

COALITION

It's our middle name

Minnesota
Coalition *for the*
Homeless

Leading Effective Advocacy in Challenging Times



Investing in Affordable Housing



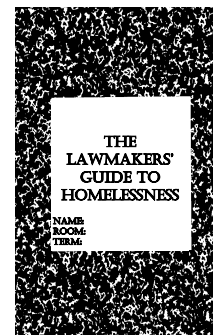
If you take away my parents' assistance,
may I live with you when we become homeless?



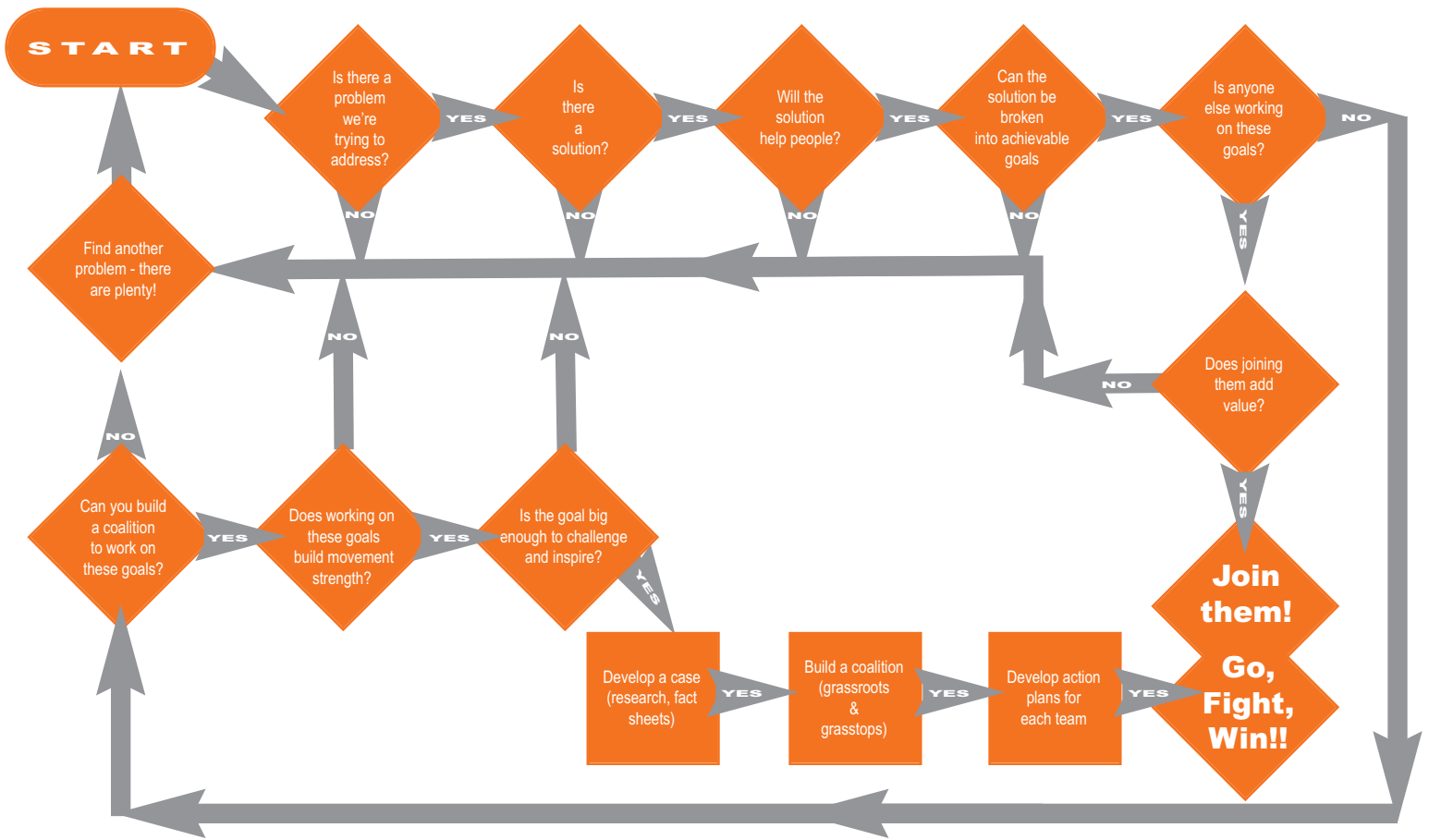
Creating Economic Opportunity

Save
GAMC

Expanding Health Care



Setting Bold Goals



Building Effective Teams

POLICY TEAM	FIELD TEAM	COMMUNICATIONS TEAM
<ul style="list-style-type: none"> ▶ Lead "inside the Capitol" strategy ▶ Develop materials for legislators ▶ Lobby ▶ Coordinate testimony for hearings ▶ Identify best messengers for key legislators ▶ Identify primary targets ▶ Assess impact of strategy on targets 	<ul style="list-style-type: none"> ▶ Lead "outside the Capitol" strategy ▶ Develop materials for congregants, students, community members ▶ Identify secondary targets to deliver messages to key legislators ▶ Create fun materials/events to keep issue elevated ▶ Turn-out for committee hearings ▶ Generate phone calls / emails to legislators ▶ Find likely and unlikely allies ▶ Assess involvement and impact 	<ul style="list-style-type: none"> ▶ Lead on framing the issue ▶ Develop general campaign materials ▶ Generate Op-Eds / Letters to the Editor ▶ Conduct editorial board visits ▶ Build relationships with reporters ▶ Coordinate social media strategy ▶ Assist with framing testimony ▶ Assess frequency and tone of media coverage
SMALL COORDINATING TEAM		
<ul style="list-style-type: none"> ▶ Lead on aligning Policy, Field, and Communications Teams ▶ Ensure campaign relationships are built on trust/respect, shared world view, mutual self-interest 	<ul style="list-style-type: none"> ▶ Maintain arc of the campaign ▶ Celebrate benchmarks ▶ Consider external factors ▶ Identify potential partners 	<ul style="list-style-type: none"> ▶ Assess message box as targets/opponents, change (what we say about us/them, what they say about us/them) ▶ Assess whether campaign strategies are building long-term strength

Framing for Target Audience

- ▶ Consider how the audience hears the issue
- ▶ Be aware of, and discard, frames that half the population rejects
- ▶ Offer strategic, practical solutions to identified problems
- ▶ Inspire forward-thinking action, rather than backward-thinking blame

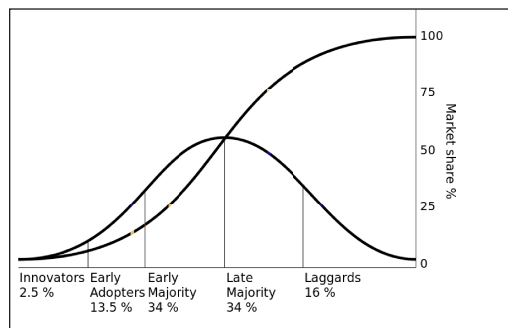
PHRASES TO USE

- ◆ Economic Opportunity
- ◆ Self-Sufficiency
- ◆ Housing Stability
- ◆ Invest in Proven Programs
- ◆ Turns to Assistance

PHRASES TO AVOID

- ◆ Social Justice
- ◆ Against Poverty
- ◆ End Homelessness
- ◆ Tax the Rich
- ◆ Dependent on Welfare

DIFFUSION OF INNOVATIONS



In 1962 Everett Rogers popularized the theory of Diffusion of Innovation. The theory suggests that for an idea to take hold in society, it must move past reaching the innovators and early adopters to an early and late majority. To build organizational and movement strength, the Communications Team frames issues in a way that build momentum *for a solution* rather than *against a problem*.

Evaluating (...and Re-Calibrating)

To ensure a campaign is moving forward and building momentum, MCH routinely considers both short- and long-term indicators; both capacity and impact:

✓ Growing the base

- ▶ Membership engagement;
- ▶ Rate of increase of social media followers/interactions;
- ▶ Growth of email and phone lists;
- ▶ Growth of campaign supporters;
- ▶ Attendance at hearings, lobby day, events;

✓ Shifting public opinion

- ▶ Number and content of media hits;
- ▶ Number and types of “unlikely allies” joining the work;
- ▶ Involvement of academia foundations, neighborhood groups, low-income people, labor, allied organizations, think tanks, public sector private sector etc;

✓ Changing public policy

- ▶ Numbers of supportive decision-makers becoming champions;
- ▶ Numbers of neutral or opposed decision-makers becoming supporters;
- ▶ Capacity to effectively make change through the judicial, administrative, and legislative branches of government;
- ▶ Impact of bills, rulings, and policies on people’s lives;

PROGRESS REPORT

✓ Growing the base

✓ Shifting public opinion

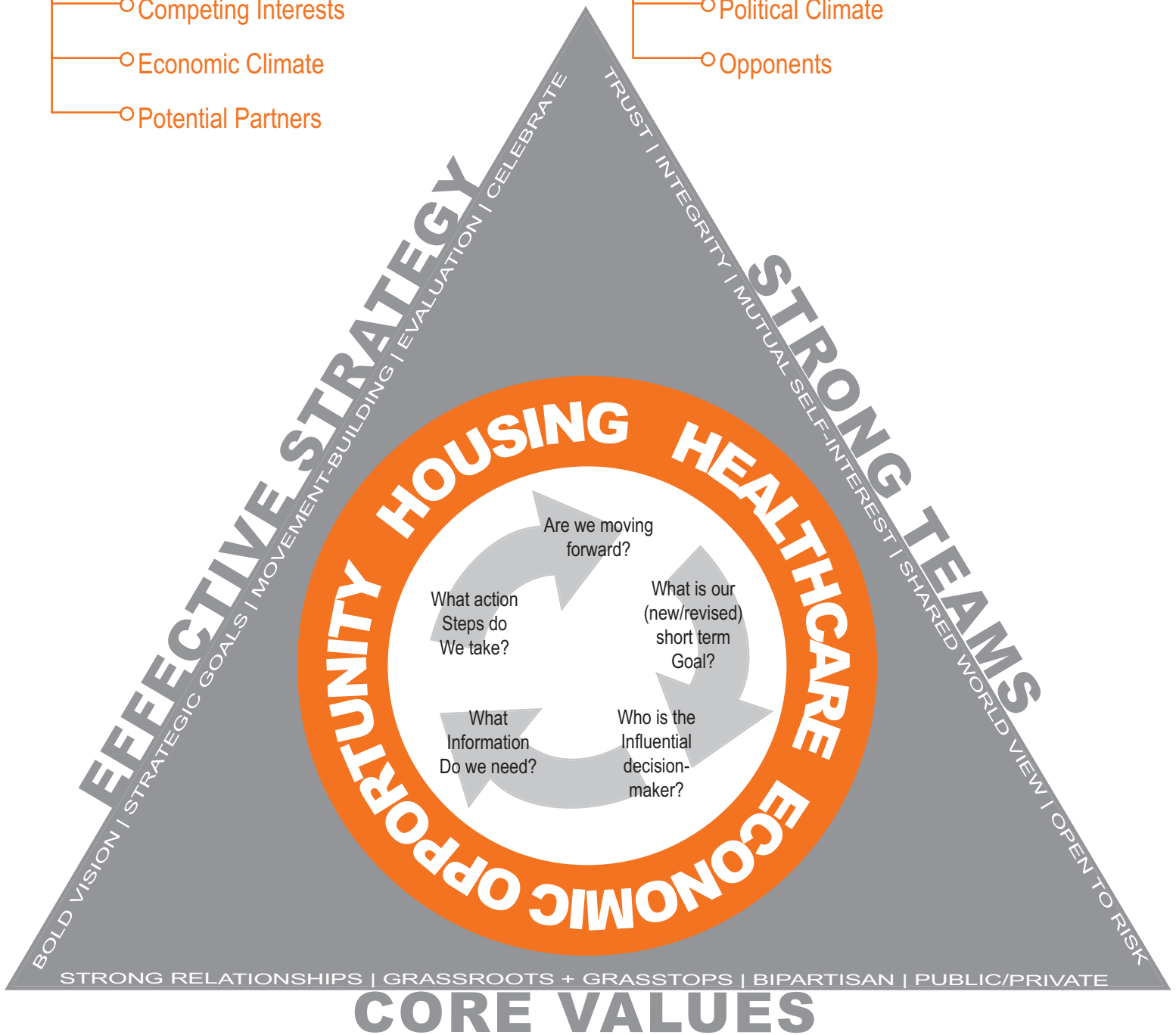
✓ Changing public policy

Resources for advocacy evaluation: *Advocacy Progress Planner* (Julia Coffman, Center for Evaluation Innovation); *Advocacy Capacity Tool* (Sue Hoeschstetter, Alliance for Justice); *The Challenge of Assessing Policy* and *Advocacy Activities*; *Strategies for a Prospective Evaluation and Approach* (K. Guthrie, The California Endowment)

Shaping Advocacy Strategies

External Factors

- Competing Interests
- Economic Climate
- Potential Partners
- Political Climate
- Opponents



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Resources: Avner, Marcia. (2002) *The Lobbying and Advocacy Handbook for Nonprofit Organizations*. Wilder Foundation.; Bobo, K, Kendall, J., & Max. S. (2001) *Organizing for Social Change*. Midwest Academy. Seven Locks Press.; Grassroots Solutions & Headwaters Foundation for Justice (2012) *Topographical Policy Assessment; The Economic Opportunity Policy Landscape in Minnesota*. Northwest Area Foundation; Ford Foundation