
- Their own political parties

Fundraising & Development

- Advocacy work requires resources, and you'll need to create a projected budget for campaign work, including infrastructure, staffing, collateral materials, research, lobbyists, and media.

- Determine what each member organization can contribute to the campaign budget. While some coalition members may not be able to contribute cash, they may have in-kind resources such as staff time and materials that can fill a budgetary need.

- Once you have a campaign budget, you can create a fundraising plan to cover your unmet needs. Advocacy campaigns can be an effective "selling point" for donors who want to support policy work.

Fundraising & Development

- Organizations should also consider their existing donors and corporate sponsors as potential advocacy resources. Donors believe in an organization's mission and may have resources they can lend to the cause.

- Recent research has shown that the more ways an organization involves its donors and volunteers in its work, the more likely that those individuals will stay committed to the organization for the long-term.