

YOUNG PARENTS' ADVOCACY TOOLKIT



Rights.
Respect.
Responsibility.

INTRODUCTION

“Every great dream begins with a dreamer. Always remember, you have within you the strength, the patience, and the passion to reach for the stars to change the world.”

- Harriet Tubman

Young people are leading the movement for change. They are marching in the streets for racial, gender, economic, and disability justice. They’re walking out of classrooms for climate change. Showing up in airports for immigrants’ rights. They’re standing up for people killed by guns. They are ending stigma around abortion while also fighting for their right to parent. They are rewriting the script that tells us how to think, behave, and treat one another.

Many are doing this while raising children of their own.

This guide is designed for you, the young parent who wants to organize in your community for change. It contains tips and tools gathered from other young parents across the U.S. who are working on issues that matter to them. Many were fighting for improvements to policies and practices that interfere with their ability to be the parents they want to be for their children, to get a quality and affordable education, earn a fair wage, and create a more just and equitable world for themselves and their children. We have included some of their stories in this toolkit. We hope they will inspire you.

The goal of the Young Parents’ Advocacy Toolkit is to help you in your efforts to advocate for change. The pages ahead will walk you through some basic steps to naming the change you want to make, determining your demand, creating an advocacy plan, building support or collective power for your cause, and ultimately using that power to create meaningful, lasting change. It also addresses some other important topics such as practicing self-care, resolving group conflict, and advocating for young people’s rights while serving as a youth member of a community coalition.

There are many ways to create change and this guide does not cover them all. As a young parent and a youth activist, we hope you invent new ways to organize. Please share your tips and tools online with us and other youth organizers by using the **#YoungParentsAdvocacyToolkit** tag so we can continue building this resource.

The work you are doing is important. It is our hope that this guide will inspire you to feel your power and use it to create a better world for you and your family.

Sincerely,

Rebecca Thimmesch, *Youth Organizing Program Coordinator, Advocates for Youth*
Gloria Malone, *Co-Founder of #NoTeenShame*

Adapted in 2020 from the Youth Activist Toolkit, Written by Renée Gasch, Julia Reticker-Flynn, Advocates for Youth, 2018

Diane Macias, Sophie Wodznak, Ciara Mejia, HK Gray, Brittney Roundtree, Esmerelda Chavez, Dana Ochoa, Latiece Conway, Sofia Garcia, Shavon Blue, Edith Juarez, Serenity Harris, Kaylee Solares, contributing writers and advisors.

TABLE OF CONTENTS

PART 1: GETTING STARTED	1
1.1 What is Organizing?	2
1.2 Identifying the Change You Want	3
1.3 Root Cause Tree Tool	5
1.4 Determining Your Demands	7
PART 2: CREATING A STRATEGY	9
2.1 What is a Strategy?	10
2.2 Power Analysis	13
2.3 Power Map Tool	16
2.4 Narrative Analysis	18
PART 3: CRAFTING YOUR MESSAGE	18
3.1 What is Messaging?	20
3.2 Storytelling	22
3.3 Art + Activism	24
3.4 Using Social Media	26
PART 4: BUILDING COLLECTIVE POWER	29
4.1 What is Collective Power?	30
4.2 Recruiting Supporters	32
4.3 Developing Leaders	34
4.4 Ladder Engagement Tool	35
PART 5: USING YOUR POWER	37
5.1 What is a Tactic?	38
5.2 Principle of Escalation	40
5.3 Popular Tactics	42
5.4 Non-Violent Intervention	47
PART 6: SUSTAINING A MOVEMENT	51
6.1 What is Self-Care?	52
6.2 Dealing with Group Conflict	54
6.3 Principle of Progress	56
6.4 Winning	57
PART 7: RESOURCES	59
7.1 Tools	59
7.2 Organizations	60

PART 1: GETTING STARTED

“Power concedes nothing **without a demand. It never did and never will.”**

- Frederic Douglass

For decades, government agencies, nonprofits, and private foundations have committed funds and effort in order to reduce teenage pregnancy in the United States. However, society’s framing of teen pregnancy being a “problem that must be solved” has led to widespread stigma of young people who do become pregnant and parent children. As a result young parents face serious challenges to education, stability, and achieving their life goals--problems caused not by parenting itself but by the failure of policies, systems and attitudes in our country to support young families. Further, when it comes to solutions, young parents are often excluded from the decision-making table, both by structural and cultural forces, ranging from lack of childcare to the pervasive stigmas associated with young parenthood. Despite these barriers, young parents across the nation are advocates, organizers, and activists.

In order to foster true, transformational change, we have to give young parents access to the tools and support they need to lead.

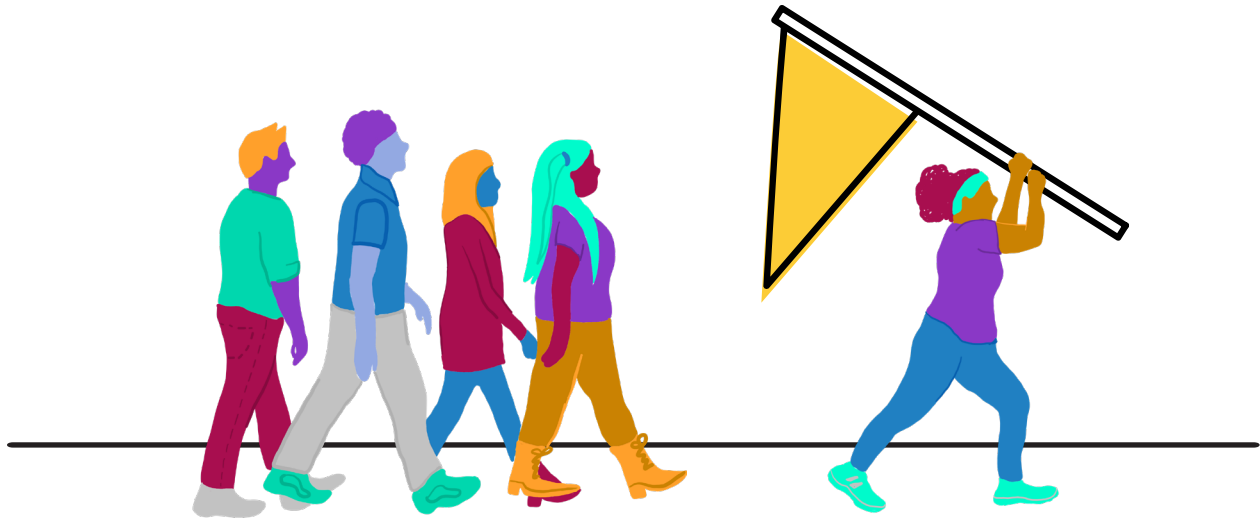
We spoke with young parents across the country about their organizing efforts, whether they were working closely with a willing partner in the field, or agitating against powerful opponents. With their help, Advocates for Youth has adapted our Youth Activist Toolkit to address the specific needs of young parents. This Young Parents’ Advocacy Toolkit is designed to give you the tools and support necessary to organize within your community, whether at school, on the job, at your state legislature, within a community coalition, or anywhere you seek to make change.

We believe that young parents are the foremost experts of their own lives and, as we work towards a world in which all young people can thrive, your leadership is crucial. We hope this toolkit will assist you and other young parents as you organize in your communities for change.

WHAT YOU DESERVE

When we are forced to think solely about our survival each day, it can be difficult to imagine a world in which we are able to thrive. Advocates for Youth believes that all young parents deserve safe and supportive communities that enable them to plan their futures. Young parents deserve quality and compassionate medical, prenatal, postpartum and lactation care; respect in their schools and workplaces; a liveable wage; support; and freedom from racism, ageism and other systems of stigma and oppression.

1.1 WHAT IS ORGANIZING?



Organizing is the process of building power as a group and using this power to create positive change in people’s lives.

Organizing, sometimes referred to as community organizing is a long-term approach where the people affected by a concern identify the problems or barriers they face and take collective action to achieve solutions. Organizing has everything to do with power and shifting relationships of power.

Power is the ability to control our circumstances and make things happen outside of ourselves. People can exercise power by making decisions for themselves and influencing others in their circles. Not everyone has equal access to the positions of power where decisions are made, however. Throughout history, entire groups of people have been left out—or marginalized—from those circles and spaces where meaningful decisions are made. Over time, these decisions are reinforced by the systems built up around them, making them part of our reality long after individual decision makers have departed.

Activists can challenge the power imbalances in our society through organizing. Organizing can be seen as the process of building power as a group and using this power to create positive change in people’s lives. As an individual, it is difficult to accumulate the amount of influence needed to change the systems of power that govern people’s lives. As a group, however, we can multiply our own influence with the influence of others to shift power relations and create change.

Sometimes we think that if our cause is right, we will be able to win easily without building power. We might think that if decision makers just understood the problem then they would act. Unfortunately, in most cases, even if we are right, and those in power know about the issue, they still don’t act. This is because they are being pressured by others not to act. These pressures might come from donors who want school funds to be allocated to sports programs instead of a student health center, or parents who believe the introduction of a daycare center in a high school “sends the wrong message.”

Most campaigns will require you to be more than right. You will find that you must build power in order to put pressure on those who can make decisions. Organizing is about figuring out what resources you need in order to win change. This could mean you need the votes of members of your student council; chatter on social media; the allegiance of a person with power; or it could mean building crowd support to disrupt business as usual with direct action (such as a protest). Your role as an activist is to figure out what you want to change and how to make it happen.

So where do we begin? You begin with a small group of like-minded individuals. Seems easy, but many young parents we spoke with expressed that, at first, they didn't know where to start when it came to community organizing. It can be hard to find other young parents to join you in your fight for change, but it is not impossible. If you are experiencing a barrier or frustration, most likely there are other young parents that feel the same. Some places young parents told us they found other young parents to join their cause include:

- Bathrooms, lactation rooms, or other places young parents breastfeed or change diapers in your school or workplace.
- Daycare programs, Mommy and Me playgroups, or local groups led by WIC or other government-run programs.
- Religious groups or community centers.
- Events and conferences
- Pickups at your child's school.
- Through social media outreach where young parents congregate online.

You only need a few young parents with a common frustration to begin your efforts. These young people will become your core group and they will help you begin to identify the changes you want to make in your community.

WE'RE ALL IN THIS TOGETHER: ORGANIZING WITHIN A COMMUNITY COALITION

Many young parents we spoke with were introduced to organizing when asked to join a community coalition. Sometimes they were the only young person and most often the only young parent in the group. Other coalition members most often represented social service agencies, community-based organizations, schools and other institutions working with young people. The coalition may have formed to address the needs of young people or even young parents in the community, offer advice to government agencies or schools, or create new youth parenting programming. As a young parent in the coalition, you may find that you are asked to represent all young parents in your community, or perhaps you were asked to join to give the appearance of youth engagement.

Tokeism is the practice of making only a perfunctory or symbolic effort to do a particular thing such as recruiting a small number of people from an underrepresented group in order to give the appearance of equality within a group, coalition or workforce.

If you are the only young parent in the coalition you may need to advocate for some changes in coalition dynamics to have your voice heard. Sometimes adult allies fall victim to ageism and bias. At first, they may not see you as an equal partner in the coalition. Perhaps they consciously or unconsciously privilege older members of the coalition. There may be other factors at work as well--stigma associated with being a young mom, racism, classism, or other systems of oppression. To work effectively in the coalition you may need to advocate for yourself first.

If you find yourself in this situation read on. We have included special sections in this toolkit entitled, *We're All in This Together* to help you find your power within community coalitions.

ACTIVIST STORY

**GLORIA MALONE, #NoTeenShame**

At 15, I was a good student and determined to apply to college. But after I had my daughter, my high school guidance counselor refused to see me and help me with my applications. She never expected me to graduate. Most people, even within my family, assumed I wouldn't amount to anything and would be dependent on government assistance for the rest of my life.

But I wanted to be someone my daughter could be proud of. So every day, I woke up before the sun, drove my daughter's father to work, my daughter to daycare, and still managed to be in class at 7:50 a.m. before the bell rang. I also worked 35 hours a week at a cellphone store... I was always tired, but more than anything I was determined.

Excerpted from NYTimes, March 15, 2013 Gloria Malone

Resolute in her determination to succeed, Gloria also wanted to introduce a new conversation to the tired and stereotyped “teen mom” narrative. She began writing a public blog, TeenMomNYC.com to share stories of other young mothers from around the country, provide resources for young parents, and publish personal essays about her own life. It was through this blog that Gloria found young people like herself--other young parents who felt the sting of the “teen mom” stereotype. This was the beginning of a virtual community that would come together to organize for change.

Early in 2013, the New York Human Resources Association launched a series of ads aimed at the prevention of teen pregnancy that shamed teen moms. “I’m twice as likely not to graduate high school because you had me as a teen,” read one ad featuring a crying baby. “Honestly Mom...chances are he won’t stay with you. What happens to me?” were the words of another in which a young toddler was featured. Only a few months later, Candie’s corporation issued another teen pregnancy prevention campaign that included similar messages stigmatizing young parents. In response to the ad campaigns, Gloria and six other

young mothers from across the country formed #NoTeenShame, “a movement illuminating the need for shame-free LGBTQ-inclusive comprehensive sexuality education & equitable access to resources and support for young families.”

Gloria and her campaign co-coordinators wanted the stigmatizing to stop. They understood that providing young people empowering messages about preventing unplanned pregnancy should not come at the expense of stigmatizing young parents. Young parents deserved support and respect. Gloria and her group developed a demand for the sexual health field: rename “Teen Pregnancy Prevention Month” and adopt policies and programs that supported all young people, including those who chose to parent. They mounted a campaign that included social media, on-line petitions, op-eds written by the young moms, media interviews and speaking engagements, all to drive home the negative impact of these campaigns on young families and to reframe teen pregnancy--not as a negative outcome of sex, but simply as an outcome that can be avoided, chosen, or terminated. Thousands responded, joining #NoTeenShame’s efforts.

Gloria began writing for media outlets and speaking at national conferences. And she got paid for doing so. She made a name for herself and increased her wages for her family. The group also got some wins along the way. The field stopped using the term “teen parent” and instead embraced “young parent”, a term young parents felt carried less stigma. A large national organization stopped creating reports calculating the “cost of teen parenting” as a tactic to advocate for more funding for teen pregnancy prevention. Then, in early 2019, several leading national organizations, including SIECUS: Sex Ed for Social Change, Advocates for Youth, Answer, Healthy Teen Network, Power to Decide, and Planned Parenthood, finally heeded the call from NoTeenShame and rebranded Teen Pregnancy Prevention Month as Sex Ed for All Month. This change acknowledged that sex education is so much more than just preventing pregnancy among heterosexual adolescents, re-centering the fact that sex education’s primary role is to promote healthy sexual development and skills for navigating healthy relationships throughout people’s lives. This new observance is an acknowledgement that any sexual health program that neglects to recognize and address the lived experiences of its students—or worse, actively shames them—is failing.

Never in a million years would I have thought that being publicly outspoken about something that was harming young parents would afford me the opportunities to get paid for my words. My word of advice to young parents who are interested in opportunities in social justice work is to look at how all of your skills are transferable and do not be afraid to ask to be compensated for your work and expertise.

Learn more about [#NoTeenshame](#).

1.2 WHY DO YOUNG PARENTS ORGANIZE?



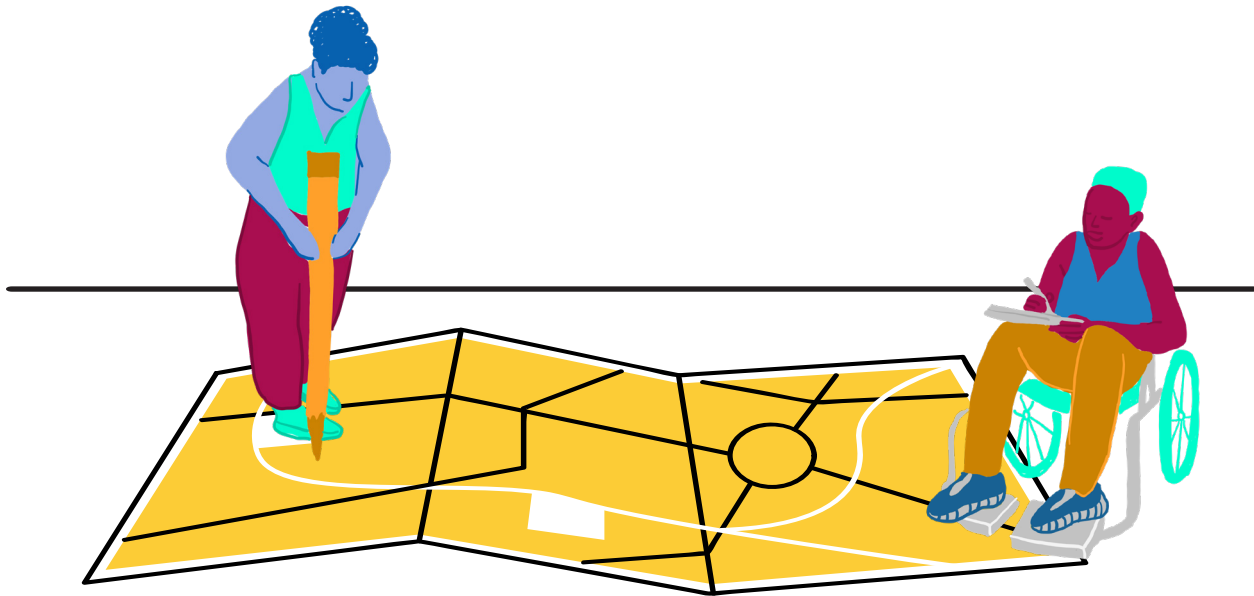
Young parents are whole people leading whole lives. Whether they were already organizing before parenthood or are stepping into an activist role for the first time, pregnancy and parenting is a lens through which many young parents experience facets of their race, gender sexuality, disability, immigration status, and more.

The young parents who helped create this toolkit told us that parenthood, while exhausting, only made them want to get more involved in advocacy and organizing. Young Black parents are redoubling their efforts towards liberation

because not only are they experiencing racial violence and discrimination as young Black people, but they are also envisioning a better world for the Black children they're raising. Young queer parents are reimagining what families and supportive communities can look like. Young parents with disabilities are daring to find joy and love in parenthood in a world that sends them the message not to reproduce.

Young parents, often at the intersections of multiple identities, are working towards a better, safer, more restful and equitable world for themselves and for their children.

1.3 IDENTIFYING THE CHANGE YOU WANT



A vision is a clear idea of the world you want to create.

A first step in identifying the change you want is to develop a shared vision with your core group about the world you want to create. Your vision should be based on a set of core values that define your group and what you are fighting for.

For example, Advocates for Youth envisions a society that views sexuality as normal and healthy and treats young people with respect. Reinforcing this vision are three core values: rights, respect, and responsibility. Perhaps your vision is that all parents should have access to child care at work, or that young parents need flexibility in their school schedule in order to excel both at parenting and in school.

Don't be afraid to be ambitious when it comes to the change you envision for the world. When it comes to planning your campaign, however, your group will want to focus on only a few aspects at a time in order to keep your message clear and actions targeted.

Here are some questions to help your group think about what to tackle first:

1. What problems are you most angry about?

Feeling an injustice deeply—often through anger—is a powerful motivator. It can keep you going through the ups and downs of organizing. Often young activists themselves have experienced an injustice, and organizing with others is part of their healing process.

2. Do other people share your anger and frustration?

Your goal in building power is to recruit supporters to your campaign, so you want to focus on a problem that causes widespread anger and frustration or that others can easily identify as an injustice. The more people that

are directly affected by the problem or that share your concern, the more people you will be able to motivate to take action.

3. Can you think of a concrete, feasible solution for this problem?

The ability to clearly name your solution and convince people that it is feasible will help you greatly in recruiting supporters to your campaign. For example, sometimes students say that they are really angry about patriarchy, but a clear winnable solution to patriarchy is hard to name. Instead, if we identify housing insecurity for young families in school as a problem, then we can identify solutions such as demanding improvements to campus housing policy, or working towards a housing collective near school that includes childcare and other supports.

4. Will this solution have a lasting impact on people's lives? Does it create structural or cultural change?

You want people to benefit from the change you create long after your campaign ends. That requires addressing change on structural and cultural levels. Structural change involves altering the policies and procedures that help to keep the problem in place. Cultural change happens when there is a shift in popular opinion about the problem.

Structural and cultural change are linked--when public opinion shifts, people tend to reshape policies in response. When policies shift, culture often shifts with it. For example, LGBTQ activists worked for years to get more portrayals of gay couples in mainstream film and television as a way to promote greater acceptance of gay marriage (cultural change). They also worked to pass marriage equality laws state by state (structural change). By the time the U.S. Supreme Court ruled marriage equality legal in 2015, the majority of Americans already agreed that "love is love" and supported the decision, helping to strengthen the law against the minority who oppose it.

Young parents and their allies worked to destigmatize young parenthood by organizing a campaign against the negative portrayals of young parents within teen pregnancy prevention programming. The campaign was successful at calling attention to the negative impact these programs had on young parents and their families and instead demanded young parents be treated with dignity and offered the support they need to have healthy, happy lives. In response, organizations working on teen pregnancy prevention shifted their efforts. Organizations that had calculated the "cost of teen pregnancy" to lobby for greater funding for teen pregnancy prevention program stopped using this strategy and changed Teen Pregnancy Prevention Month (May) to Sex Ed For All Month instead.

ADVOCATES FOR YOUTH'S VISION FOR YOUNG FAMILIES

Advocates for Youth visions a world where all young people, including young parents have bodily autonomy and are afforded the resources and opportunities to lead healthy and fulfilling lives. In such a world, young parents would be respected and supported. They would have all of the resources and opportunities they need to raise healthy children and to thrive.

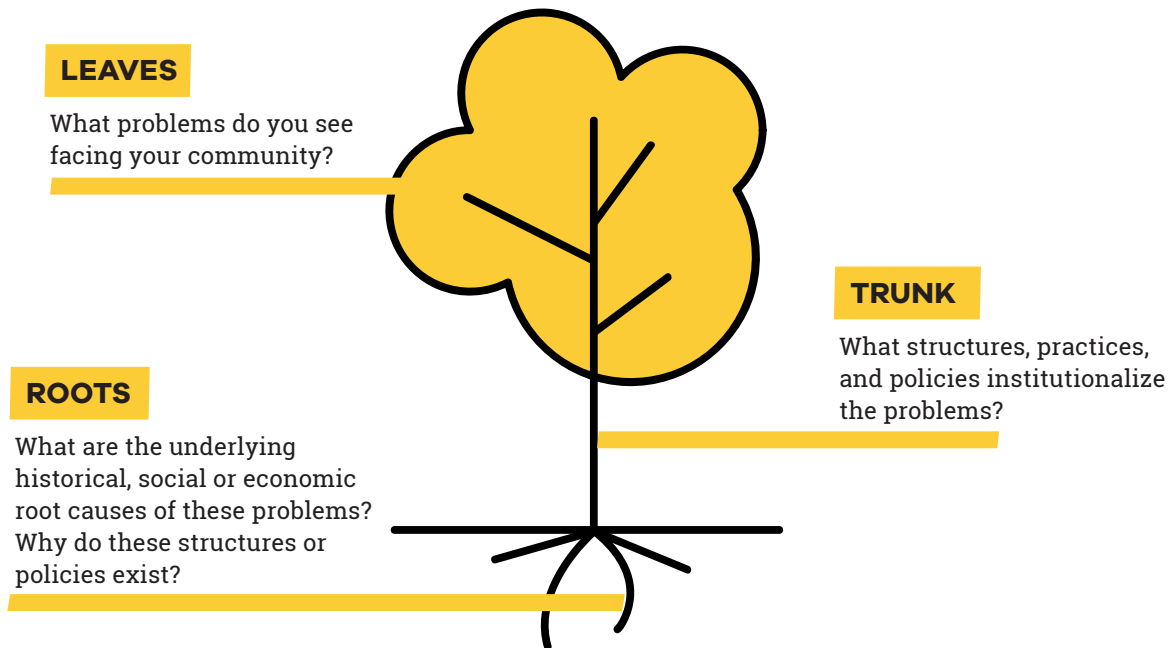
The core values of **Rights. Respect. Responsibility**® animate Advocates' vision:

Young parents have the **RIGHT** to honest, inclusive and affirming sex education; confidential, affordable and nonjudgmental healthcare; and the economic, political and social power to exercise bodily autonomy and agency.

Young parents are due **RESPECT**. They are leading the fight to create a better world for themselves and their children. Authentically partnering with young parents means centering them in the design, implementation and evaluation of institutions, systems, policies and programs that affect their health and well-being.

Society has the **RESPONSIBILITY** to redress systems of oppression, including those faced by young parents, such as systemic racism, homophobia, ageism, misogyny, transphobia and xenophobia. Educators, employers, healthcare providers, and policy makers have the responsibility to work together with young families to tackle pervasive biases against young parents and instead to create inclusive, supportive environments in which young families can thrive.

1.3 ROOT CAUSE TREE TOOL



The Root Cause Tree is a tool your group can use to better understand a problem and its underlying causes. If you want to create lasting change, it is important that you address more than the symptoms (leaves) of the problem. You will want to look at the factors that hold your problem up (trunk) and connect it to deep histories of injustice (roots).

Complete the tree by filling out the different levels of the problem:

Leaves.

The concerns you hear from people affected by the problem. These are the visible and tangible parts of the problem that negatively impact people's lives and prevent them from being able to control their own circumstances. For example, lack of lactation rooms on a college campus is forcing young parents to pump breast milk in bathroom stalls, sparking feelings of isolation and marginalization of students with children.

Trunk.

The structural and cultural factors that create an environment that supports the problem. Think about the

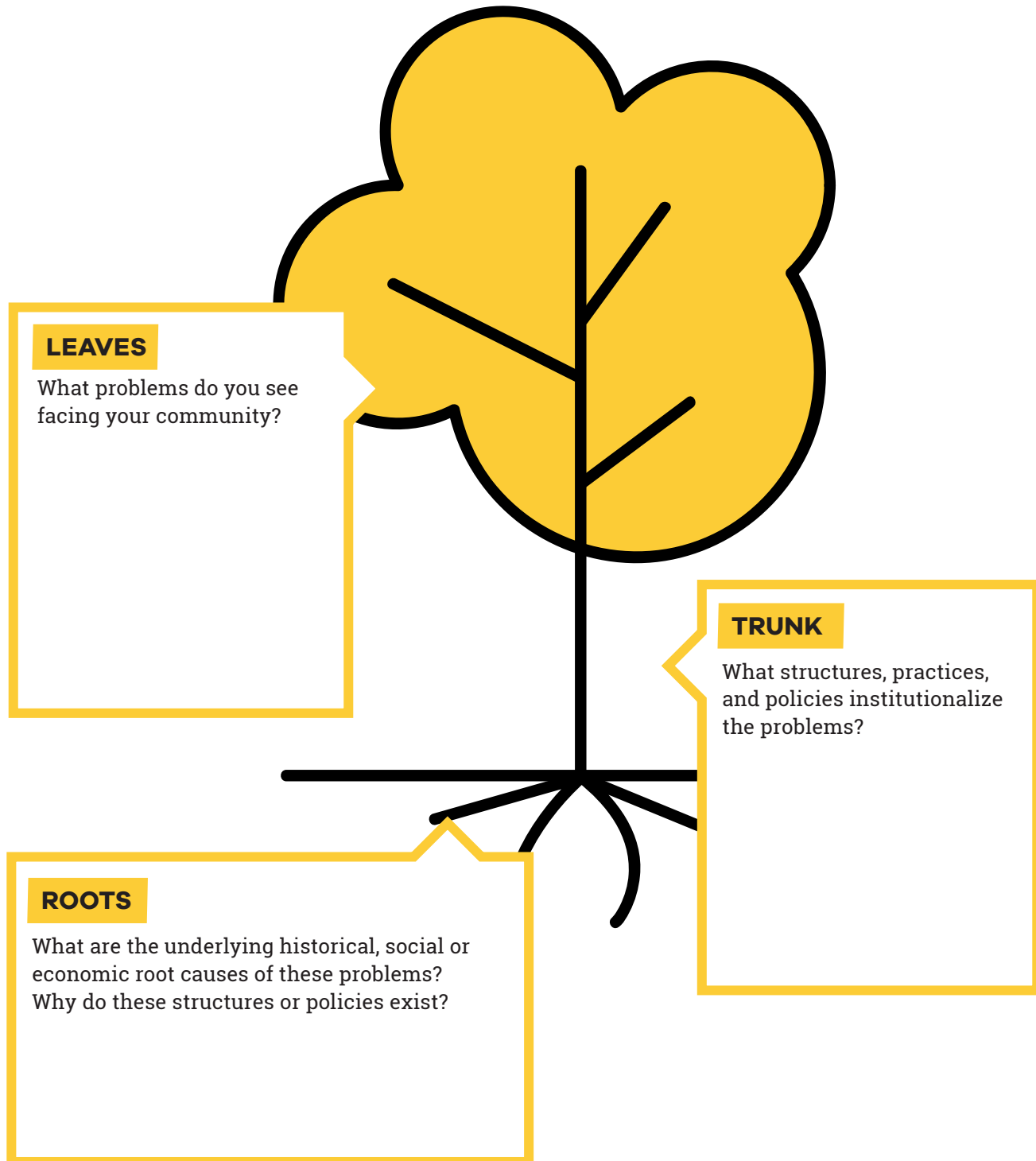
policies or practices that keep your problem in place, or how people perceive the problem. For example, your campus does not have adequate lactation facilities available. Perhaps some factors that keep the problem in place include widespread stigma on campus towards young parenthood and/or limited empathy from the administration regarding the needs of young parent-students.

Roots.

The historical, social, and economic factors from which the problem grew. Some examples of root causes are sexism, racism, classism, homophobia, ableism, or ageism.

Your organizing efforts should be focused on challenging the structural and cultural factors listed under the trunk. If you only address the leaves, you will create band-aid solutions, and it is difficult to address the roots because they have been firmly entrenched over the course of generations. Cutting off a problem at the trunk is your best opportunity to create meaningful, lasting change.

ROOT CAUSE TREE TOOL



*This original Blueprint for Social Justice, from which the 'Root Cause/Problem Tree' is modeled, was developed by the Movement Strategy Center [MSC] for Young People For. This work is a remixed and updated version of the Blueprint for Social Justice Workbook & Curriculum licensed in 2009 to Movement Strategy Center, under the Creative Commons "Attribution-Non-Commercial-ShareAlike 2.5" License.

1.4 DETERMINING YOUR DEMANDS

Now that you have analyzed the problem, you are ready to name your solution. Organizers often refer to their solutions as demands. A demand is a specific policy change or action that you seek to win from a decision maker.

Your demands should address the structural and cultural factors of the problem—the trunk in the Root Cause Tree Tool in section 1.3. An example of demands to address marginalization of young parents in schools could be to demand that your school provide a lactation room in every building on campus and educate students about their right to a clean, safe place to breastfeed. You could also require that your school's orientation week include information about resources for young parents, and the importance of creating an inclusive campus climate for all.

When discussing demands, it is important to think about all of the people affected by the problem, otherwise known as constituents. You want to make sure that all the constituent groups who are negatively affected by the problem have a voice early on in the process of organizing. Typically, the issues that people choose to organize around are those that directly impact their lives. In that case, the activist is also one of the constituents. If you are not directly affected by the issue, you would be in the role of an ally. As an ally, it is especially important to make sure the voices of constituents are prioritized in your organizing work.

One way to ensure you create strong demands for your campaign is to make them S.M.A.R.T.I.E. (Specific, Measurable, Attainable, Realistic, Timely, Inclusive and Equitable).

- **Specific.** It is important that your demands are as specific as possible so that you are in control of defining success. For example, if you demand that your employer includes a daycare for workers, the employer could meet your demands by providing daycare that employees must pay for. A more specific demand could be that the employer provides free daycare for employees and makes it available during work hours. Creating specific demands requires that you do some research to understand how to best meet the needs of your community, but it ensures you have the most control of defining how the success of your campaign will be implemented.



A demand is a specific policy change or action that you seek to win from a decision maker.

- **Measurable.** It is important that you establish concrete criteria for measuring progress towards attaining each demand. Setting measurable benchmarks will help you stay on track and be able to clearly articulate how you are moving toward achieving your demands. For example, you might determine that progress is being made towards the demand of free daycare at work, when 70% of employees sign onto a petition demanding daycare become available.
- **Attainable.** Is your demand something someone can actually agree to? For example, demanding an end to sexual violence in your community is an important vision but not a concrete demand. No one can be held accountable for taking action. Instead a more attainable and specific demand would be that your principal take action by implementing and enforcing a specific sexual assault policy, or mandating all students and staff go through sexual assault and consent training. While it is true that neither of those demands alone will end all sexual violence in your community, they are attainable and measurable actions for which someone can be held accountable.
- **Realistic.** A demand must be something you are both willing and able to work toward. This does not mean you should think small. In fact, more people are often willing to work towards demands that are harder but will have a greater impact on your community. For example, perhaps it is unrealistic at your place of employment to implement free daycare for all employees. Perhaps it is more realistic to demand daycare be added to the package of fringe benefits your employer offers employees.
- **Timely.** Your demands should be grounded within a timeframe. One of the best tactics decision makers use to avoid your demands is to delay them. Instead of rejecting your demands, most decision makers will attempt to calm you by saying they need time to consider, ideally long enough that you stop caring and move on. Therefore, it is extremely important that you state your demands are met by a certain date. This creates a sense of urgency that is crucial for winning.
- **Inclusive.** Be sure to include and center those who are traditionally marginalized or left out of decision making in the process of identifying your demand. This means recruiting those most impacted and centering them in your processes and decision making. Work alongside them in authentic partnership to ensure they have a voice and that achieving the group's demand will actually make a difference in the lives of those most impacted.
- **Equitable.** Your demand should include an element of fairness or justice that seeks to address systemic injustice, inequity, or oppression. For example, your demand could include that the daycare center dedicates 60 percent of the slots to young parents or those earning minimum wage.

Creating S.M.A.R.T.I.E. demands forces organizers to cut the issue in a way that they can design a tangible and winnable campaign that centers the most impacted. Sometimes this might feel like you are minimizing the problem and not addressing the entire issue. While this is true in some respects, because one campaign cannot erase the deep rooted historical injustices and oppressions demonstrated in the problem tree, creating S.M.A.R.T.I.E. demands will set up your campaign for a tangible success that can win real change in people's lives and move your community one step closer to addressing the underlying injustices.

WELLNESS CHECK

It is important to incorporate self-care and group wellness into your organizing work from the very beginning. Social justice organizing is emotional work, and discussions about injustice can bring up a lot of feelings—especially for those that have experienced injustice directly. As you are getting started with your campaign, ask your group to help you make a list of self-care and wellness resources in your community. For example, school counselors, health clinics, crisis hotlines, faith centers, or free meditation or yoga classes. (See Part 6: Sustaining the Movement for more ideas.) Ideally, you and others in the group will view your work as part of the healing process.

WE'RE ALL IN THIS TOGETHER: DEMANDS IN A COALITION

When working in a coalition with adults or other young people who are not parents, you may need to start by demanding something from the group or coalition itself. Young parents deserve to be heard and valued in every organizing space, but sometimes there are structural and cultural barriers impeding their full inclusion. An example of an internal demand for your coalition could be that the group does a values clarification exercise to examine participants' biases, or convenes a training on youth-adult partnerships facilitated by a young parent, with the ultimate demand being that the coalition adopts a statement of support for young families. Perhaps the times of the coalition meeting are inconvenient for you as a young parent who may also be working and taking care of your child. In this case your demand may be to hold meetings in the evenings. Or perhaps you need a childcare provider to be offered so that you can attend and meaningfully participate at the meetings. Start by identifying others in the coalition that are in your same situation. Ask them to join you in making the demand.

ACTIVIST STORY



SOPHIE WODZAK, Socialist Sprouts

"No one should have to pay for childcare so they can attend an organizing meeting."

When Sophie got involved with her local chapter of the Democratic Socialists of America (DSA) in Pittsburgh in 2017, she and her partner would switch off childcare duties so that the other could attend organizing meetings. They both wanted to be involved in local campaigns, but meetings weren't designed to accommodate young families. Sophie became a member of the feminist working group and was elected secretary, but struggled with internalized guilt as she tried to balance her level of involvement with taking care of her children.

Supported by the feminist working group, Sophie began bringing her children to organizing meetings, drawing attention to the inaccessibility of the space for many parents. She soon realized that there were other parents in the room who felt similarly; once she had identified them, they began to work together on envisioning what a childcare program for her chapter could look like.

Building up the childcare program required securing cultural and logistical buy-in from other members. Sophie and her group worked with chapter leadership to secure funding for a childcare space, food, toys, and learning materials. They challenged the chapter to consider that a designated childcare space wasn't enough if parents were the only ones staffing it, so they created a recruitment and training program for non-parent members to work childcare shifts so that the parents could participate more fully in the organizing meetings.

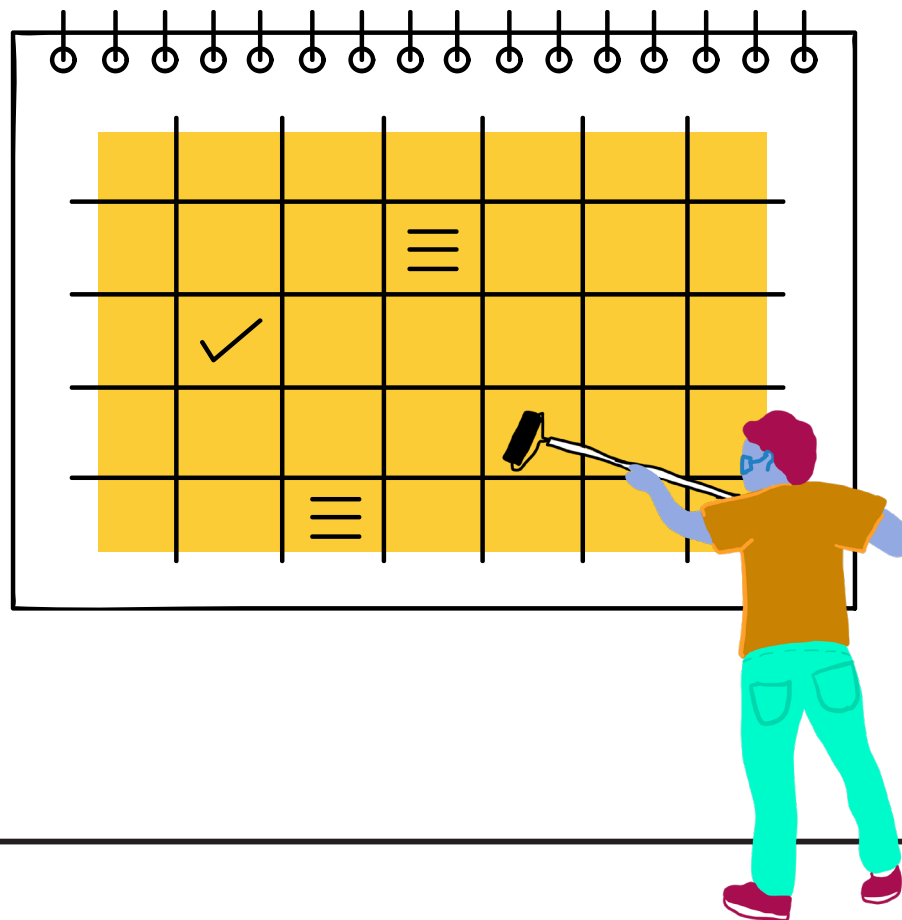
Once they had addressed the logistical barriers, Sophie and her supporters set out to create a childcare space where children were treated as future organizers, not burdens. The group created a fun, engaging curriculum for children of all ages to learn about social justice principles like feminism, respect for the environment, and racial justice. They challenged other members of the chapter to create lessons, breaking down topics for young audiences so that, not only were the children engaged, but other non-parent members were becoming invested in the childcare center's programming. The chapter has made their roster of childcare workers available to other partner organizations in the city for meetings and actions.

The group also wanted to create opportunities for young parents in the chapter to come together purposefully and build community around their shared vision, so they created a series of child-focused social events, like picnics, for childcare workers, children, and parents to share space.

Sophie still sees significant barriers to organizing spaces for young families, but she's energized by the growth and success of Socialist Sprouts and the number of young families she's been able to assist. Other city-based DSA chapters, including New York City and Washington, DC have adopted similar programs based on Sophie's organizing.

PART 2: CREATING A STRATEGY

In Part 1, you identified the problem you want to change and your SMARTIE demands to address the problem. In Part 2, you'll think about how you're going to get your demands met. The following sections will walk you through the process of identifying key players in your campaign and mapping everyone's power to help you determine your campaign strategy.



2.1 WHAT IS A STRATEGY?



A strategy can be defined as the method of building enough power to influence a decision maker to give you what you want.

A strategy is an essential part of organizing because it helps you understand how each step you take will move you closer to winning your demands. A strategy can be defined as the method of building enough power to influence a decision maker to give you what you want.

A strategy is a plan that also involves thinking about power and relationships. For example, if your group is putting on a social event, you don't need a strategy. You just need a plan to execute the event. However, if you want your school to change its non-discrimination policy to be inclusive of young parents, then you will need a strategy because you will need collective power to influence a decision maker.

A tool that can help you design an effective strategy is this strategy chart created by Midwest Academy. The chart asks questions to help you strategize how to win your campaign. Each of the five columns addresses one aspect of organizing and allows you to think concretely about what you need to do. Thus far, you have identified your demands and are ready to fill out the first column of the chart. Now we will help you to complete the strategy chart by defining targets and key players, providing tips on how to build your power, and by offering suggestions on using your power by employing various tactics.

STRATEGY CHART

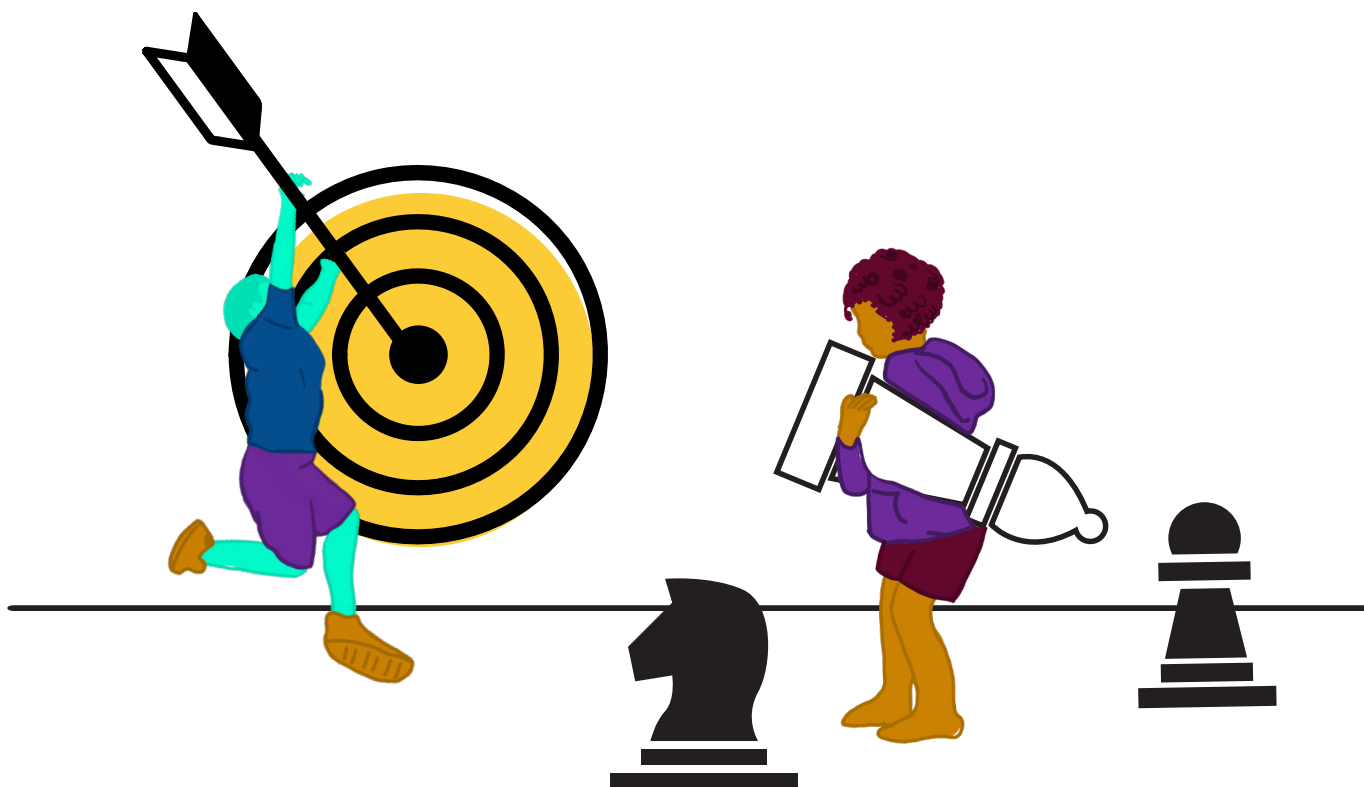
Demands	Targets	Current Resources	Potential Supporters	Tactics
<p>Demands are specific measurable things we want to WIN!</p> <ol style="list-style-type: none"> List the demands of your campaign? What short-term or partial victories can you win as steps toward reaching your overall campaign demands? <p>How will the campaign:</p> <ul style="list-style-type: none"> Win concrete improvements in people's lives? Give people a sense of their own power? Alter the relations of power? 	<p>Primary target: The person who has the power to give you what you want. (The decision maker) A target is always a person, never an institution.</p> <p>Understanding your target: What opposing pressure does your target face to not give you what you want?</p> <p>Secondary target: The person(s) that have power over your target? What power do you have over the secondary target?</p>	<p>What we have: List the resources that your organization brings to the campaign. Include: skills of group members, connections to student and community organizations, funding.</p> <p>What we need: List the specific things you need to do to develop the campaign.</p> <ul style="list-style-type: none"> Expand leadership of group Build membership base Develop media plan Develop campaign strategy Develop media/messaging campaign Develop fundraising plan etc. 	<p>Who cares about this issue enough to join or help us? Who has the skills that you need to win the campaign?</p> <p>How will you reach out to potential supporters? (for instance: table on campus, hold membership meetings, host social events, present at other club meetings, canvass the dorms, talk to professors, etc.)</p>	<p>Tactics are actions taken to move your target to give you what you want (your demands).</p> <p>Tactics must: Demonstrate your power while simultaneously build your power. Be within the comfort zone of your group, but outside the comfort zone of your target. Be directed toward your primary or secondary target Moves you closer to reaching your demands.</p> <p>Example of tactics:</p> <ul style="list-style-type: none"> Petitions Public Hearings Negotiations Rallies Marches Sit ins Strikes

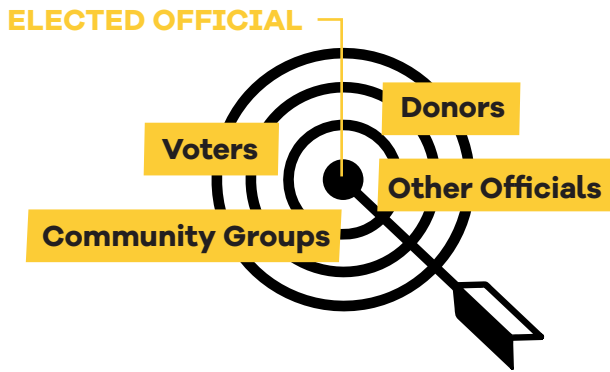
STRATEGY CHART

Demands	Targets	Current Resources	Potential Supporters	Tactics
<p>Demands are specific measurable things we want to WIN!</p>	<p>Primary target:</p> <p>Understanding your target:</p> <p>Secondary target:</p>	<p>What we have:</p> <p>What we need:</p>	<p>Who cares about this issue enough to join or help us?</p> <p>How will you reach out to potential supporters?</p>	<p>Tactics are actions taken to move your target to give you what you want (your demands).</p>

2.2 POWER ANALYSIS

The key players in your campaign are the people who can help you get what you want. Constituents are the people directly affected by the problem, and allies are their supporters. These are the people that will help you build power to apply pressure to a target. A target is a decision maker with the power to give you what you want. A secondary target is someone who has the power to influence the decision maker.



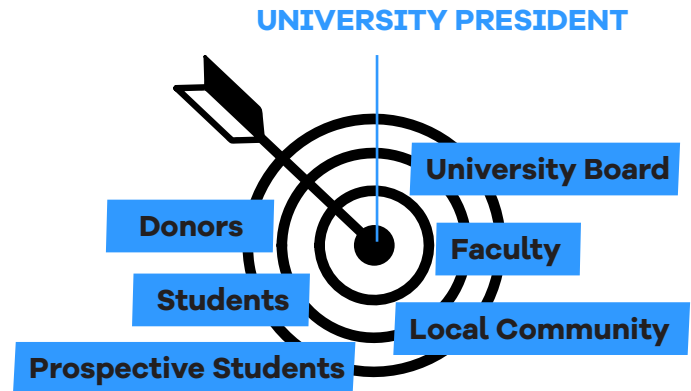


The target, represented by the bullseye, is the decision maker who can meet your demands. The groups listed in the rings of the target represent people who can influence the target's decision. These groups are potential secondary targets. Your campaign may need a secondary target or someone with influence over the decision maker.

- A **target** is the person or people who can give you what you want—the decision maker. Sometimes it will take a little investigative research to determine who has the power to make decisions about your issue. It is important that the target is a person or a small group of people, not an institution (like school or college). Individuals are far easier to move than any institution. Institutions, such as a University, will have fixed policies and ways of making decisions that will resist input from external sources such as you and your group. Nevertheless, institutions are made up of people, who can be influenced to change their decision, thus shifting the policy or practice of the entire institution.

Your target is not your enemy. Rather they are the ones that you want to direct your organizing efforts toward in order to move them to make the change you want. Painting them as an enemy will not necessarily help you win your campaign. Winning will require that your target agree to your demands, which is more likely if they can also look like they won in the end. In other words, if you win, your target doesn't need to lose.

- A **secondary target** may be necessary for your campaign. A secondary target is a person who has influence over the target. You may find that you'll have more success pressuring the secondary target to influence the primary target. For example, there might be a teacher at your school who is more responsive to the needs of the students and could convince your target, the principal, to meet your



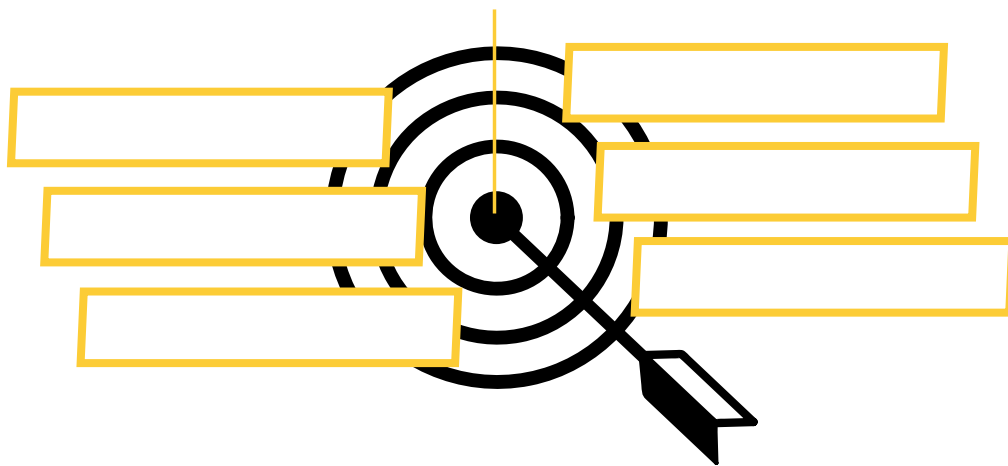
Supporters are constituents and allies that can help you apply pressure to your target.

- demands. Other secondary targets could include a major donor, a local elected official that supports your efforts, or a respected religious leader in your community.
- **Constituents** are the people negatively affected by the problem you are trying to solve. These are your core group of people. In this instance, your constituents are other young parents. Constituents have the most to win if change is achieved, and it is important to gather input from as many constituent groups as possible when creating your strategy. Identify trusted leaders from various constituent groups to help shape and lead the campaign. The broader and more diverse your leadership team, the more skills and resources you'll have to draw on for your campaign.
- **Allies** are the people and organizations that will support constituents and their cause. Examples include other student groups, community organizations and leaders, older parents, bloggers, religious leaders, health care providers, politicians—anyone who can help you build and use power. Those that have influence over your target make for great allies. Unexpected allies are particularly helpful because they can open the minds of potential supporters and show how the entire community—not just the core constituents—will benefit from the campaign. For example, the Catholic nuns who came out in support of birth control coverage under health care law were unlikely allies in the fight for access to birth control since historically the religious leaders had opposed contraceptive access.

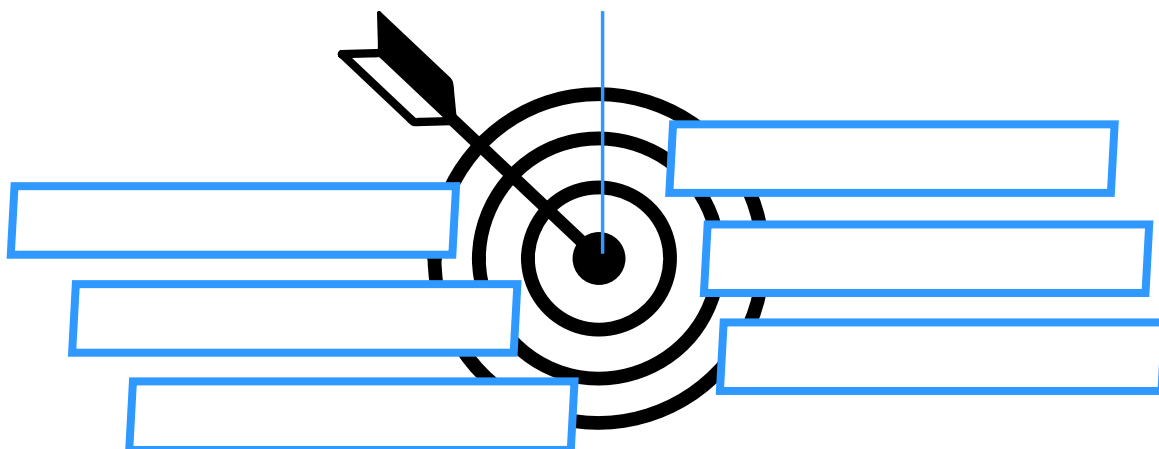
POWER ANALYSIS

Write in some of the people or groups of people that influence your base.

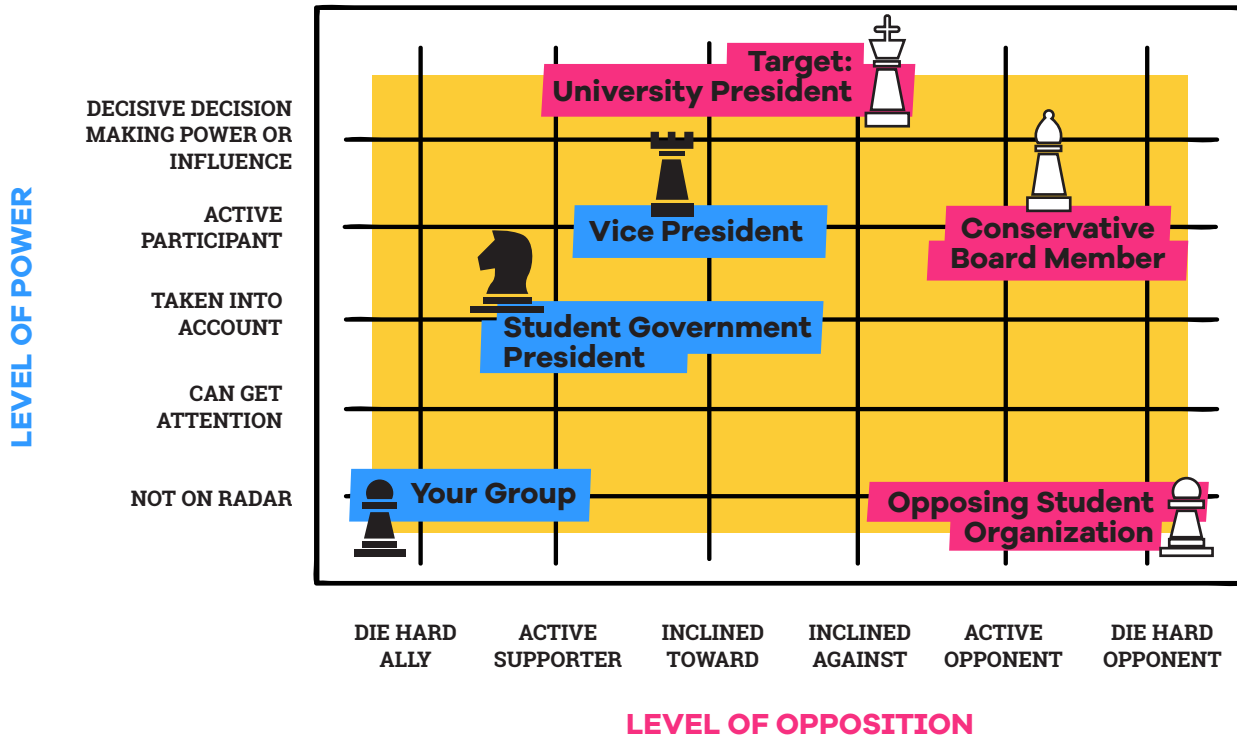
PRIMARY TARGET



SECONDARY TARGET



2.4 POWER MAP



Now that you know the key players, your next step is to assess their power and the level of support for your demands. A helpful tool to use is a power map. By mapping where people currently stand, you will be able to craft a strategy of moving key players to being more supportive of your demands.

Here’s how this map works: For each key player, you will rate their level of support for your demands on the horizontal axis and their level of decision making power on the vertical axis. For example, if your campaign were to advocate for free childcare on campus, your scenario might look similar to the map above. The University President has the ultimate decision making power, which ranks her high on the y-axis, and she might stand in the middle in terms of her agreement with offering free childcare, plotting her in the middle on the x-axis. On the other hand, the vice president (a good secondary target) has less decision making power so she lands a little lower on the y-axis, but is more in agreement with your cause and thus is plotted further to the left on the x-axis.

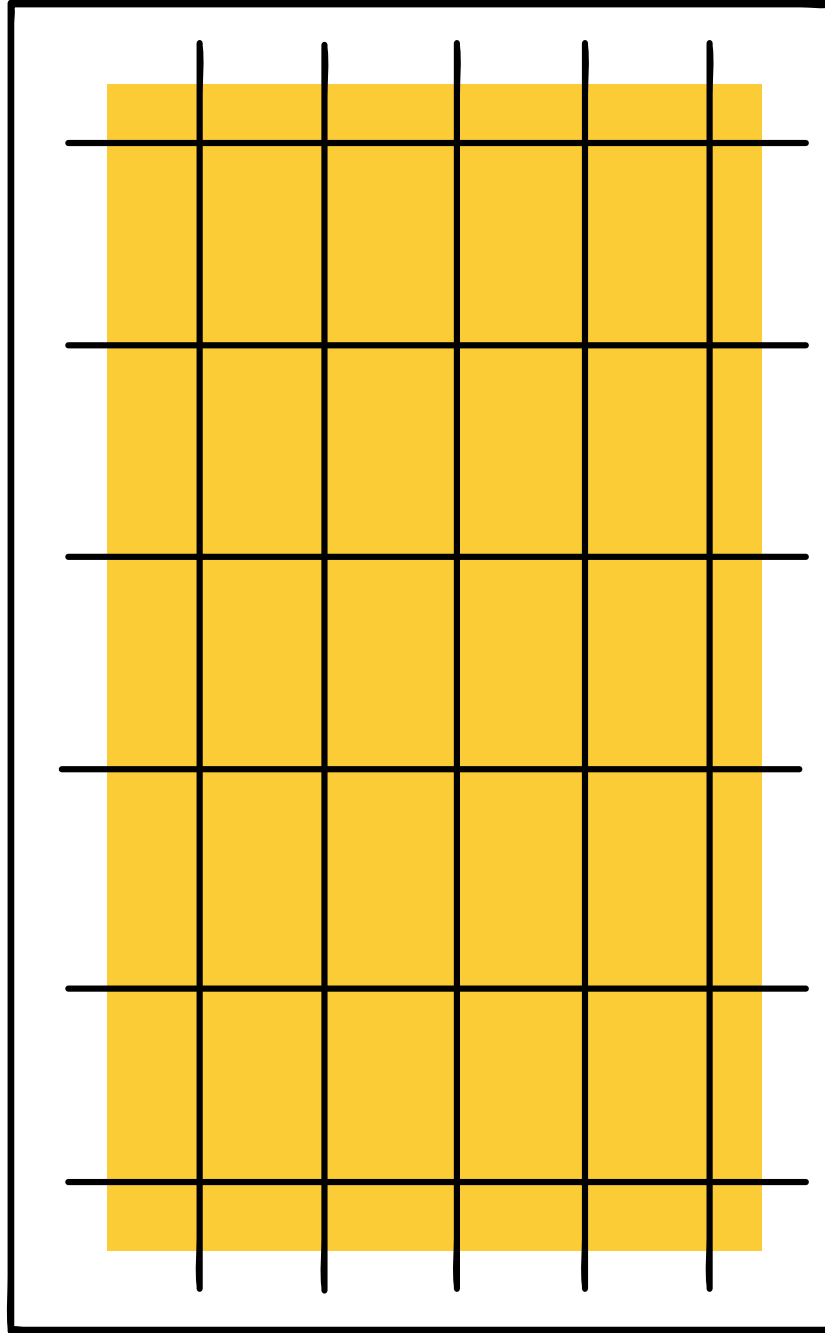
WE’RE ALL IN THIS TOGETHER: POWER MAPPING IN A COALITION

Power mapping can look slightly different when working to affect the decisions made within a community coalition because, in theory, each participant holds similar levels of power at the coalition table. In practice, however, it is often true that some members of a coalition have more “soft power,” meaning that their organizational affiliation, position in society, or race and class may confer them more influence in a group setting. For example, the President of one of the largest employers in your community may dominate the coalition because of their perceived importance to the community’s economic wellbeing.

It’s important to understand the power dynamic of the coalition and to identify a few potential allies. Perhaps there is a member of the coalition who was also a young parent, or an educator in the coalition who knows you as a good student or leader. These allies are the people that will help you apply pressure to your target. Your target is the decision maker(s), those with more soft power that can agree to your demands.

POWER MAP

For each key player, you will rate their level of support for your demands on the horizontal axis and their level of decision making power on the vertical axis.



LEVEL OF POWER

LEVEL OF OPPOSITION

ACTIVIST STORY



DIANE MACIAS, Broward County Youth Council

Diane Macias entered the advocacy world when she joined the Broward County Youth Council in 2012. She felt that she had not gotten quality sex education in high school and wanted to push her school district to do better. Diane was a young parent and she wanted her daughter to have access to honest and comprehensive sex education when she started school. As a member of the Broward County Youth Council, Diane worked with her peers in partnership with Planned Parenthood of South, East, and North Florida (PPSENF) and Advocates for Youth to design and implement a campaign to change the sex education offered in Broward County School District from abstinence-only to a more comprehensive approach. Council members received training on advocacy, organizing, media outreach, storytelling, and public speaking. The Council also created a power map. They identified their fellow students as their constituents, their parents and teachers as possible allies, school board members as their primary target and their superintendent as their secondary target. They then set out to learn more about the wants and needs, beliefs and attitudes of each of these groups. They surveyed fellow students and parents to find out what they wanted from the sex education provided by the schools. They spoke with teachers and school building principals to gather information about what was currently being taught and why. They worked with supportive educators to engage them in the effort. They rallied their peers

and parents to sign petitions in support of comprehensive sex education and worked with other adult allies to identify model policies and curricula they could suggest the school board approve instead of the current policy and program. Diane was one of only ten young people that comprised the Youth Council working to change the sex education policy for the fifth largest school district in the country. If successful the Council's efforts would have an impact on approximately 300,000 students every year. Diane gathered with her fellow council members at a school board meeting where each of them was to share their story and urge the board to make a change to its policy. Some young people shared that the abstinence-only programs used shame and fear; others talked about being LGBTQ and how the abstinence-only program made them feel invisible or demonised them; Diane used her experience as a young parent to share how the school district failed her, and significantly, as a parent who wanted her child to grow up in a better, more inclusive Broward County that made comprehensive sex education available to all its students. After hearing the testimony from Diane and her Broward County Youth Council colleagues the school board voted unanimously to shift the sex education policy and to make comprehensive sex education available to its students in the following school year. Diane knew the change would improve the education her daughter received when she entered kindergarten a few years later. She also knew it wouldn't be the last time she'd organize to make a better life for her daughter.

"I wasn't just fighting on behalf of myself, I was fighting on behalf of my daughter because I wanted her to have better access to information than I did."

Through connections made on the youth council, Diane began working at Planned Parenthood of South, East, and North Florida (PPSENF) as a medical assistant, where she found that her organizing and advocacy skills helped her better support patients seeking sexual health care. She continued to use her story of self to help other young people feel safe and welcome in the clinic. Diane then pursued a Master's Degree in social work, where she continued to focus on community organizing and advocacy.

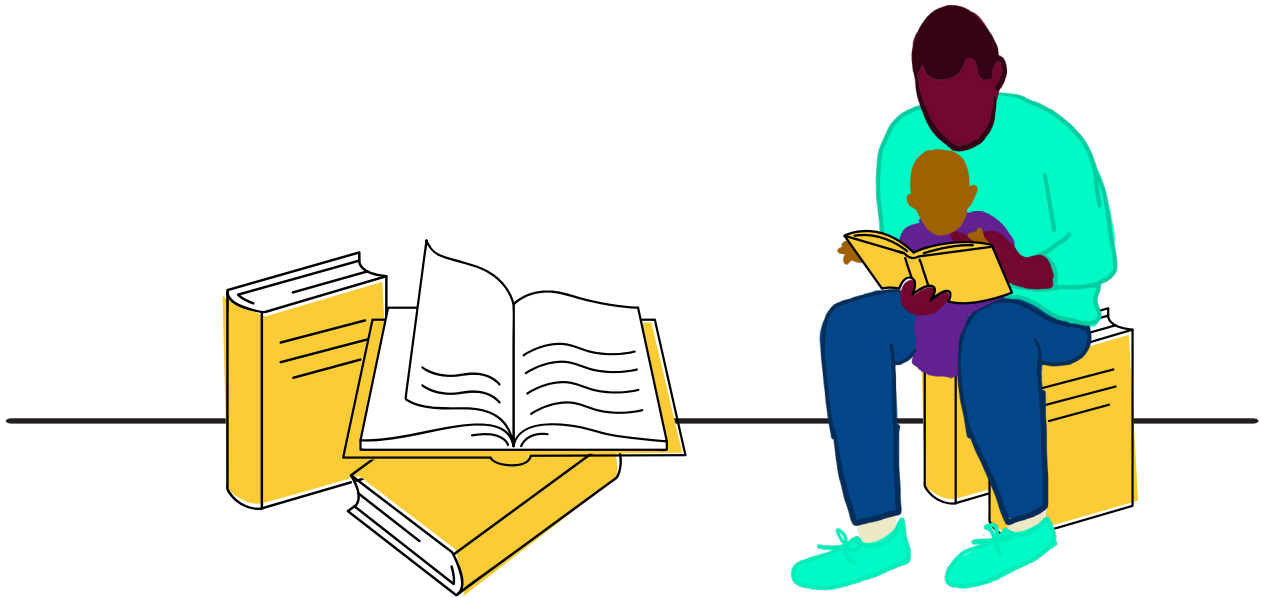
Now, Diane works as a community health educator for PPSENF, training with the same curriculum she had fought to pass on the Broward County Youth Council. She trains young people to act as peer educators so that they can improve students' knowledge about sexual health. One of those students is Diane's daughter.

PART 3: CRAFTING YOUR MESSAGE

In Part 2, you identified the key players for your campaign, where they fall on the power map, and how they talk about the issue. In Part 3, you'll think about how to best communicate your campaign with your key players. The more media, including social media, dominates people's lives, the more important it is to consider how you will craft your campaign messaging. You want to develop a message that will break through the noise of everyday media and reach the key people you are trying to activate with your campaign.



3.1 WHAT IS MESSAGING?



A message is a **core idea you want people to remember and repeat about your campaign.**

The messages you use to communicate your campaign can go a long way in helping you get what you want. A message is a core idea you want people to remember and repeat about your campaign. The more people remember and repeat your messages, the more potential you have to influence public opinion, create cultural change, and get the attention of your target. The words, phrases, stories, and images you use to communicate your campaign should all connect back to your core messages.

Here are some principles of effective messaging:

Tailor your message to your target audience.

Your target audiences are the key players that can be convinced to support your cause. It's important to tailor your messages to them, not the people or groups who are already strongly opposed—it's likely they will not be convinced

regardless of what you say. Different target audiences will respond to different messages depending on their perspective. It's a good idea to develop 3-5 key messages for your campaign that you can have ready to use in different situations. For example, in a campaign about mass incarceration, you may have one message about the high financial costs of incarceration that you use when talking to politicians and another message about the racial disparities of prison sentences when talking to other young people working for racial and social justice. For a campaign to get child care on campus, you may have one message for school administrators about the importance of child care on the academic success of young parents and the value of equitable access to education. To galvanize constituents and allies, you may also want a message about young parents rights to support their families as well as realize their own hopes and dreams.

Focus on shared values between you and the listener.

Think about a core value that you established for your campaign that you share with your target audience. If you can connect your issue to a belief that someone already holds, then you are much more likely to convince them that your cause is just. For example, “everyone deserves an equal opportunity to succeed” is a commonly held value. Dante Barry from Million Hoodies Movement for Justice likes to ask: “What makes you feel safe?” By asking people to think about the shared value of safety, he helps people understand why many young people of color do not feel safe in communities where police violence and gun violence is high. Watch his video here: https://youtu.be/_-X-18VQ3Qc.

Connect stories to the broader context.

You want the listener to see how your problem is far-reaching, not a one-off story. This will help people understand how problems are connected to power. For example, activists from Parkland, Florida connected their personal stories about surviving a shooting at their high school to the stories of different forms of gun violence in all types of places and communities across the U.S. Illustrating this broader context helps explain why they demand sweeping gun law reforms rather than only school safety measures and widens their base of support.

Most parents, regardless of age, are trying to provide the best life they can for their children. Connecting your issues to the issues of parents everywhere provides a broader context for your campaign and may bring in adult allies. For example, “All parents are in search of safe and supportive environments where their children can grow and learn. Young parents have the same hopes and dreams for their children, but often have fewer resources”.

Point audiences toward positive solutions.

Here is where you can help people understand your vision and your demands. Even though most campaigns start out by opposing something, it’s important that people know what you are fighting for. For example, when tribes and allies gathered at Standing Rock to protest the Dakota Access Pipeline, they united under the banner: “Water is Life.” This phrase represents a core value of the movement and a vision for people to recognize the sacredness of water. It communicated what they were fighting for (water) alongside what they were fighting against (the pipeline), and their message inspired thousands to join them.

In our example regarding free daycare on campus, we might add to our message: “All parents are in search of safe and supportive environments where their children can grow and learn. Young parents have the same hopes and dreams for their children, but often have fewer resources. A daycare center on campus would assist young parents to feel secure that our children are safe and supported while we work to finish our own education.”

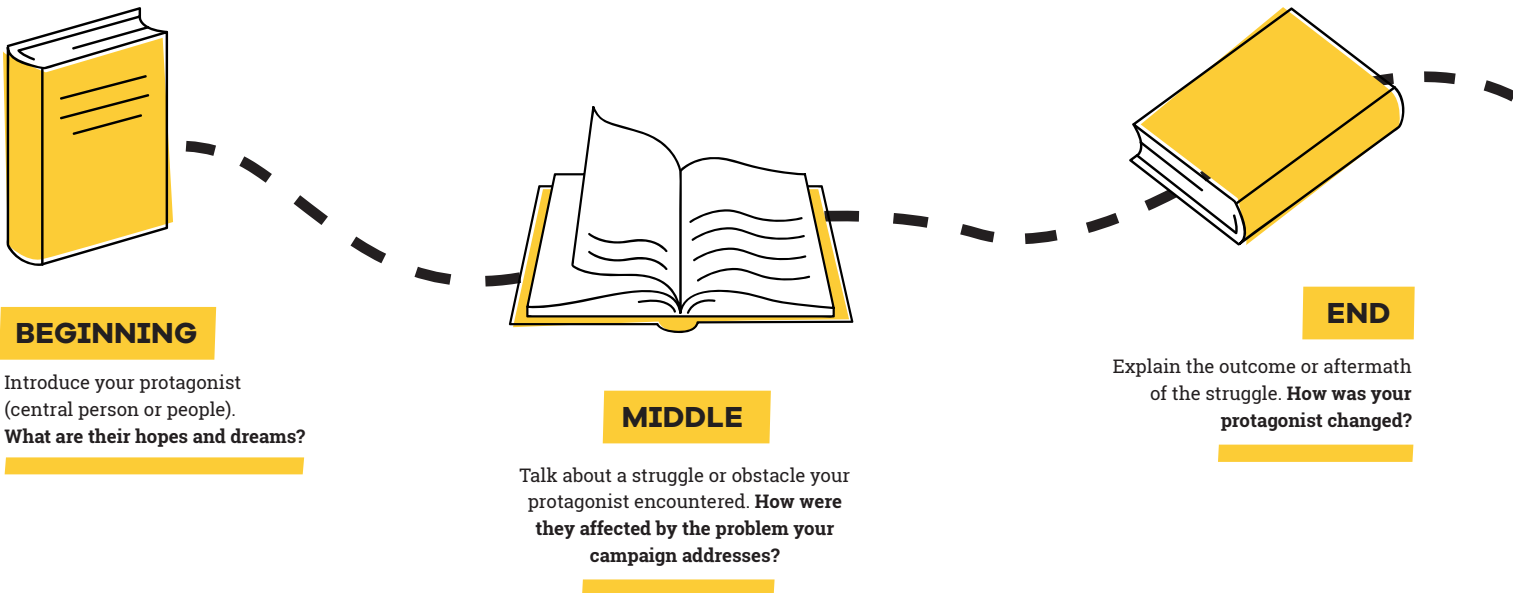
Use statistics, sparingly.

Statistics are a great way to help people understand the bigger picture about your issue. Too many statistics, however, can be hard for people to remember and repeat. It’s a good idea to use only a few key statistics in your campaign, and to help make them memorable by communicating them in creative ways. For example, *Women’s March Youth Empower Week of Action* asked young people to flood social media and communities with art and displays representing the number 47, which is the number of young people killed by guns in America every day. Be sure you check the source of your statistics to see if they are credible. In this example, the number 47 comes from research published by the Brady Campaign, a bipartisan gun reform organization widely respected by political leaders.

Piggy-back on pop culture.

Pop-culture references in your messaging can help people remember your campaign. Things like hit songs, movies, viral videos, holidays, anniversaries, or awareness months can inspire you to think of clever messaging that will get people’s attention and entice them to share it with others. For example, you could use Valentine’s Day to demand action on reducing teen dating violence.

3.2 STORYTELLING



Storytelling--or talking about a personal experience--is an effective way to share information about your campaign. People tend to connect with stories on a deeper, more personal level than facts or statistics. The more deeply they feel an issue, the more likely people will want to take action. Stories are particularly important when trying to create cultural change--the stories we hear in movies, television, books, and from friends have a great deal of influence over how we view ourselves and others. Entertainment media may use stories that are loosely based on truth or may create a composite that includes various people's experiences into the life of one character. This will work for television, movies, even songs. But if you are using storytelling as a tactic to shift culture or build empathy for your cause, it's best to rely on true stories--your own personal experience or those of your constituents.

All stories have a beginning, a middle, and an end--called the "story arc." They typically include a protagonist (central person or people), a struggle, and an outcome. Stories are

most powerful when they are authentic and told from the first person. However, if that isn't possible make certain you have permission to share someone else's story before you talk about their experiences.

Beginning.

Begin your story by introducing a protagonist--the person at the center of your story that personalizes the problem. You can help people relate to the protagonist by talking about who they are, their hopes and dreams. For example, if your protagonist is a student killed by gun violence, talk about what their hopes and dreams were before they died. If you are fighting for a livable wage, talk about the American Dream, how hard you work and the everyday, "middle class" things you--and all parents--want to provide for your family. Talk about your hopes and dreams for your child(ren) and for your life.

Middle.

Present the struggle or obstacle that your protagonist encounters. This is where you can talk about the problem you are trying to overcome with your campaign. In the story about gun violence, talk about what happened the day your protagonist was killed. Try to relate the struggle directly to the demands from your campaign. For example, if your demand is to strengthen background checks on gun purchases, you might want to talk about how the shooter obtained the gun. In our fight for a liveable wage, the obstacle is that the current wage--no matter how hard you and others in your situation work, this wage is insufficient to meet the demands of everyday life--the struggle is how to pay rent, or buy a home and pay for childcare, medical expenses and school supplies for your family.

End.

Explain the outcome or aftermath of the struggle. How was the protagonist affected? How was the community around them affected? Was the issue resolved? Was justice served? Why or why not? These are all questions that the listener will want you to answer. As the storyteller, it's your role to provide some resolution and help the listener draw a conclusion from your story. Your conclusion will ideally lead them to how they can take action to address the problem.

When storytelling for social justice, it is important that you connect personal stories to the broader problem that you are trying to change. You do not want people to write off your story to chance (they were in the wrong place at the wrong time) or with personal blame (they should have been more safe). Instead, you want your listeners to think about how your issue is the problem. And, if the problem were solved, how a different person in the same situation might experience a different outcome.

It is also important to consider:

1. Whether or not you have told this story out loud before;
2. Whether or not the people in your life, such as your family, know this story. If they do not, you may want to tell them before the story becomes public, or alert them that it will be made public;
3. How you will be supported by the coalition, organization, group, or community you are organizing with once you share this story publicly;

4. Whether or not you are emotionally and mentally prepared to share this story publicly, and if you are comfortable talking about it repeatedly;
5. Whether or not you wish to keep certain elements of your story private while creating an accurate and compelling narrative.

Your story does not always have to be about a problem. For example, you can tell a story about a triumph your group achieved through organizing. A helpful group exercise developed by Professor Marshall Ganz, a former United Farmworker Organizer, is to ask each member to develop three stories that they can use when talking to others about your campaign: The story of self. The story of us. The story of now.

1. **The story of self.** Why did you choose to get involved in the campaign and how has it changed you?
2. **The story of us.** How did your group get started and what have you been able to achieve together?
3. **The story of now.** What about this moment makes it the right time to take action on your issue?

You should always get consent before sharing someone else's story. If you are telling a real-life story about a constituent in your group or in the community, it is essential that you ask their consent before sharing with others. You should inform them of how you plan to repeat their story and who and how many people might see it. You may also choose to use your own story. First person storytelling can be very powerful. Before you decide to share your own story or anyone's story, consider the possible implications of doing so. Do your family, your employer, your friends know your story? Is there anything in your story you'd prefer not to share? Your story is yours. You get to shape the narrative.

ACTIVIST STORY



HK GRAY, Youth Testify

Like many young people, HK Gray became involved in organizing because she faced barriers to her success that she found unacceptable. Already a young mother, HK knew exactly what it took to raise a child. So when she found herself unexpectedly pregnant again, she sought an abortion, only to find that the state of Texas does not allow young people under 18 to access abortion care without the involvement of their parents. Because her parents were unable to consent to her abortion, HK was forced to seek a judicial bypass--a process in which she had to go in front of a judge to get permission to get the care she needed.

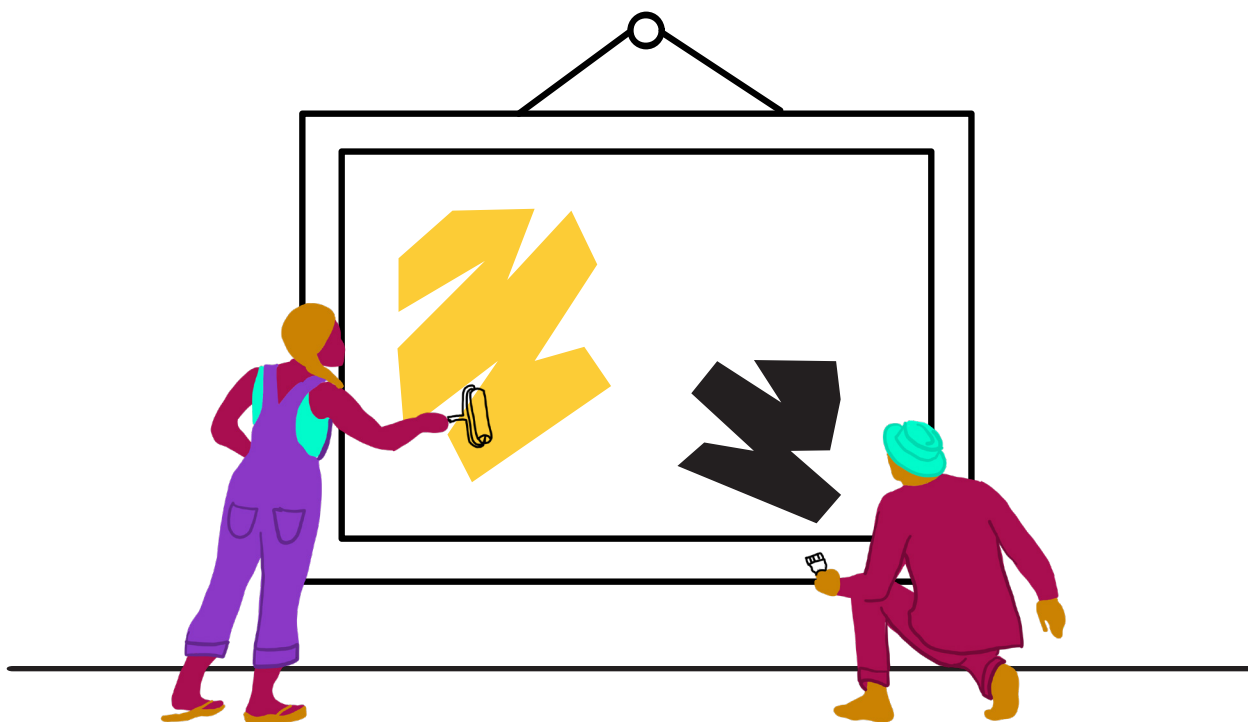
"It seemed weird to me that I didn't need anyone's permission to become a parent, but I needed to prove to the state that, as a parent, I was mature enough to not have another child... Government restrictions on abortion care hurt those of us who have fewer resources, or are people of color or undocumented or living with disabilities or poor or queer. In Texas, the state prohibits all types of health insurance from covering abortion care and we have to pay out of pocket. I couldn't afford my abortion, but thankfully a family member lent me the money."

HK wanted to do something to help others in her position. She decided to join Youth Testify, a project of Advocates for Youth and The National Network of Abortion Funds, that uses storytelling to raise awareness about the cultural and structural barriers young people face when seeking abortion care. HK felt she had something she could bring to these efforts--her own story as a young parent in need of abortion services. HK attended a Youth Testify training session where she received training on organizing, cultural advocacy and storytelling. She began using her story to organize against mandated parental notification laws which impact young people's ability to receive healthcare, enroll in schools, and plan their futures. HK has a story like many young parents; as a teen, she worked hard to support herself and her child yet wasn't trusted to make the best choices for herself. HK has shared her story with local, state, and national policymakers, school boards, and media outlets such as Teen Vogue in order to advocate for a better future for young people like her.

HK now works with Jane's Due Process, the organization that helped her get her judicial bypass, as a peer support group leader, helping other young people go through the same process.

"I'm sharing my story to empower all the other young mothers who were made to feel they were wrong for having their children, for anyone who has had a miscarriage and felt they had to keep quiet about it, and for those who've had abortions and felt the stigma that so many of us know. I'm also sharing my story so my daughter's generation doesn't feel the weight of my generation's restrictions."

3.3 ART + ACTIVISM



Art is a powerful way to communicate your message and create cultural change.

Creating art for your campaign is a powerful way to communicate your message and inspire cultural change. Most media is driven by audio visuals. If you can create beautiful artwork, music, video work or performance, you can help to appeal to media makers and curators who are looking for interesting content to share or share your artwork online or in public spaces.

Art can be transformative for both the audience and the artist. For audiences, art can appeal to the listener or viewer on a sensory level helping them to understand the issue in a new way. For artists, the creative process can help heal hurt or channel rage around an issue in a way that promotes healing. Like stories, using art is particularly important when you are working to create cultural change because it helps to generate meaning in our society. By shifting culture,

artists become change makers, impacting the way people view themselves, relate to each other, and show up in the world. In this way, art holds the power to shift public opinion and policy by influencing the way people participate in civic engagement.

It is important to be thoughtful about the creative process when making art. Similar to the organizing process, you want to make sure to prioritize the voices of the people directly impacted by what the artwork is representing. Make the creative process collaborative by centering input from diverse constituents up front, asking for feedback throughout, and getting approval once it's finished and before it gets shared publicly. If people feel misrepresented by your campaign's artwork, it will work against your goal of building power.

Types of art used in activism include:

- Illustration and design used on social media, leaflets, banners, postcards, stickers, posters and pasted on walls or projected on buildings
- Infographics, memes, or animated gifs used on social media or online
- Large scale murals made with paint or chalk
- Photography used on social media, in gallery exhibits, or in publications
- Zines (DIY magazines) printed and distributed
- Filmmaking used on social media, web sites, or at screening events
- Music, song, and spoken word performed live at events, recorded for social media, or played on local radio
- Chants, cheers, or call and response used at in-person actions and events
- Theater, performance, skits, and comedy sketches acted out in public spaces, at theaters, or for online video
- Dance and music videos performed live or recorded for social media
- Comic strips or graphic novels drawn and distributed
- Origami or other paper art used to create sculptures or displays
- Culinary skills used to communicate a message through food or drink
- Hair, such as clipper designs, and makeup or face paint
- Fashion and costume performed at a live event or photographed for online

CAMPAIGN SPOTLIGHT



#MamasDay

Young moms, particularly young moms of color, queer moms, or moms experiencing homelessness or incarceration are often left out of the depictions of Mother's Day. In the last decade, however, multiple organizing groups have reclaimed the day as Mama's Day, a day where motherhood is celebrated in all its forms, and where we can advocate for a future in which all families are supported. Working together with young parents, these organizations have used art tactically to amplify the voices and experiences of Mamas in their communities.

"We know that mamahood is not one size fits all. But most popular images of mothers exclude mamas based on their sexual orientation, race, income, immigration status and more. And Mother's Day, one of the biggest commercial holidays in the United States, often reinforces traditional ideas of family and motherhood that narrowly define one way to be a family."

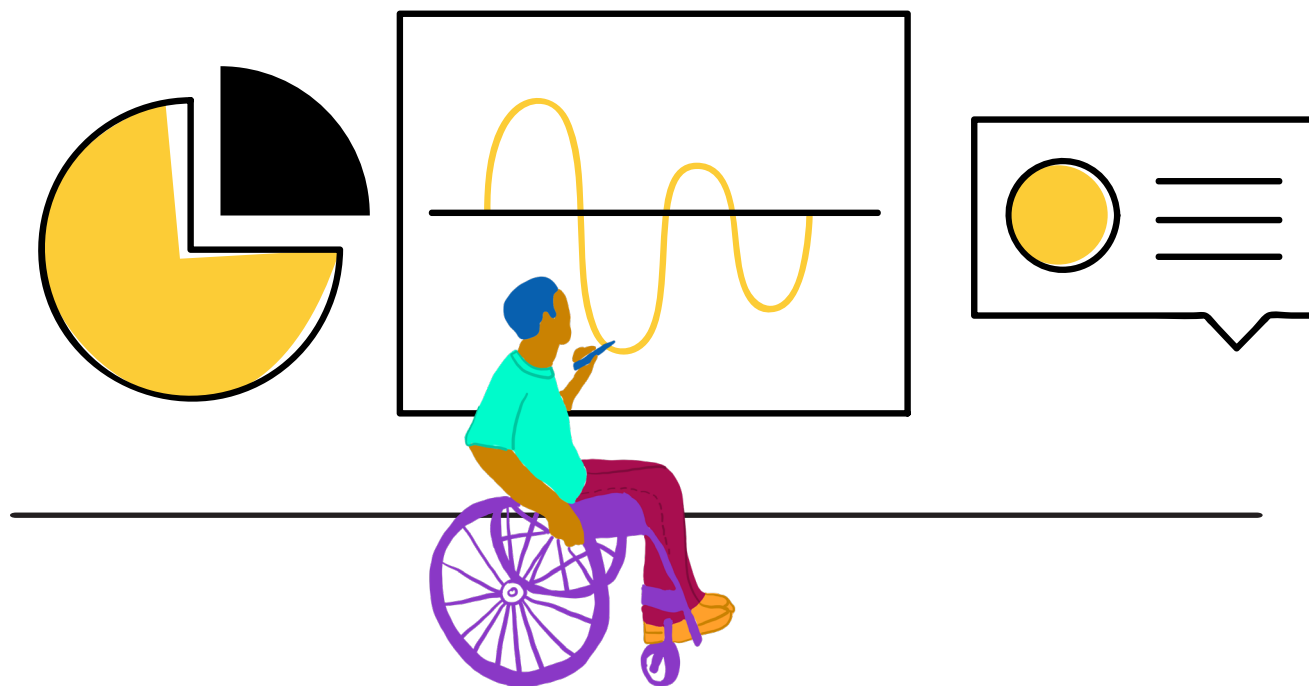
Since 2011, Forward Together has used art to celebrate the power of Mamas everywhere by partnering with artists to create free Mama's Day cards for participants to send messages of support and affirmation to the Mamas in their lives. The Mamas Day campaign centers mamas of color, immigrant mamas, queer and trans mamas, young mamas and chosen mamas who care for our families and hold our communities together.

In 2020, Forward Together convened partners in the Strong Families Network to create a space for network partners to apply storytelling and visual art as a cultural strategy to advance their projects. The goal is that the Cultural Strategy Lab is to help provide a space for organizations to create campaigns that resonate with nontraditional communities and influence the way people talk about and conceptualize the definition and recognition of families.

In 2017, National Bailout organized the first #FreeBlackMamas week of action, asking participants to donate in order to bail incarcerated Mamas out so that they could spend Mama's Day with their families. As the organization reunites mothers with their families, it then pulls those same mothers into the political community. NBO also offers resources like backgrounders on the cash bail system, toolkits, webinars and fellowships for freed Black mothers.

"This is more than a direct service but an invitation to be part of our collective liberation."

3.4 NARRATIVE ANALYSIS



The goal of a narrative power analysis is to understand the ideas behind the positions that people take on your issue.

A narrative can be defined as the story people tell about your issue. The ideas, words, phrases, and images that make up the narrative can have a lot of influence on the way key players think and feel about the issue. The goal of a narrative power analysis is to understand the ideas behind the positions that key players take on your issue. Because the stories we tell each other greatly influence public opinion, understanding the narrative can help you develop a strategy that will address cultural change..

Here are a few questions to ask when doing a narrative power analysis:

- **Who is talking about your issue? Who isn't?**
Review the journalism outlets for your school or community to see if your issue is being covered in the media. Check websites, press releases, or manuals for institutions that your target leads as well as ones that constituents or allies might create. Is your target talking about the issue? If so, how often and in what context?

This investigation will help you understand the priority that your target is giving your issue. For example, when Sunrise Movement activists looked at the political conversation about climate change and saw a lack of discussion from lawmakers and presidential candidates, they staged a sit-in at Congress to demand more urgency on the issue.

- **What words, phrases, and images do people use to talk about the issue?**

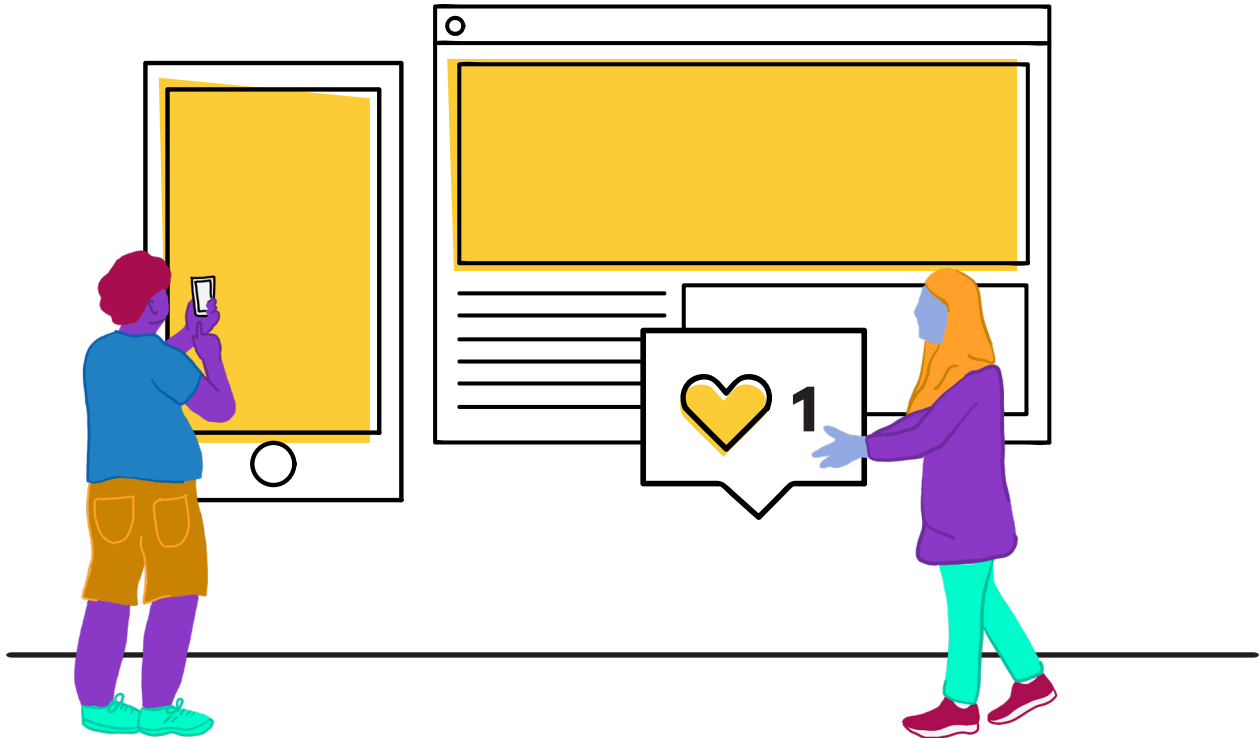
The words, phrases, and images key players use to discuss an issue contribute to the way people think about that issue. Look to see if there is a pattern in the way that people talk about the issue. Pay special attention to how constituents (those affected by the issue) talk about the issue in comparison to your target. Do they differ? What about opposing groups—what words, phrases, and images do they use to try to influence the narrative? For example, when immigrant rights activists analyzed the immigration narrative, they found the term “illegal alien” repeated endlessly in the media and by politicians. In response, they asserted that “No Human is Illegal” and created a campaign to pressure media outlets to “Drop the I-Word” from being used by their publications.

- **Whose stories are missing from the mainstream narrative on your issue?**

Oftentimes, the people who are most affected by an issue are the ones most excluded from the mainstream narrative. This is how power works. If people are marginalized, people’s voices are too. Meanwhile, the people who have the most power are the ones that have more access to major news outlets and media. The more you can change the narrative, the more potential you have to change the power relations. For example, the Power Shift Network recognized that young people and people of color are routinely excluded from news articles on climate change—even though they are the ones that will be most affected by the issue. So they created a Speaker’s Bureau of young climate activists, including youth of color, prepared to speak to the press and at events about the issue.

In general, you want your target to adopt the narrative that constituents and allies use to talk about an issue, and reject the one that opposing groups use. Understanding the narrative will help you create a strategy for communicating to key players about your issue.

3.5 USING SOCIAL MEDIA



Social media is a tool that makes sharing your message through large networks of people relatively easy.

Social media is a tool that makes sharing your message through large networks of people relatively easy. It can also be used to build pressure on your targets, and force them to act if they think social media chatter is hurting their image.

You can use social media like Instagram, YouTube, Twitter, Facebook, and Snapchat to tell your story, recruit supporters, build event attendance, show support for ally organizations, and get the attention of your target. Social media is also a way to engage other young parents who may not be able to participate in your actions in-person.

Instead of asking supporters to simply post on social media, it's a good idea to have a plan for what to post, and instructions for supporters on when and how to post. The easiest way to do this is to send emails with sample post language, and a link to where they can download graphics and images. Remember that multiple individuals posting (even if it's the same thing) can be more effective than everyone sharing a single post.

Here are some social media ideas that can attract attention to your campaign:

- **Post interesting images**--art, photographs, memes, etc.--that will attract a lot of shares and/or likes from constituents and allies. Include timely, funny, or inspiring captions for added engagement. Tools like Canva.com or Adobe Spark are free and low-cost options for creating images. When your posts receive a lot of comments and likes, that's how you know you've got an issue that's resonating. Reach out to those people who interacted with your content and ask them to come to your next meeting or activity.
- **Create videos** by asking supporters to share their stories on camera. You can also livestream events and actions on Facebook and Instagram, or live post on their stories feature, Snapchat, and Twitter, or invite experts to talk about the issue on a video conference call on sites like Google Hangout. Tools like Apple iMovie or YouTube Editor are low-cost options for video editing.
- **Share news and conversation starters** on sites like Twitter and Facebook as a way to spark dialogue about your issue and make widely visible comments from your supporters. Lively conversation helps your social media pages receive high engagement and boost your overall visibility online.
- **Document your actions with photos and videos** of your supporters at work on your campaign. For example, post photos of supporters out in the community collecting petition signatures, or livestream a rally that you've organized to demonstrate your power. Ask supporters to tag themselves in photos and videos on sites whenever possible to help expand the reach online.
- **Ask influencers to endorse your campaign.** Ask influencers (people or organizations with large social media followings or notoriety in the community) to help champion your message by officially endorsing your demands. Celebrities, politicians, admired teachers, athletes, internet personalities, student groups, faith-based groups, and unions are all examples of people or organizations that may have large followings in your community. Even a student leader who people trust could be considered a local influencer. Followers will likely trust the endorsement of your influencer and help spread your message.
- **Make your campaign more accessible** to people who may not be able to attend in-person actions and events. Members with disabilities or illness can use social media to participate in your campaign virtually. For example, the Disability March was a way for people to participate in the Women's March virtually by posting pictures and videos online on the day of the march. For videos that you create and post on social media, include captions or transcripts whenever possible for people with different hearing abilities.
- **Organize an online day of action.** There's no better way to raise awareness for your campaign than flooding everyone's timelines with content about it. Organize your supporters to take specific online actions throughout one day or a week (e.g. share this news story in the morning, post a picture of yourself doing X at noon, post a status explaining why this is important at 6 p.m., etc.) to demonstrate the support your issue has. Consider if tagging your target would be helpful, and if so organize supporters to post about your target, so your target's notifications are filled with messages about your campaign. To make your day of action most effective, you'll need a large number of people ready to participate--see Part 4: Building Collective Power for more on this.

WELLNESS CHECK

When it comes to self-care, it's a good idea to take social media breaks throughout the organizing process. This will allow you to check-in with yourself and your friends and family without the distraction of online comments. Have leaders in your group take turns managing your social media pages so that people can schedule time to log-off.

Social media can be incredibly helpful in circulating your message. It also has its pitfalls. Here are some things to consider when using social media for advocacy work:

- **Beware of the trolls.** Social media is a place where trolls and cyberbullies hang out. If they lurk around your campaign, it can be demoralizing for your group. It's a good idea to be prepared with how to deal with them if they pop up. On most sites, you can block trolls from posting on your page if you choose. Or you can simply ignore them or engage them in a way that helps you build your power (such as using their nasty comments to appeal to your constituents about why your work is necessary).
- **Be mindful of member privacy.** What you put out online can be hard to delete. Social media sites have privacy settings that allow you to increase or decrease your exposure online. However, hackers can be savvy in breaking through security and increasingly activists are raising concerns about how social media companies use data. It is helpful to talk with your group to assess views on using social media for social justice.
- **Don't get addicted.** Social media can be addictive. It's important to remember that creating meaningful change requires more than posting on social media. Organizing requires building relationships with people. You will not win your campaign because of social media, but you can't win without it.

WE'RE ALL IN THIS TOGETHER: SOCIAL MEDIA

Young parents should be centered in efforts to find solutions to the issues that impact them. One strategy for working together with adults in a community coalition is through a Youth-Adult Partnership Model. The Youth-Adult Partnership Model argues that every member of a coalition brings value to the table. Some adults bring their experiences managing projects, others may know finance and budgeting, some may have degrees in social work or other relevant disciplines. These are important perspectives to bring to the coalition. Young parents also bring value to the table. You have your experiences as a young person and as a young parent. Perhaps you have experience interacting with the very community agencies and systems under examination by the coalition. You may also have deep knowledge of youth culture and perhaps know more about social media than the adult members of the coalition. Don't underestimate what you bring to the table. Use your own areas of expertise to increase your position of power within the coalition.

CAMPAIGN SPOTLIGHT



Justice for Young Families

Justice for Young Families (J4YF) is a long-term, collaborate initiative led by California Latinas for Reproductive Justice that centers young people and champions their rights to self-determination and bodily autonomy, including their decisions about whether or not to become parents, as well as their right to parent the children they have within a supportive environment. J4YF works with young parents to promote the health, equity, opportunity and dignity of young families. The work is directly informed by the experiences of young parents as well as by the individuals that serve them. This initiative helps young fathers and mothers raise their most pressing needs and acknowledges that young people's ability to determine how they parent and sustain their families is directly linked to the oppressive conditions they face in our communities – racism, sexism, ableism, homophobia, classism and xenophobia, among others.

In 2015, the campaign worked alongside young parents and succeeded in getting California Governor Jerry Brown to sign into law the Lactation Accommodation Bill, which specifies that schools with one or more lactating students must provide them with a private, secure room and a place to store expressed milk, a huge win for pregnant and parenting young people in schools.

Later, the campaign also succeeded in passing a resolution establishing August 25th as California Young Parents Day, a day for celebrating and honoring young parents in the state.

PART 4: BUILDING COLLECTIVE POWER

In Parts 2 and 3, you developed a strategy, some core messages, and some media tools. Part 4 is all about how to take your campaign to the masses by reaching out to potential supporters. The more supporters you can attract to your campaign, the more collective power you can build in order to apply pressure to your target.

Young parenthood can often feel isolating, but building collective power among other young parents in your state or community can not only create community, but can be the building block for lasting change. Whether you are on a school campus, at your place of employment, your church or religious group, a Mommy and Me group, or a community coalition, there are always opportunities to reach others going through the same struggle as you.



4.1 WHAT IS COLLECTIVE POWER?



Collective power is the power that a group has by working together with a shared interest in achieving a goal.

Building collective power is critical to your campaign because individuals can wield more power when they work together. Collective power is the power that a group has by working together with a shared interest in achieving a goal.

This process of engaging others, often referred to as base building, includes: conducting outreach, building relationships with new members, providing opportunities for members to get more involved, and developing members into leaders.

One helpful way to think of this process is to break down your base into three categories: **Leaders, Members, and Supporters.**

Leaders.

People in the group who are deeply committed to the success of the goals of the group. They play a key role in planning events or campaigns, making group decisions, recruiting new members, and training new leaders.

Members.

People who are active in the group in a more limited way. They attend events and occasionally attend meetings but don't take leadership roles. They are passionate about the issue but have less time to commit to the organization.

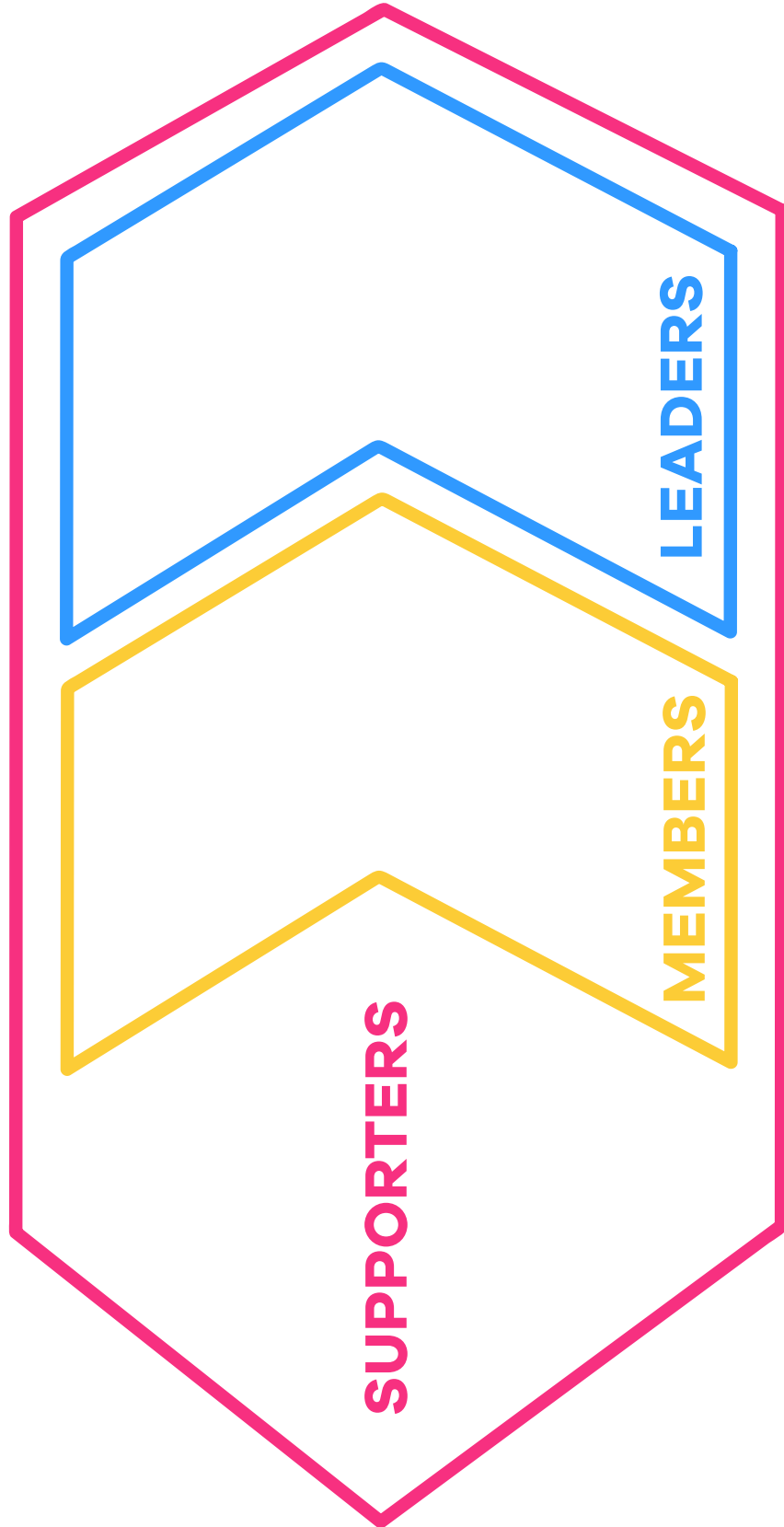
Supporters.

People who occasionally attend events or have signed up for your email list. This is a key group to keep in touch with via email or phone when you need to turn out larger numbers for a campaign.

Your goal is to increase your base of supporters while simultaneously moving supporters to be members and members to be leaders. This is the process of base building. Another way to think about this is that you are trying to build a base that is both wide and deep: wide in the sense that you reach as many people as you can and deep in the sense that you build strong leaders within the group.

As a means of envisioning your own base, fill in the circular diagram with the names of your leaders, members and supporters. On the outside of your diagram, you will want to think of new individuals and groups you could reach out to bring in new supporters and widen your base. Simultaneously, you will want to circle the names of some of your members who you identify as potential leaders.

BUILDING POWER



4.2 RECRUITING SUPPORTERS

Your pitch
to potential
supporters:

**Anger + Hope =
Action**



When potential supporters are your target audience, it is effective to use messages that will guide listeners through the emotions you felt when you started the campaign. Anger combined with hope are powerful motivators to encourage people to take action.

Anger is the first emotion you want to evoke. You can do this by showing how your values are being threatened. For example, “Every student deserves to feel safe on campus. Yet LGBTQ students are far more likely to experience violence on campus than straight students.” Everyone deserves the chance to receive a good education. Yet young parents are often forced to leave school too soon because too many schools do not provide them the flexibility they need to be good parents and good students.

Hope is the second emotion you want to evoke. You want people to believe that change is possible in order for them to get involved. You also want to take the energy away from the problem and focus it on a solution. You can do this by explaining your demands and how they will address the problem. For example: “We need an LGBTQ center where staff members can coordinate anti-violence trainings for all incoming students and where LGBTQ students have a place to go where they feel safe on campus.” Or: “We need a free daycare center where young parents know their children are safe and well cared for while they attend classes.”

Action. Once you have illustrated your solution, you want to make sure the other person knows they can make a difference by taking action. Your goal at the end of every interaction is for people to take action right then. You could

ask them to sign a petition in support of your demands or attend an upcoming event or action. It is important to get an email address and other contact information from the person when they make a commitment so you can follow up with them.

Once you have developed your pitch, you want to think through some ways you can reach out to new people. Here are some general tips for outreach:

Build relationships with people by finding out what they care about. What issues are they passionate about? What would they like to see changed in your community? Many organizers can get so focused on their message that they forget to listen to find out what other people want. The more you know about them, the more you can understand how to plug them into the work you are already doing or get ideas on how to expand your impact.

Ask people! People won't join your campaign unless you ask them to. People can always say no if they need to prioritize other things, but if you don't ask, they can't say yes.

Recruit new people to an activity not to a meeting. You want people to first engage by doing the work they believe in, not by talking about it. Ask people to come to a rally or an event where you will be making posters for your campaign.

Create a welcoming environment for families. More often than not, young parents will need to bring their children with them to meetings. Make sure that meetings provide safe, engaging, and fun childcare for the children of young parents. Include snacks or dinner. Make sure to ask about any allergies so that the nutritious snacks and meals you provide to the families are safe for them. Think about the timing of your event. Is your event or meeting at a good time for young parents? Is there another time that might work better?

Make outreach activities accessible for people with different abilities. Make sure your event and meeting spaces are wheelchair accessible and make accommodations for people with different hearing or vision abilities whenever possible.

Don't forget to follow up. Make sure to call or email new supporters and thank them for participating or taking action. Invite them to your next event.

Have fun! Choose fun and creative tactics to outreach to new supporters. The more you are having fun, the more people will want to join you.

Here are some popular outreach ideas:

Table in your community. Set up a table in a high-traffic area on campus or in your community, such as outside the cafeteria, student union, library, local coffee shop, or sporting event, to hand out leaflets and information about your campaign. You can pass out information about upcoming events or ask people to sign a petition indicating they support your demand. Collecting contact information is essential in making sure you can follow up with potential supporters. Tip: bring candy, condoms, buttons, coupons for diapers or other items you can give away to attract people to stop at your table.

New member meetings. Hold new member meetings regularly to welcome new people into your group and share with them introductory information, such as the vision for the campaign, key messages, and ways for people to support what you're doing. Invite new members to commit to doing something at the meeting in order to keep them engaged in the group.

Public announcements. Ask your teachers if you can announce upcoming events or actions before class. Short announcements at another group's meeting, on any student-run podcasts, or on the school's radio station are also ideas. If you are not in school, you can share upcoming events on a bulletin board or internal email server through your employer, church, or other community organization.

Partner with other groups. Find reasons to work with other organizations that appeal to activists. They may be looking to get involved in additional organizations like yours.

Social events. Host dinners, Zoom gatherings, open houses, dance parties, or sporting events to welcome people into the group and build relationships with each other. Advertising the event on social media and in campus calendars, newsletters and newspapers will get your name, as well as your event, out to the public.

Canvass (knocking on doors in your community). Create leaflets about upcoming actions or events and go door-to-door to share them with neighbors. On your leaflets, make sure to list where they can find your campaign online. If no one is home, leave behind your leaflet for people to reach out.

Social media. Some sites allow you to join interest groups online where you can post events or articles or email a list of people that have subscribed to information. Ask around your group of supporters for the groups and list serves they follow. Also reach out to people who like and comment on your social media posts to invite them to events.

Emails. Ask for people's email addresses when you collect contact information and send them regular emails with upcoming events and actions. Sites like MailChimp allow you to design and send mass emails for free.

Text or phone banks. Ask for people's cell phone numbers when you collect contact information. Text or call them before an event or action to invite them to participate. People are most likely to see a text than other forms of communication.



LYDIA X.Z. BROWN,
Bazelon Center

Artwork by Kate Deciccio featuring Lydia X.Z. Brown and the Bazelon Center for Amplifier's We The Future Campaign. @AmplifierArt

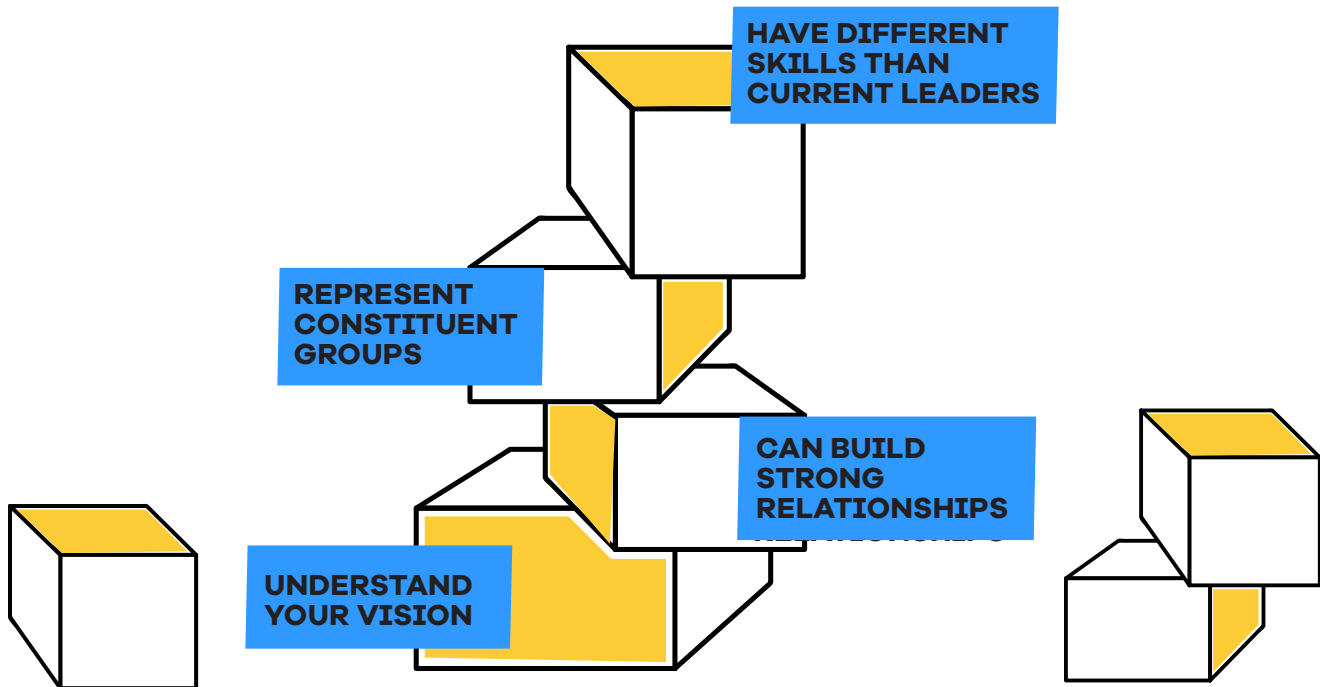
MAKING SPACE FOR CHILDREN



Young parents shouldn't have to choose between participating in any of these tactics and showing up as their authentic selves, or be relegated to exclusively digital activities because they cannot find childcare.

Including your children in your activities is essential to ensuring that young families feel welcomed and part of the organizing process. Remember that young parents and their children are busy and are often navigating numerous schedules at once. While it will not always be possible, it is important to ask young parents their input on proposed times that a meeting and or planned activities will happen to ensure the time does not interfere with school or will be during a child's necessary naptime. Remember that children need snacks and proper meals, do not always opt for pizza as the main food offering. Additionally, respect everyone's time. Let people know what the meeting start and end times are before the meeting takes place. This will help the child and parents to make necessary adjustments to their schedule and still honor their other commitments. A march or lobby day can be incredibly meaningful and effective, but you will need to take steps to ensure that this participation works for everyone. See Sophie's Activist Story on Page 50 for more information on creating childcare collectives in organizing spaces.

4.3 DEVELOPING LEADERS



As supporters come into your campaign, you want to identify and develop leaders among them that can help you plan events and actions so that you can build even more power. To do this, you want to think about what types of leaders and skill sets you need for your campaign.

Here are some qualities to look for in leaders:

- 1. Understand your vision.** Leaders will have demonstrated that they know and support the change you're trying to achieve and the steps required to win.
- 2. Can build strong relationships.** Leaders should be able to work with others and help resolve conflicts within the group when they occur. (See Part 6: Sustaining the Movement for more information.)
- 3. Represent the people and interests of your constituent groups.** You want to make sure constituents who are most affected by the problem are part of the decision-making team in your group. When

you are trying to shift power relations in the world, it is important to make sure you first shift power relations in your own group by creating an environment where people that are traditionally marginalized in society have decision making power in your movement.

- 4. Have different skills than current leaders.**

A diverse skill set among leaders will help your group do more. Some may be into planning events. Others may want to lead art activities. Others may be great at taking photos for social media. Rather than having one or two leaders directing all the projects, try having five or ten leaders that can each manage a small piece of your campaign.

There may be other skills that you are looking for from your leaders that will help your group reach its core goals. As a group, you will want to continue to develop this list as your campaign progresses.

4.4 LADDER OF ENGAGEMENT TOOL

As you bring in new supporters, you want to encourage them to continually get more involved with your campaign when possible. You want them to climb your “ladder of engagement.”

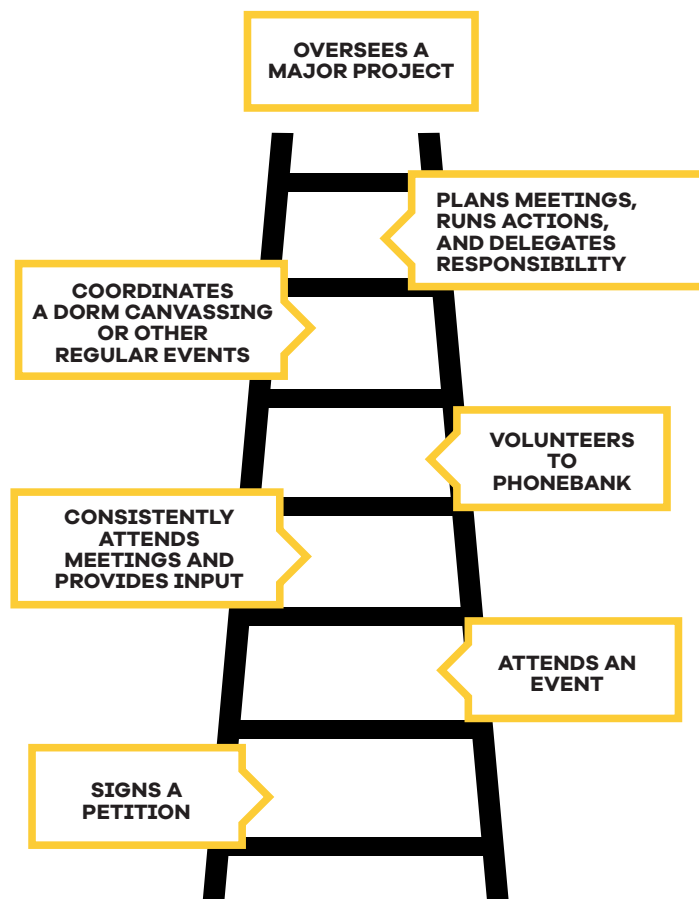
The Ladder of Engagement tool allows you to plot out the process for turning supporters into members and members into leaders. Each rung on the ladder represents an opportunity to participate in the campaign. People at the low end of the ladder typically start out with easy things like sharing a social media post or attending an event. As they climb up the ladder, they may take on more responsibility, like volunteering to collect petition signatures or contributing a piece of art. The more people you can get to climb your ladder, the more power you will build.

Here are some ways to move supporters up the ladder of engagement:

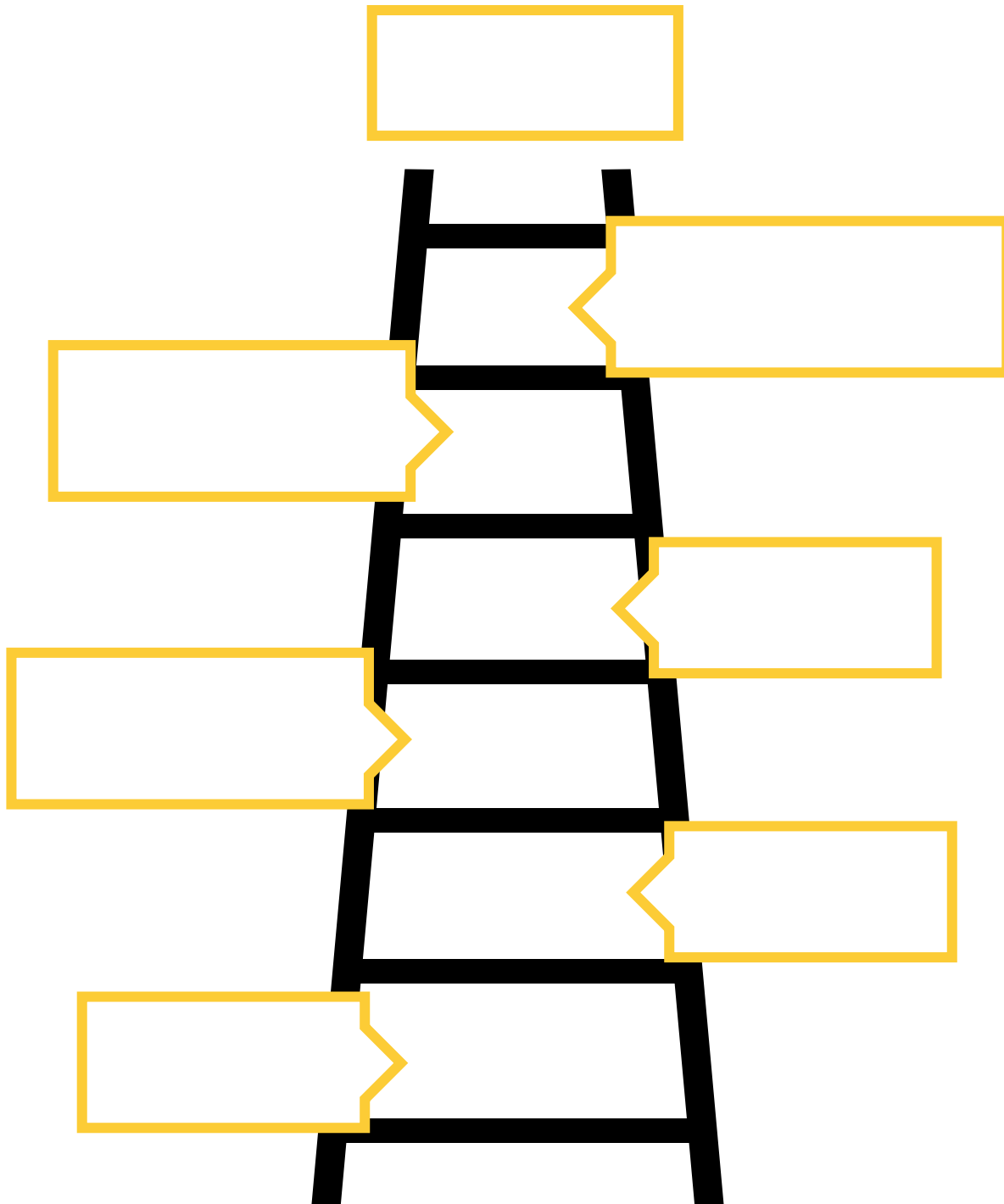
- **One-on-one conversations.** Sitting down for a personal conversation (or using Zoom or FaceTime) is a great way to learn about what motivates someone to stay involved. Talk to them about the things they’ve enjoyed working on and offer ideas and support for how they could get more involved in upcoming activities planned for your campaign. Schedule regular one-on-one conversations with people you want to become leaders in your group.
- **Shared ownership of projects.** When you pair an emerging leader with a current leader on each project, new leaders gain experience so that they can take over the project in the future. This is especially important in youth organizing because, oftentimes, young leaders will graduate from school or move out of a community. When that happens, their experience leaves too. It is essential to continuously build new leaders so the work you care about continues after you go.
- **Leadership retreats.** These are a great way to strengthen relationships among current and emerging leaders. They also serve as a time to dive deeper into the strategy of the campaign. This opportunity will help new leaders develop a better understanding of how to create strategies, and increase their investment in the success of the campaign. Leadership retreats are best done in

person. Again remember to include childcare, perhaps even integrate the children into an activity or two with the whole group. Leadership retreats can also be done on-line through platforms like Zoom or Google Meet.

Building power by attracting new supporters and developing leaders is a continuous cycle throughout the life of a campaign. It’s important to note, however, that involvement is often not linear for young parent organizers, as well as participants with disabilities, those experiencing housing and economic instability, or those who function as caretakers. In order to create a supportive organizing space for all participants, you may want to adapt a “Step up, Step back” model, wherein your members are empowered to step into more engaged roles when they have capacity, and step back when they do not, without being penalized or “knocked down” the ladder for taking time to care for other needs.



LADDER OF ENGAGEMENT



WE'RE ALL IN THIS TOGETHER: SUSTAINABILITY IN A COALITION

It is important to push to include more than one young parent in the coalition. You cannot represent all young parents everywhere and bringing in more voices will bring in more perspectives and strengthen the coalition. In addition, you may not be able to remain in the coalition forever. Eventually you will age out, move locations, change jobs, or no longer have the capacity to serve. Bringing in more than one young parent to the space will help build support and leadership within the coalition.

Do not be afraid to tell another young parent explicitly that they would be a good fit to join the coalition, and tell your coalition partners as well. You may want to ask that your coalition adopt a buddy system or similar program that will pair new young parent members with established coalition partners so that they can learn more about the space and the work. This pairing will also begin a process of relationship building within the coalition. The established coalition partner may become more inclined to support the young parent's demands within the coalition space after getting to know them a bit better. Inviting new young parents to join the coalition can help ensure your work within the coalition is sustained even after you leave the group.

WELLNESS CHECK

A great way to practice self-care is to express gratitude—either as individual reflection or as a group activity. When working on social justice issues, organizers become very focused on what's wrong with the world. Making a conscious effort to think about the things that are beautiful and inspiring within the struggle will help you replenish when feeling depleted. Individuals can do this by keeping a gratitude journal. As a collective, you can invite people to give shout-outs to others in your group at meetings or formally thank people with recognition or awards, share with each other amazing things your children are doing as they grow and learn; or thank someone in the group for modeling a parenting skill that was helpful to you.

ACTIVIST STORY



OFELIA ALONSO
Texas Freedom Network,
1 in 3 Campaign

Ofelia Alonso is a Texas organizer currently working as a Field Coordinator for the Texas Freedom Network. While in college, she organized to improve reproductive health care access in her state. This past summer, she worked tirelessly to expose the Crisis Pregnancy Centers in her community.

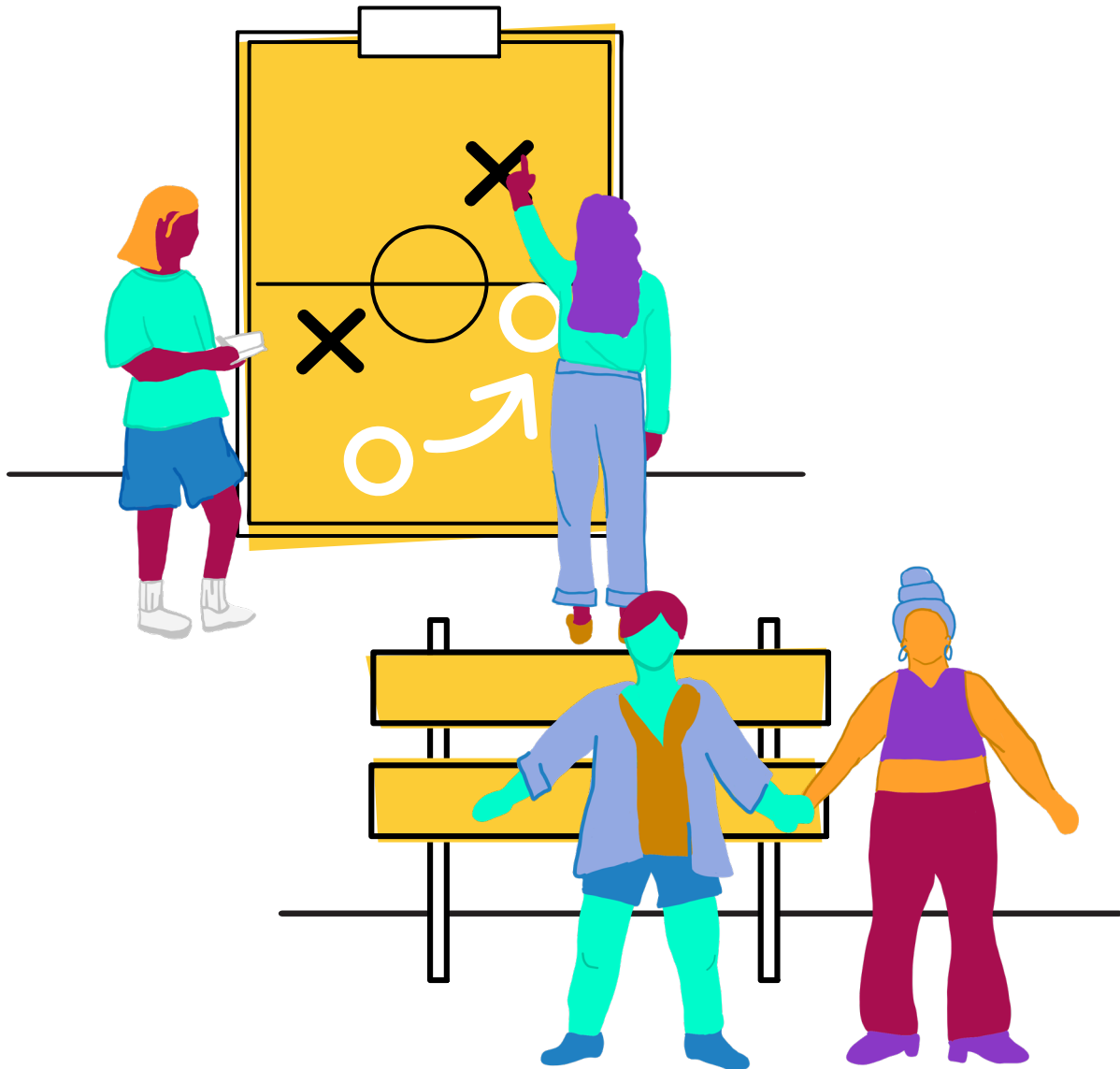
Crisis Pregnancy Centers (CPC) are religious centers that pose as clinics to convince people not to have an abortion. CPCs often provide some sexual health services, including STD and pregnancy testing in an attempt to bring young people into their services, but then coerce pregnant people into not receiving an abortion. They can be misleading for individuals looking for proper medical counseling because they often intimate that are an abortion provider. Ofelia mounted a campaign demanding the CPC stop using advertisements and other misleading tactics to lure students.

During the campaign, Ofelia and her fellow volunteers gave presentations and set up tables on college campuses to raise awareness about the CPCs in the region. They used digital media to draw attention to and expose the CPCs near college campuses. She also reached out to local and state media and provided them with background information and interviews. The media became an ally, tracing the CPC's funding to religious institutions. The pressure mounted and the CPC near Ofelia's school finally closed its doors and they have stayed closed. Ofelia considers this one of her biggest wins.

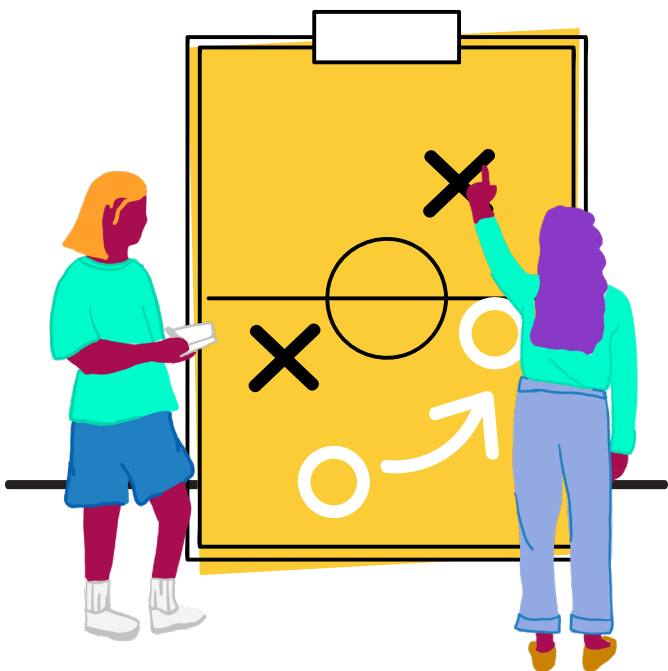
Learn more about the Texas Freedom Network at <https://tfn.org>.

PART 5: USING YOUR POWER

In Part 4, you learned some ways to attract supporters and encourage them to become leaders in your group. Part 5 is all about using your collective power to plan actions that will apply pressure to your target. These are called tactics.



5.1 WHAT IS A TACTIC?



Tactics are actions taken to get someone (your target) to give you what you want (your demands). Each tactic should fit within your overall strategy to reach your end goal. There are a variety of tactics that you can choose from—your job is to determine which tactics to use and when in order to get your group what it wants.

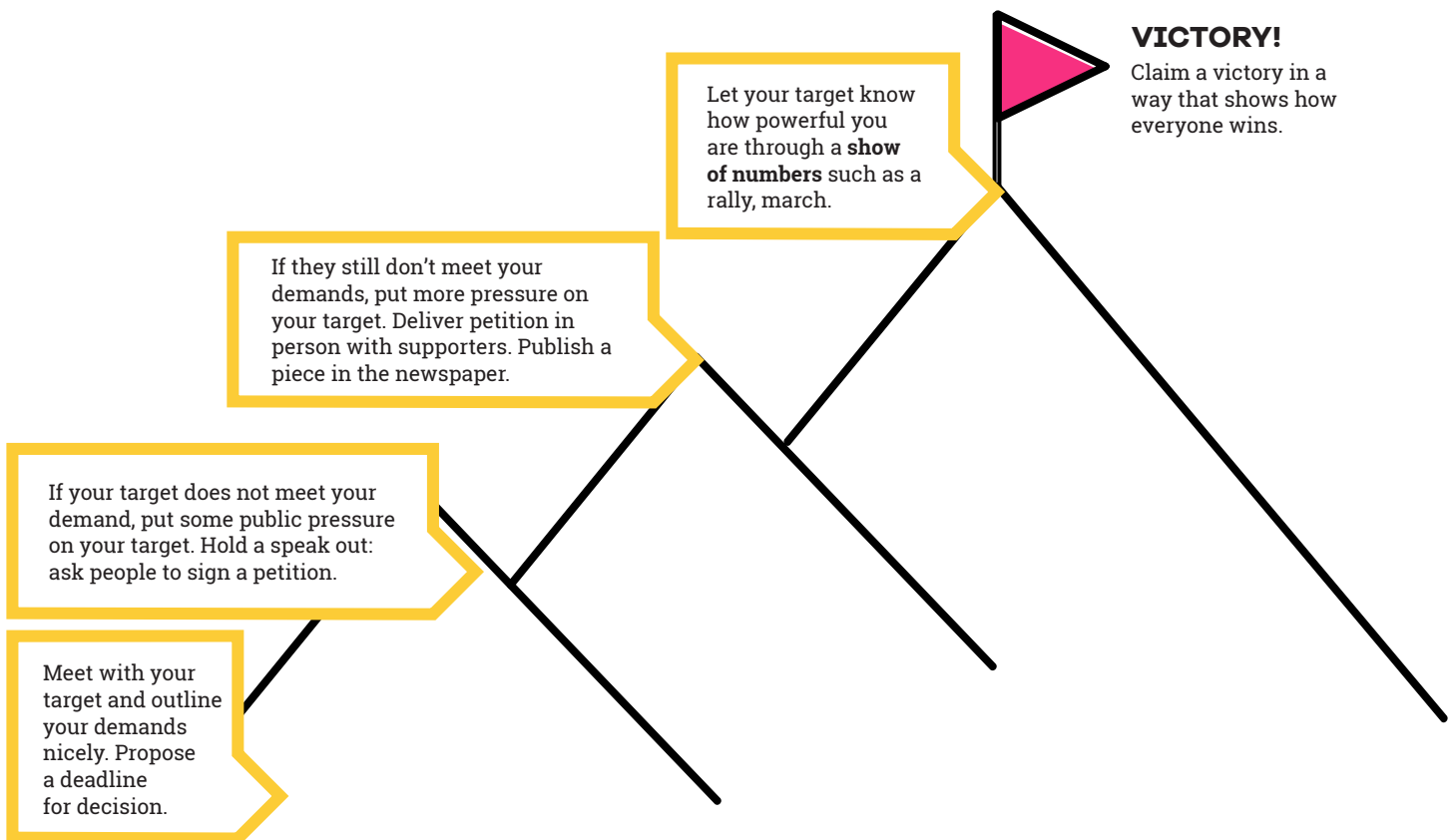
Here are some basic guidelines for selecting tactics:

1. **Tactics should show support for your demands.** Your list of demands should be the core part of any tactic. Without them, you're less likely to create lasting change for the community. For example, if a young mother faces harassment for breast feeding on campus, you could stage a sit-in where young mothers breastfeed in a public place on campus. This is an important step to show care for the harmed and stigmatized, but condemning the harassment alone does not necessarily mean that the University will take action to eliminate harassment on campus. This action could be improved if participants at the sit-in spoke out about what is necessary to end harassment on campus and demanded that the university provide sufficient

lactation spaces on campus, as well as trainings for all incoming students affirming the right of young mothers to breastfeed on campus. This refocuses the energy of the action from the problem toward a solution.

2. **Tactics should be focused on your primary or secondary target.** The focus of the action should be on asking your target to do something. In the case above, it could be directed towards the president of the University who has the power to agree to add know-your-rights training sessions for young parents to student orientation or to add lactations spaces in all University buildings.
3. **Tactics should demonstrate your power, while simultaneously building your power.** Each action you plan is also an outreach opportunity. For example, if you hold a rally in the center of campus, you will show your collective power to your target, and also to others walking nearby. Pass out leaflets at your actions so new people can connect with your issue and join your campaign. Building power at each action will allow you to continually escalate your tactics and apply more pressure on your target to win your campaign.
4. **Tactics should be outside the comfort zone of your target and within the comfort zone of your group.** Tactics work best when your target is unfamiliar with your action and does not know how to respond. If there has been a long history of sit-ins on your campus, then it is likely that your University has developed an action plan to respond to a sit-in. However, they might be less familiar with a group of students interrupting a board of directors meeting. They will be forced to act immediately without diligent planning, which may allow you to make more headway on your demands. At the same time you want to pick tactics that members of your group feel confident with and committed to—this will help them be more successful. For example, if you anticipate that police will be called in response to your action, some people in your group may feel unsafe due to past experience with officers. Everyone should be fully aware of what might happen at an action, and be given opportunities to opt-out at different points or all together.

5.2 PRINCIPLE OF ESCALATION

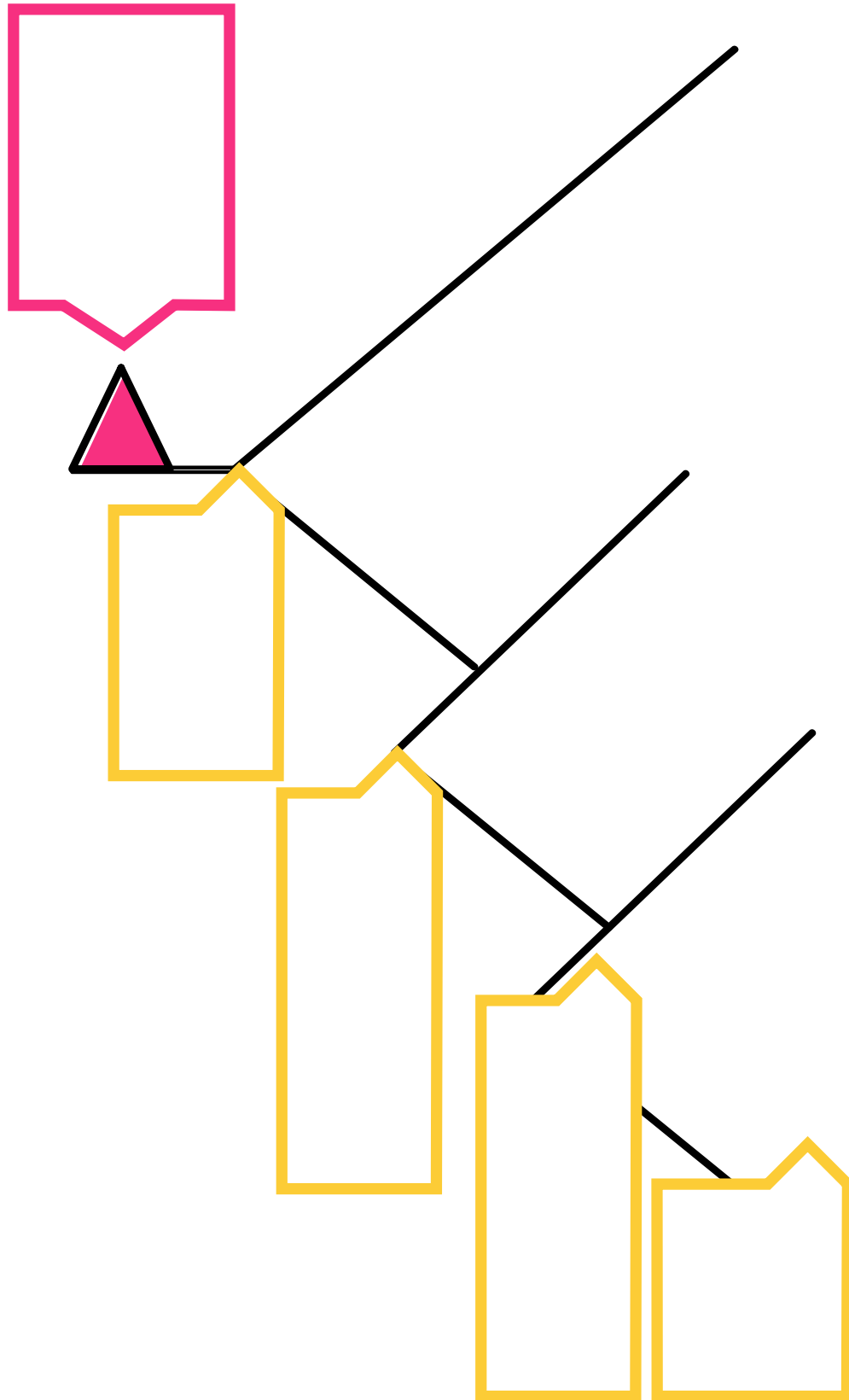


In a campaign, each tactic generally builds on the previous tactic to apply additional pressure on your target in a relatively short period of time. This is called escalation.

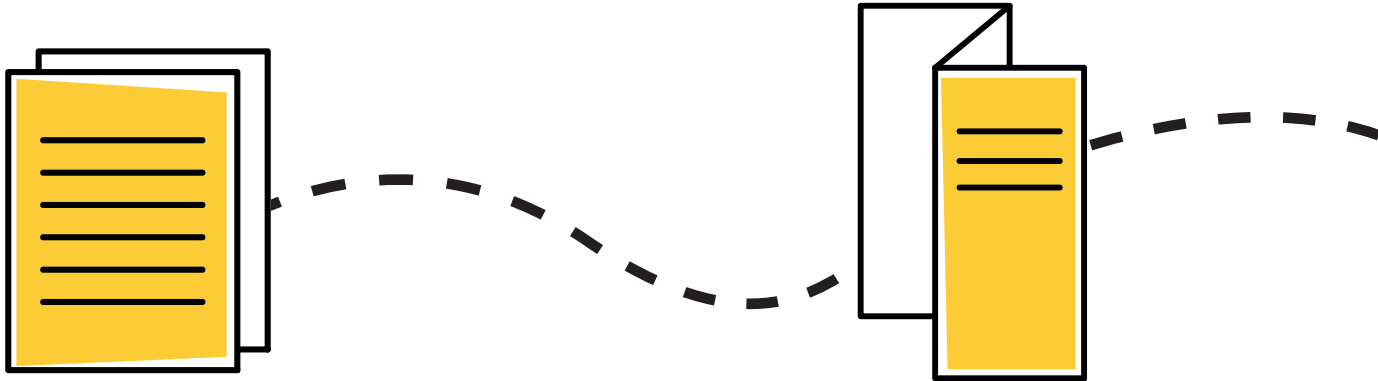
Escalation of tactics is important because you want to show your target that you are continually building power and increasing the size and intensity of your actions. For example, if you were to start with a sit-in and it fails to convince your target to meet your demands, delivering a paper petition next will likely not move your target either—it may even convey to them that your base is weakening.

Few campaigns are won overnight. It's important to remember that your target will likely not meet your demands after your first or even your second action. If you plan for this, it can help keep the momentum growing and minimize feelings of discouragement among your supporters. After each tactic, regroup with your members and reflect on what went well, what could be improved, and what tactic to try next to keep the pressure on your target.

PRINCIPLE OF ESCALATION



5.3 POPULAR TACTICS



1. Using petitions to demonstrate support for your campaign.

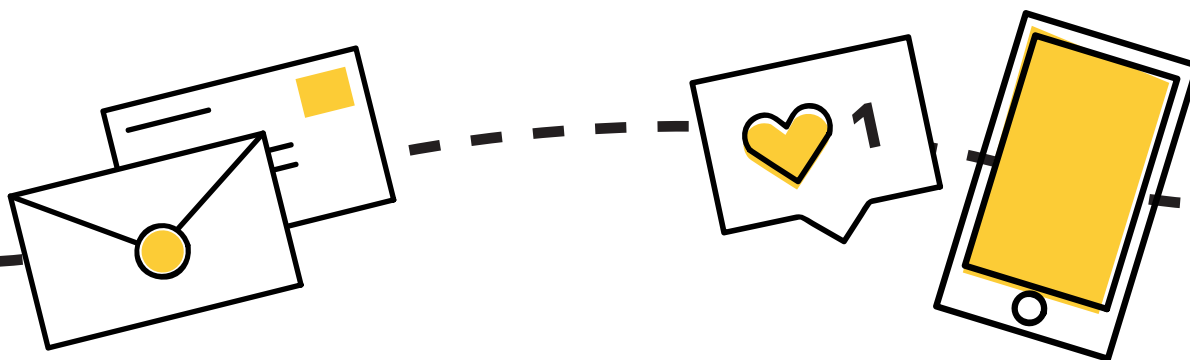
A petition usually lists your demands followed by space for supporters to sign and write their contact information. When people sign the petition, they are indicating that they support your demands. The goal is to collect a lot of signatures and deliver them to your target so they can see wide support. Petitions also help you recruit supporters—each person you ask for a signature is someone you can share your messaging with and invite to future events. Here are some petition gathering tips:

- Set a goal for the number of signatures you want to obtain and a date that you will deliver the petitions to your target.
- Create a paper petition for collecting signatures in person as well as an online version on sites like Amplify, Credo, MoveOn, or Google docs.
- For paper petitions, identify high-traffic areas such as a student union, a public event like a concert, or outside of the public library where you can talk to people and ask them to sign.
- For the online petition, use email, websites, and social media to share it widely. Ask your base and your allies to share it with their networks as well.
- When you deliver your petition to your target, make sure it is seen—host a press event or livestream the delivery on your social media page.

2. Creating banners, displays, and leaflets to communicate your demands to a larger audience.

Making your demands visible in a high-traffic area is a good way to attract attention to your campaign. Banners and signs should align with the key messages of the campaign and communicate your demands in a straightforward way. Displays can be more abstract. For example, activists arranged 7,000 pairs of kids' shoes on the lawn of the Capitol building in 2018 to illustrate how many children had died since the Sandy Hook school shooting six years earlier. Here are some tips for displays and banners:

- Find a strategic location to install banners and displays where a lot of people will see, photograph, and discuss it with others.
- Make sure to check to see if any permits are required to put up your display.
- Notify the press of the display by sending a media advisory or calling up the editorial desk.
- Connect onlookers directly to your campaign by collecting petition signatures and/or distributing leaflets with your social media handles and hashtags.
- Arrange for a supporter to capture photos, video, or a livestream of the action and people's response to it. Share the responses on social media.



3. Submitting letters to the editor, op-eds, and op-docs to local media.

Media outlets usually have some way for readers to submit content in their own words. They may publish a letter to the editor, which is a short (usually 300 words or less) response to a newspaper article, or an op-ed, which is an opinion piece that is generally longer and allows the writer to cover a topic that the newspaper hasn't covered enough. A few media outlets are starting to publish op-docs, which are short documentaries that present a point of view. Here are some tips to writing effective submissions:

- Research the media outlet's submission guidelines and follow them closely.
- Review a few previously published pieces to see what has been approved in the past and what the media outlet is saying about your issue.
- Use your storytelling skills to write or create an emotionally compelling piece that incorporates your key messages. Personal "human-interest" stories about how people are affected by an issue are particularly appealing to the press.
- Share widely any articles or videos that come out of press events.

4. Sending out media advisories and hosting press events.

Campus and community newspapers, local television and radio stations, or prominent bloggers are all examples of press that may help you communicate your message to a larger audience. Any gathering, such as a town hall, vigil, or march, where your power is visible is an opportunity for a press event. Here are some tips on how to appeal to the press:

- Create a media list with contact information for journalists and editors at local media outlets that cover your issue.

- When you organize a public action, send out an advisory to the media a few days in advance by emailing a short, one-page summary of the what, why, when, and where of the action. If special guests will be present, make sure to include their name and organization.
- When you're planning your event, think about how you can create great photo opportunities for the press. Appealing visuals can get you on the front page of your local media outlets.
- Designate spokespeople to make statements to press at your event. Use your key messages and storytelling skills to communicate your demands.
- Share any articles or videos that come out of press events widely.
- Get to know the journalists that report on your issue and reach out to be a source of information and interviews for them.

5. Organize a collective action on social media.

Examples include altering profile pictures on social media or asking people to post a hashtag on a designated day or time. Sites like Facebook allow you to create frames for users to add to their profile pictures. Social media has the added benefit of being able to track how many people viewed a piece of content. For example, if your target sees your campaign hashtag trending on social media or a video getting lots of views, it demonstrates your power to get publicity for your demands. Here are some tips for organizing collective action on social media:

- Designate a day and time at least two weeks in advance to plan the action.
- Get influencers and ally organizations on board with the plan.
- Create an easy set of instructions on how people can participate and provide as much ready-to-use language or graphics as possible.



- When it's time to participate, publicize the call to action widely.
- Consider asking supporters to tag your target in their posts.
- Do a recap of how many people participated in the action and take screen grabs from supporters (with their permission) to document the action.
- Thanks those who participated by sharing the recap.

6. Host a letter or postcard writing event.

Gather group members to write personal letters or postcards to your target about why they support your demands. When the stack of letters arrives at your target's office, they will be hard to miss. Elected officials will often write back with a statement on the issue, which will help you determine where they stand. Tips for hosting a letter writing event include:

- Provide materials for writing the letters along with your key messages and storytelling advice to help people know what to write.
- Take responsibility for mailing the letters to make sure they get sent. You can ask everyone to donate a few stamps to cover the cost of postage or bundle the letters together and send in one large envelope.
- If you are asking for something related to being a young parent, consider including drawings from the group's children depicting the issue or of their families.

7. Take creative action using art.

Use the art you have created for your campaign to communicate your message to a larger audience. These actions help to generate publicity, reach new supporters, and get the attention of your target. Additionally, humor or satire can be a particularly effective way to bring attention to a problem you are addressing—make sure to test your material out on people in advance of a public performance to make sure the message you're trying

to convey comes across clearly. (See section 3.3 Art + Activism for more ideas.) Once again, art from the group's children could be effective as part of this tactic. Think about ways to incorporate children's art in your efforts.

8. Stage a withdrawal or renunciation.

Publicly refusing to participate in an event is a powerful display of discontent. For example, walking out or turning your backs to a speaker during a major event sends a clear message that you disagree without disrupting the event. If this action is done to your target in front of a large number of people, people will take notice.

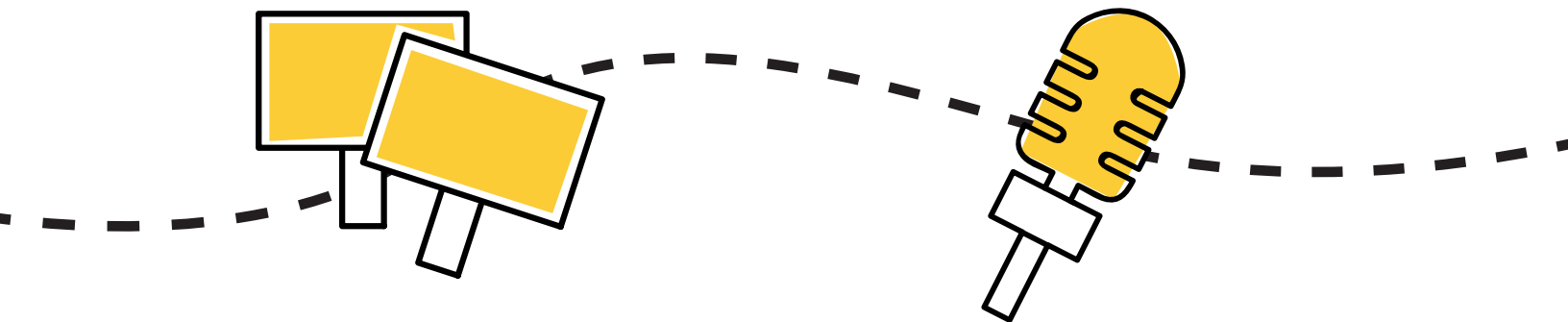
- Make sure to record your renunciation and post it on social media with your demands to help communicate to a larger audience.

9. Organize a boycott or divestment campaign.

Withdrawing financial support is a powerful way to communicate your demands and disrupt the system that keeps your problem in place. At colleges and universities, this can be especially powerful if alumni refuse to donate until the university meets its demands. Boycotts and divestment campaigns are most effective when you can convince a large number of people to participate so that the reputation or profits of the target or target's organization are affected. If the organization is so large that it is hard to make a big dent in profits, the tactic will still help to communicate the problem to a larger audience and generate negative publicity for your target.

10. Host a march or rally to demonstrate your power.

Bringing a lot of people together to voice their support for your demands will send a powerful message to your target. A march moves from one location to another, while a rally generally takes place in one specific location. Both marches and rallies create a public venue for voicing your demands, provide great photo



opportunities for your group and the media, and energize and attract supporters. Five people with signs are enough to draw attention; 500 people with signs and chants will really make an impact.

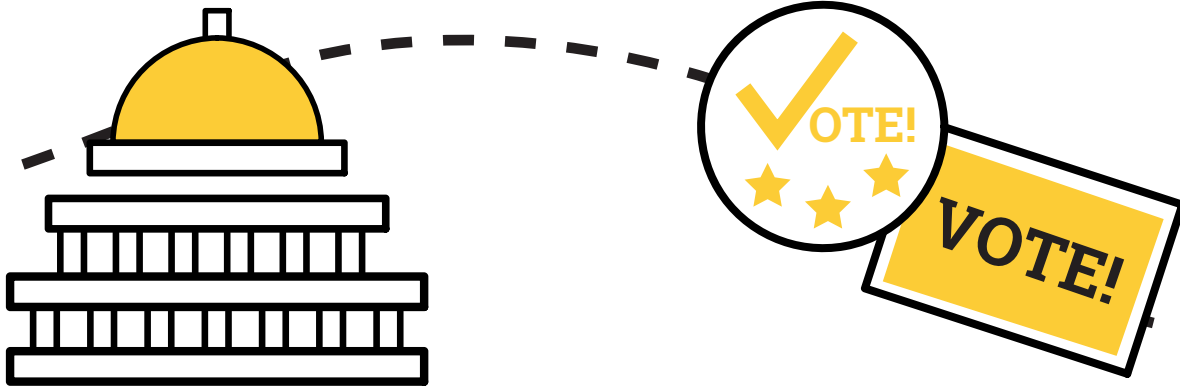
- Check in early with the local police to see if you need a permit to hold the event. If so, get the permit and closely follow the regulations regarding bull horns, picket signs/posters, unobstructed space for pedestrians, not interfering with traffic, etc.
- Before the action, make sure that you and your supporters have a clear understanding about what you want to achieve with the action.
- Decide if this march or rally is safe for children and communicate that to your supporters
- Choose a location that supporters can easily get to, and where your presence will be felt—such as outside your Senator’s district office or on a campus mall.
- Gather supporters to make posters and picket signs. Think of the visuals you want for press photographs or social media.
- Prepare sheets with at least a few chants that reinforce your message. Identify chant leaders and be ready to hand the sheets out to supporters.
- Make leaflets with your demands, social media handles and hashtags, and upcoming events to hand out so people know how to stay involved.
- Notify the media about your event, and prepare someone to be the official media contact and/or the spokesperson. Make sure the press can easily find them.
- Ask four to five speakers to deliver a short speech and recommend a topic for each to address. Also choose someone to emcee the event to keep the program on message and on time. Keep the action to about an hour.
- Define the end of the action. Always have something that people at the action can do right then. Ask them to volunteer to circulate petitions, coordinate phone-banking, or even sign a postcard.

- Follow-up with organizations and members who attended and showed visible support for your issue. Remember to thank organizations for participating.
- Let your target know about your action and how many people showed up, signed petitions, and/or got involved.

11. Lobbying elected officials to influence local, state, or federal policy.

Lobbying means meeting with an elected official in-person or using technology such as Zoom, Google Meet, or even your cell phone, to ask them to support your demands. If you are organizing to change law or policy, lobbying is a key tactic. It’s relatively easy to visit elected officials—they are required to have public contact information and usually have offices in the districts they represent. If you live in the elected official’s district, you are one of the constituents they represent. Even if you are not a constituent, you can still call or meet with them. Whether you are planning to meet with them in person or online, call their offices to talk to a staff person about scheduling a meeting. If you want to meet in person, ask for a time when your elected official is in their district office. Once you have arranged a time to talk be it online or in person, keep these tips in mind:

- Research the policy maker’s position on your issue. You can find this information through voting records, speeches, newspaper articles, debates, and from other organizations that work in related areas.
- Bring a small group of spokespeople and allies from partner organizations to the meeting with you to show that you represent a coalition of people.
- Prepare your messages with other group members prior to the meeting. Stay focused and remember to use your storytelling skills discussed in section 3.2 Storytelling of this guide.



- Start the meeting out by thanking the elected official for taking the time to meet with you. Opening with gratitude can help keep their mind open to your demands.
- If you are a constituent, mention that you live in their city, district or state—even if you can't yet vote. If you have anything else in common, such as a mutual acquaintance or you attended the same school, mention it no matter how insignificant it may seem. It can help the elected official remember you and your message.
- Consider yourself an information source. Policy makers have limited time and staff to devote to any one issue. They can't be as informed on all the issues as they would like to be. You can fill the information gap.
- Think about what the opposition is telling the elected official and provide clarification and rebuttal to opposing views.
- Tell the truth and don't be afraid to admit you don't know something. Giving false or misleading information will result in your losing credibility. If you don't know something, don't make it up. Explain that you do not know the answer and offer to get the information. Be sure to get back to the policy maker promptly with the information you promised.
- Be specific in your demands. If you want a vote, information, answers to a question, a signature on a petition – whatever it is – make sure you say so directly. Make sure you get a response – yes or no – to your request. You can say something like, "Can we count on you to cosponsor the bill to raise the minimum wage?"
- Send a thank you note immediately following a meeting. Also, find out if the policy maker did what he/she promised. Send a letter in which you restate your position, thank her/him for the supportive action taken, or ask an explanation for unsupportive action.

12. Hold a voter registration drive.

A voter must be registered with their state at their current address in order to cast their vote on election day. If your target is an elected official, you can get their attention by registering people who support your cause to vote. Oftentimes, elected officials do not pay attention to the needs of young people because they think they do not vote. Even if you are not old enough to vote yourself, you can convince other young people 18 and older to vote for issues you care about. If you can show that you are registering large numbers of new, young voters, elected officials will be more likely to take your demands seriously because they want to win the votes of your supporters in their next election. Here are some tips:

- Each state has different voter registration rules. Look up the rules on your state's Election Commission website and make sure to follow them carefully so that every new registration counts. Sites like Vote.org and RocktheVote.org have helpful tools that make it easy to register yourself or others.
- Get familiar with voting rules in your state so you can help educate registered voters on how to vote, for example, where they can find their polling location, what they need to bring to the polls (such as an ID card), or how to find out what's on their ballots.
- Keep track of how many people you register and share it with your supporters and target. The more people you can show you've registered, the more your target will take notice.

MAKING EVENTS DIGITAL

Many of these popular tactics can be performed entirely online, but be careful to recognize that online organizing is more than simply replicating an event exactly over a digital platform. You will need to tweak each tactic to make sure that it is engaging and accessible for participants, and not taxing on your members.

INSTEAD OF	TRY
A three-hour in-person training on young parents' rights	Three one-hour digital trainings, hosted once a week live, recorded and uploaded on Youtube
An in-person group meeting where members discuss internalized biases against young parents	A group video call utilizing "breakout rooms," in which participants are split into separate, smaller group calls to discuss a set of prompts about internalized biases against young parents
A sit-in at your school to draw attention to the lack of inclusive, accessible lactation rooms and changing stations	A digital rally, hosted on a video conferencing platform, where designated speakers talk about their experiences while breastfeeding or changing their babies on video
A lobbying trip to discuss a bill in your state to support pregnant students in schools	A series of Instagram video posts of your members recording themselves calling their local legislator to talk about the bill, paired with a graphic that includes a script supporters can use

It's equally important to make online events as fun and engaging as you would in-person. Consider soliciting submissions to a group playlist to be played during the event, or holding a contest for best digital background, costume, or profile picture.

5.4 NON-VIOLENT INTERVENTION



Non-violent intervention tactics are intended to disrupt the daily operations of your target's organization.

If you have exhausted your list of tactics and your target still has not met your demands, you may want to consider using non-violent intervention. Non-violent intervention tactics are intended to disrupt the daily operations of your target's organization. These are high pressure tactics and should only be used later in your campaign if necessary—after you have escalated through other tactics.

Two popular forms of non-violent intervention include sit-ins and overloading administrative systems:

- **Conduct a sit-in.** To hold a sit-in, people occupy a space by seating themselves in a strategic location (like in a street to block it, in the president's or admissions office of a university, etc.) where they can disrupt the daily routine and force their target to deal with them. Participants will usually remain seated until their demands are met or they are forcibly removed and/or arrested.

WELLNESS CHECK

When hosting actions, it is important to make sure to think about the well-being of participants. For example, if you are hosting a march on a hot day, you would want to make sure plenty of water is available for participants and identify shaded areas where people can rest if needed. If you are including children in your march, you would want to designate child care coordinators and coordinators to be in charge of food and water for children specifically. It's a good idea to designate wellness leaders that have first aid materials and take responsibility for checking in with people. If there will be police at your event, you can also designate police liaisons for people who may prefer not to interact with law enforcement. Ask your members what they will need to feel safe and well at the action and work together to meet member needs.

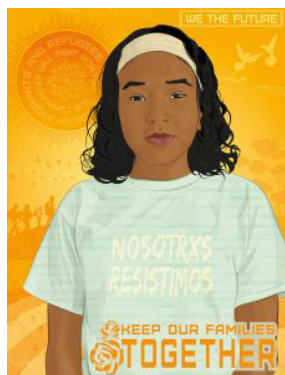
Some schools, employers or cities, will try to wait you out, while others will act to remove you immediately. There is also some risk that the target will use violent tactics to remove you, like calling the police to arrest you or using pepper spray to have the group disperse. Most targets, and particularly schools do not like to arrest students/young people or use force because, if captured by the media, it can create negative publicity and can encourage more people to stand in solidarity with the young people and join your fight. Thus, it is important to have a media strategy in place. Here are some tips for hosting sit-ins:

- Make sure everyone is aware of the goals and risks of the action and have the opportunity to opt-out if they are not comfortable.
- Think about the photo opportunities you'd like to generate from the event and build art for the event.
- Think about the audio you'd like media to capture from the event and arrange for speakers, spokespeople, and any music or chants you'd like to include.
- Send a media advisory prior to the sit-in so you can have media there to capture your actions as well as the actions of school officials.
- Assign students to videotape, photograph, live tweet and write about the action. It is important that your messaging, not the school's, dominates the press coverage of the action.
- Don't forget wellness considerations like water or food for participants, and designate someone to be a police liaison or care taker for those that need special accommodations.

- **Overloading of administrative systems.**

Another way to disrupt daily operations through nonviolent action is to flood email, social media or phone systems of your target. The goal of this action is to make it impossible for your target to ignore your demands by literally disrupting their means of communication and workflow. This can be done by getting high volumes of people over a scheduled period of time to call the office of your target and flood the phone lines. You can also shut down email systems if you get the correct email address of your target. You must make sure people are sending them from different domains and use a variety of subject lines, to ensure they are not easily blocked by your target. The challenge with this action is that it is harder to fully shut down systems for an extended period of time. The upside is you often have a lower risk of arrest.

Here are many more non-violent intervention tactics you can consider. This list was compiled by Gene Sharp from the Albert Einstein Institution:



LEAH THE ACTIVIST, Families Belong Together

Artwork by Rommy Torrico featuring Leah and Families Belong Together for Amplifier's We The Future Campaign.
@AmplifierArt

198 METHODS OF NONVIOLENT ACTION

From gene sharp, albert einstein institution www.aeinstien.org

Formal Statements

1. Public Speeches
2. Letters of opposition or support
3. Declarations by organizations and institutions
4. Signed public statements
5. Declarations of indictment and intention
6. Group or mass petitions

Communications with a Wider Audience

7. Slogans, caricatures, and symbols
8. Banners, posters, and displayed communications
9. Leaflets, pamphlets, and books
10. Newspapers and journals
11. Records, radio, and television
12. Skywriting and earthwriting

Group Representations

13. Deputations
14. Mock awards
15. Group lobbying
16. Picketing
17. Mock elections

Symbolic Public Acts

18. Displays of flags and symbolic colors
19. Wearing of symbols
20. Prayer and worship
21. Delivering symbolic objects
22. Protest disrobings
23. Destruction of own property
24. Symbolic lights
25. Displays of portraits
26. Paint as protest
27. New signs and names
28. Symbolic sounds
29. Symbolic reclamations
30. Rude gestures

Pressures on Individuals

31. "Haunting" officials
32. Taunting officials
33. Fraternalization
34. Vigils

Drama and Music

35. Humorous skits and pranks
36. Performances of plays and music
37. Singing

Processions

38. Marches
39. Parades
40. Religious processions
41. Pilgrimages
42. Motorcades

Honoring the Dead

43. Political mourning
44. Mock funerals
45. Demonstrative funerals
46. Homage at burial places

Public Assemblies

47. Assemblies of protest or support
48. Protest meetings
49. Camouflaged meetings of protest
50. Teach-ins

Withdrawal and Renunciation

51. Walk-outs
52. Silence
53. Renouncing honors
54. Turning one's back

SOCIAL NONCOOPERATION

Ostracism of Persons

55. Social boycott
56. Selective social boycott
57. Lysistratic nonaction
58. Excommunication
59. Interdict

Noncooperation with Social Events, Customs, and Institutions

60. Suspension of social and sports activities
61. Boycott of social affairs
62. Student strike
63. Social disobedience
64. Withdrawal from social institutions

Withdrawal from the Social System

65. Stay-at-home
66. Total personal noncooperation
67. "Flight" of workers
68. Sanctuary
69. Collective disappearance
70. Protest emigration (hijrat)

ECONOMIC NONCOOPERATION: ECONOMIC BOYCOTTS

Actions by Consumers

71. Consumers' boycott
72. Nonconsumption of boycotted goods
73. Policy of austerity
74. Rent withholding
75. Refusal to rent
76. National consumers' boycott
77. International consumers' boycott

Action by Workers and Producers

78. Workmen's boycott
79. Producers' boycott

Action by Middlemen

80. Suppliers' and handlers' boycott

Action by Owners and Management

81. Traders' boycott
82. Refusal to let or sell property
83. Lockout
84. Refusal of industrial assistance
85. Merchants' "general strike"

Action by Holders of Financial Resources

86. Withdrawal of bank deposits
87. Refusal to pay fees, dues, and assessments
88. Refusal to pay debts or interest
89. Severance of funds and credit
90. Revenue refusal
91. Refusal of a government's money

Action by Governments

92. Domestic embargo
93. Blacklisting of traders
94. International sellers' embargo
95. International buyers' embargo
96. International trade embargo

ECONOMIC NONCOOPERATION: THE STRIKE

Symbolic Strikes

1. Protest strike
2. Quickie walkout (lightning strike)

Agricultural Strikes

3. Peasant strike
4. Farm Workers' strike

Strikes by Special Groups

5. Refusal of impressed labor
6. Prisoners' strike
7. Craft strike
8. Professional strike

Ordinary Industrial Strikes

9. Establishment strike
10. Industry strike
11. Sympathetic strike

Restricted Strikes

12. Detailed strike
13. Bumper strike
14. Slowdown strike
15. Working-to-rule strike
16. Reporting "sick" (sick-in)
17. Strike by resignation
18. Limited strike
19. Selective strike

Multi-Industry Strikes

20. Generalized strike
21. General strike

Combination of Strikes and Economic Closures

22. Hartal
23. Economic shutdown

POLITICAL NONCOOPERATION

Rejection of Authority

24. Withholding or withdrawal of allegiance
25. Refusal of public support
26. Literature and speeches advocating resistance

Citizens' Noncooperation with Government

27. Boycott of legislative bodies
28. Boycott of elections
29. Boycott of government employment and positions
30. Boycott of government depts., agencies, and other bodies
31. Withdrawal from government educational institutions

32. Boycott of government-supported organizations
33. Refusal of assistance to enforcement agents
34. Removal of own signs and placemarks
35. Refusal to accept appointed officials
36. Refusal to dissolve existing institutions

Citizens' Alternatives to Obedience

37. Reluctant and slow compliance
38. Nonobedience in absence of direct supervision
39. Popular nonobedience
40. Disguised disobedience
41. Refusal of an assemblage or meeting to disperse
42. Sitdown
43. Noncooperation with conscription and deportation
44. Hiding, escape, and false identities
45. Civil disobedience of "illegitimate" laws

Action by Government Personnel

46. Selective refusal of assistance by government aides
47. Blocking of lines of command and information
48. Stalling and obstruction
49. General administrative noncooperation
50. Judicial noncooperation
51. Deliberate inefficiency and selective noncooperation by enforcement agents
52. Mutiny

Domestic Governmental Action

53. Quasi-legal evasions and delays
54. Noncooperation by constituent governmental units

International Governmental Action

55. Changes in diplomatic and other representations
56. Delay and cancellation of diplomatic events
57. Withholding of diplomatic recognition
58. Severance of diplomatic relations
59. Withdrawal from international organizations
60. Refusal of membership in international bodies
61. Expulsion from international organizations

NONVIOLENT INTERVENTION

Psychological Intervention

62. Self-exposure to the elements
63. The fast
64. Fast of moral pressure
65. Reverse trial
66. Nonviolent harassment

Physical Intervention

67. Sit-in
68. Stand-in
69. Ride-in
70. Wade-in
71. Mill-in
72. Pray-in
73. Nonviolent raids
74. Nonviolent air raids
75. Nonviolent invasion
76. Nonviolent interjection
77. Nonviolent obstruction
78. Nonviolent occupation

Social Intervention

79. Establishing new social patterns
80. Overloading of facilities
81. Stall-in
82. Speak-in
83. Guerrilla theater
84. Alternative social institutions
85. Alternative communication system

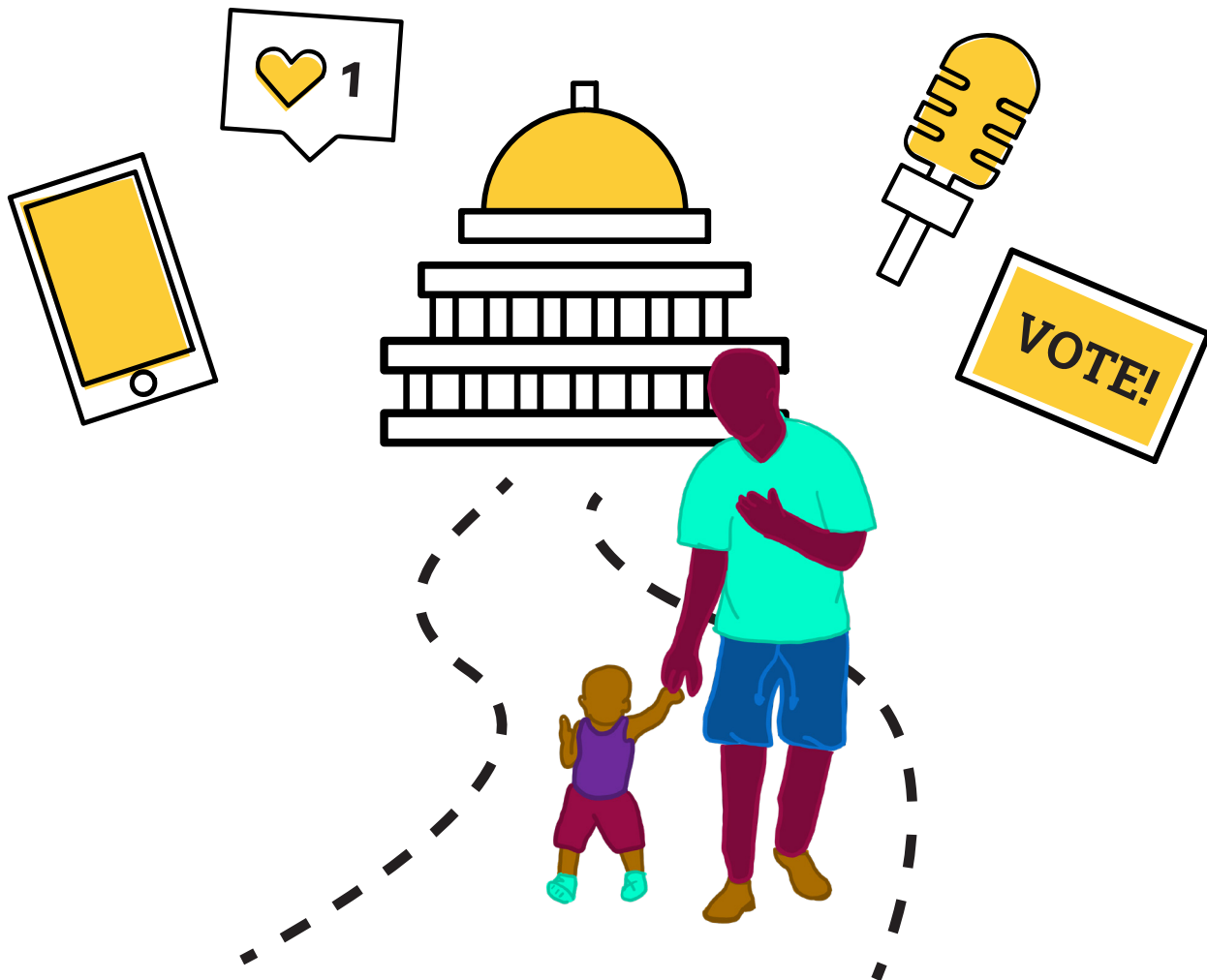
Economic Intervention

86. Reverse strike
87. Stay-in strike
88. Nonviolent land seizure
89. Defiance of blockades
90. Politically motivated counterfeiting
91. Preclusive purchasing
92. Seizure of assets
93. Dumping
94. Selective patronage
95. Alternative markets
96. Alternative transportation systems
97. Alternative economic institutions

Political Intervention

98. Overloading of administrative systems
99. Disclosing identities of secret agents
100. Seeking imprisonment
101. Civil disobedience of "neutral" laws
102. Work-on without collaboration
103. Dual sovereignty and parallel government

In Part 5, you learned how to use collective power to plan actions that will apply pressure to your target.



Part 6 is all about using organizing strategies to get the care you need, deal with group conflict, and ultimately, ensure your movement is sustainable.

PART 6: SUSTAINING YOUR MOVEMENT

It's hard to predict how long it will take to win a campaign. Some campaigns are won within a few months while others may require a lot of tactics over a long period of time to ultimately win and create lasting change. It is important that you think about how you will sustain your movement through the ups and downs of a campaign so people stay dedicated to your cause. Part 6 will offer some tips on how to take care of yourself and others, as well as your families, while you're fighting for change. Organizing depends on your commitment to stick with the cause longer than your target continues to resist your efforts.



6.1 WHAT IS SELF-CARE?

Organizing for social justice can demand a lot of time, energy, and emotion from activists. It's important that you and others in your group take care of yourselves. Your physical, mental, emotional, and spiritual well-being matters—because you matter and your activism matters.

Practicing self-care can help activists build resilience, which means the ability to bounce back when tough things happen. Resilience will help you sustain your movement when the problem you are working on feels daunting. Resilience is especially important for activists of color, LGBTQ activists, young parents and others regularly exposed to bias or violence against their communities.

Self-care means different things to different people depending on their cultural background, interests, and abilities. Examples of self-care practices include: meditation, prayer, art therapy, counseling, journaling, massage, aromatherapy, yoga, dance, physical activity, water therapy, socializing, entertainment, or being with nature or animals. The goal is to find what works for you.

For young parents, self-care can be a fraught topic. Many young parents expressed feelings of internalized guilt or shame about taking time solely for themselves, and struggled to see themselves reflected in more commercialized notions of self-care practices.

“For me, sometimes self-care looks like: this is my food, and my son cannot have a bite.”

“Recently, self-care has looked like seeking and accepting treatment for my postpartum depression, including psychiatric care, so I can be my best self and the best mom to my kids.”

“As a pregnant black woman with multiple risk factors, self-care looks like letting go of everything I cannot change so I can prioritize my health.”

“Self-care looks like investing in my own autonomy: getting my drivers' license, re-enrolling in school, learning how to provide for myself and be on my own.”

It is essential to define what self-care looks like for you and to realize that we all need to take time for ourselves, no matter how short, so that we can be whole for the people we love.



Self-care is an important part of organizing because it helps you to sustain your movement.

Throughout this guide, you will have found wellness checks as reminders to be thinking about care from the beginning to the end of the organizing process. Oftentimes, activists wait until they are already feeling sick, exhausted, or on-edge to think about self-care. It's more effective to prevent it from happening in the first place.

Here are some things to consider when approaching self-care:

- **Know your own limits and establish strong boundaries.** Part of building power is asking people to get progressively more involved in your campaign. That means people will be asking you to do a lot of things. Only you will know your limits on how much time, energy, money, etc. is sustainable for you. Acknowledge that you have a lot of responsibilities as a young parent. Pay attention to your stress levels, be clear about what you can and cannot do, and encourage others to do the same.

- **Take breaks from news and social media.** As activists, it's important to stay informed about your issue. But that doesn't mean you have to be reading the news every hour of the day or commenting in every debate you see on social media. Schedule times when you put your phone down, check-out from the conversation, and check-in with yourself, friends, and family.
- **Express gratitude.** When working on social justice issues, organizers become very focused on what's wrong with the world. Making a conscious effort to think about the things that you are grateful for can help lift you up when problems pull you down. Individuals can do this by keeping a gratitude journal. As a group, you can invite people to give shout-outs to each other at meetings or formally thank people with recognition on social media or awards at events. When people feel appreciated, they typically want to stick around.
- **Find reasons to celebrate** throughout your campaign. Fighting a problem does not need to be depressing. In fact, having fun and feeling joy can be an act of resistance, for example, in the way that Pride festivals celebrate LGBTQ people and culture. Things like holiday meals or dance parties can be forms of self-care.
- **Bring up self-care regularly in your group.** Typically, self-care is seen as something you do outside of organizing work in your free-time. By making a point to talk about self-care regularly in your group, you will let people know that it is as important to your organizing work as planning tactics or recruiting supporters. You could designate leaders in your group to be part of a wellness team and create wellness resources based on your group's needs, for example like the United We Dream Mental Health Toolkit, which recommends supportive practices for immigrants living in fear of deportation.
- **Schedule time off.** When activists are trying to solve big problems, it can feel like we are never doing enough. That can make it hard to take time off from organizing because there is always something more to do. But breaks are important. They help people catch up on personal items, spend time with friends and family, and rest and restore. Schedule time off, stick to it, and respect others' space when they take time off.
- **Eat, sleep, and drink lots of water.** Your body needs some basic things to function. It may sound obvious, but when you're busy building power, it's easy to miss meals or skip sleep. If you're not getting the basic things your body needs, it can mess with everything else in your life. Lack of water in particular can catch up with people quickly. If you're planning an action or meeting, designate someone to be in charge of making sure people have access to water.

ACTIVIST STORY



D'ATRA: BYP100

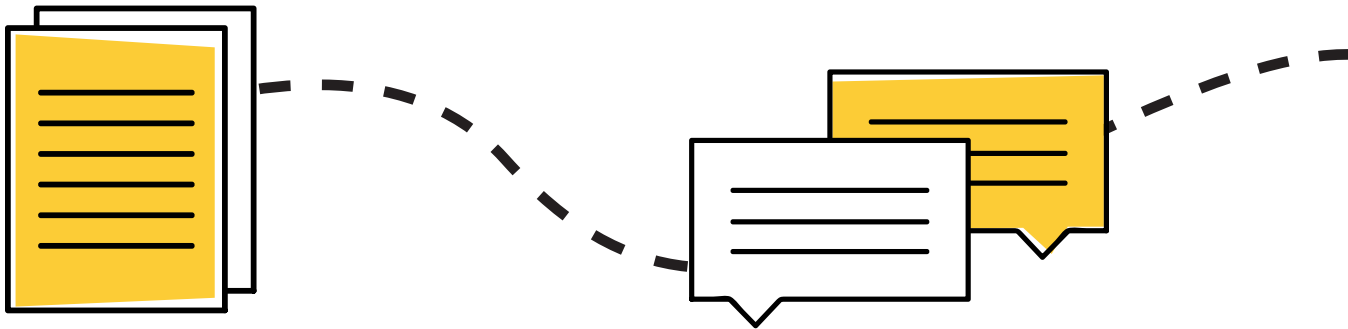
"Self care is a topic that sounds easy but is something I struggle with everyday," says D'atra Jackson, newly named Co-Director of Black Youth Project 100. BYP100 is a member-based organization of Black youth activists organizing to create justice and freedom for all Black people. BYP100 has been at the forefront of building group healing. It created the Healing and Safety Council, which supports members in effectively dealing with conflict resolution and harm in real ways.

Self-care is different for everyone. As a leader of an organization that does a lot of direct action work, D'atra considers it vital to find time for herself and unpack her own traumas via therapy and meditation. D'atra has been an organizer for nearly 10 years, born in Philly and was activated to organize while a student at Florida International University during the death of Trayvon Martin.

"When we talk about self-care in regards to organizing we really mean community accountability," D'atra says. She wants young folks joining movements to know that checking in with the folks you're in community with is important to make sure you don't burn out. "Building capacity is about people power but it's also about self-preservation. We can't do this work by ourselves. We have to lean on each other."

D'atra co-founded the Durham BYP100 chapter and being named the new co-director alongside Janae Bonsu means a new era of work for the organization. "As I grow in this work, I'm less interested in bubble baths and aesthetics and more in what will bring me peace and joy and most times that means reading, journaling, and being in silence with myself more than ever."

6.2 DEALING WITH GROUP CONFLICT



When you bring people together to work on complex problems, you should anticipate there will be disagreements and conflict within your group. It is helpful to make a plan with other leaders from your group on how to deal with conflict when it happens. Having an agreed upon process ready will help you work through conflict in a way that makes your members and group stronger. Like most parents, young parents receive an insurmountable amount of feedback about their parenting. Even well meaning young parent peers can provide feedback or harsh critiques without realizing it. Parenting is a very personal process and experience. While community support and input is essential, knowing when to ensure young parents are not further stigmatizing and or judging one another is important so that all young families feel safe and welcomed in the process.

Here are some tools for group conflict resolution:

- **Create a community agreement.**
Be proactive by creating a community agreement where members discuss and decide together some basic principles for how they want to be treated within the group. Having a conversation about how people want to be treated is an important exercise for members to say out loud their personal boundaries and to hear the boundaries of others. To create a community agreement, Ife Williams and Chris Roberts of BYP100 Healing and Safety Council recommend the following exercise:
- Have members sit in a circle. Ask them to spend five minutes reflecting on the following prompts. Participants can write or draw their answers if they'd like.
 - Safety within our group looks like...
 - Validation within our group looks like...
 - Trust within our group looks like...
 - Accountability within our group looks like...
 - Affirmation within our group looks like...
- Come back together as a group and ask members to share as much as they feel comfortable with from their responses. Have a note-taker documenting the topics that come up in the group. An example: "Safety within our group looks like people identifying their pronouns at the beginning of a meeting."
- Based on the discussion, draft an agreement that addresses members' needs to feel safe, validated, trustful, accountable, and affirmed within your group.
- Write up the agreement and ask existing and new members to sign on.
- **Use non-violent communication.**
When a conflict does occur, it often comes from a breakdown in communication. Non-violent communication is a tool developed to help people talk about conflict in a constructive way. The goal is to help people express how they are feeling without criticizing or blaming others, and to help people listen to others without hearing criticism or blame. This allows people in conflict to feel more open to resolution. Non-violent communication includes four



parts: observation, feeling, need, and request. The speaker goes through all four parts, while the other person involved in the conflict listens. It can be helpful for the listener to repeat back what they have heard the speaker say. The listener then takes a turn being the speaker.

Here's how it works:

- **Observation.** The speaker states something they observe related to the conflict. For example, "When I hear you say _____" or "When I see you doing _____"
- **Feeling.** The speaker states something they feel related to the observation. "I feel _____"
- **Need.** The speaker states a need related to the feeling. "I need to feel _____"
- **Request.** The speaker makes a clear request of what the other can do to help meet this need. "Would you be willing to _____"
- **Full example:** "When I hear you speak over me when I'm talking, I feel disrespected. I need to feel respect. Would you be willing to wait to speak until I finish my thought?"
- **Try a restorative justice circle.**
Restorative justice is a tool to use in response to a wrongdoing that has happened in your group, for example a theft, fight, or inappropriate behavior. It can be an alternative to notifying the police if your members do not feel comfortable doing that. Restorative justice involves bringing together the wrongdoer and the person or people harmed by the wrong. The goal is to focus on the needs of those who have been harmed, rather than focusing on punishing the wrongdoer (which is how most justice systems work). The aim is not necessarily for those wronged to find forgiveness, although that

might be an outcome. Rather, the goal is to make sure people know how the wrongdoing has affected people in the group and discuss ways you can collectively respond. Non-violent communication can be used as a framework for these group discussions. It's important that everyone goes into the process knowing the goals. If the person accused of wrongdoing doesn't want to participate in a restorative justice circle, you may want to consider asking the person to leave the group to ensure the well-being of others.

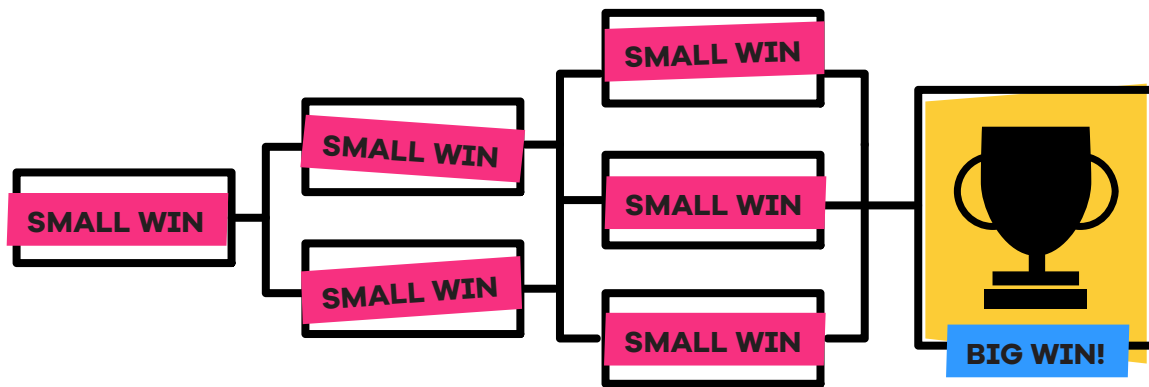
- **Work with a mediator.** A mediator's role is to be a neutral person that helps others talk through the conflict. Sometimes the leaders in the group aren't the best people to be mediators—they may have a close friendship with someone involved and not be able to keep a neutral opinion. In this case, find a mediator from outside your group, such as a trusted teacher, advisor, or mentor, to help members come to a resolution.

WE'RE ALL IN THIS TOGETHER: CONFLICT IN COALITION

When you have been invited to join a community coalition as a youth member, it can often feel like dissent is not an option. Dissent, however, is crucial to coalition work. As a young parent participant, your voice and perspective is crucial to building a better, more just world.

It's crucial that we promote healthy dissent while developing standard ways of resolving group conflicts without burning bridges. Ask your coalition partners to agree to a set of community standards for disagreement, as well as a process for members to ask for restorative justice when another member has caused them harm.

6.3 PRINCIPLE OF PROGRESS



WINTER BREEANNE,
Women's March Youth Empower

Artwork by Shepard Fairey featuring Winter Breeanne and Women's March Youth Empower for Amplifier's We The Future Campaign. @AmplifierArt

When it is taking a long time to win your demands, you will want to think of a few smaller, short-term wins that will help your group build momentum. If your supporters feel like they are making progress towards your demands, they are more likely to stick around and continue organizing. This is known as the “progress principle,” developed by researcher Teresa Amabile.

For example, if your demand is for your state to pass an anti-discrimination law that provides legal protections to trans people, you may want to focus on passing a few ordinances at the city level to build the confidence of the group. It will likely be quicker and easier to convince a smaller city council to pass your ordinance than to win the support of a majority of your state legislature.

It's important that you pick small wins that you are confident you can achieve and won't take up a lot of your resources. Achieving small wins will help you get the attention of supporters and build power to keep pushing for your big win. Small wins can also help lessen the disappointment of a setback because you can remind people of what you've accomplished so far and why they should maintain hope.

6.4 WINNING



When you achieve a win, you want to keep your group active to make sure **your target follows through on their promise.**

There is no such thing as losing when it comes to activism. If you experience a setback in your campaign, such as a vote that didn't go your way or your target denies your demands again, you should regroup with your members and see if your strategy needs revising. You should not give up. The only time you should consider compromising with your target is if your base is weakening and you cannot continue to build power.

When you achieve a win, the work doesn't necessarily stop there. You want to keep your members active in your group through the implementation of your demands to make sure your target follows through on their promise. You also want to see how you can use your win to push for even more change.

For Diane, the win was only the first step. She knew that, in order for the new comprehensive sex education policy to be successful, it had to be implemented properly, with a K-12 sex education curriculum. Now, in her role at PPSENF, she trains peer educators and adult allies to use that curriculum--a direct result of winning the change in policy she fought so hard to achieve.

Here are some more tips for when you win your campaign:

- **Don't rub your victory in your opponents' faces.** Talk about your victory in terms of how your entire community will benefit from this change. There need not be any losers in the fight for social justice.
- **Celebrate your big win.** You have worked very hard. Take time to acknowledge what you have accomplished.
- **Document your victory.** Send out a media advisory to your press list and publish the win on social media. Thank your target in the media advisory for agreeing to meet your demands. This is key to making sure your target follows through. It is also helpful to document your entire campaign so you can pass along your strategies, successes, and challenges to future organizers.
- **Create an oversight team.** Select leaders from your group to oversee the implementation of your demands. If your target starts to slip and the demands are not being implemented, you need someone ready to alert others and re-apply pressure.
- **Set your next goal.** One of the best results of a campaign is not only the demand being met, but the fact that you have built a dedicated community of folks who are not only passionate but know how to win campaigns. This is a great moment to keep people engaged and start to outline the next set of demands you will work towards.

ACTIVIST STORY



CIARA MEJIA, Massachusetts Alliance for Families

When Ciara Mejia became pregnant in high school, she found that her suburban community did not have the policies and procedures to support her as a young parent, so she sought community support from organizations in nearby Boston. She had no intention of becoming an organizer, she just wanted to meet other young parents and get support in school. When she joined the Young Parent Policy Fellowship program, run by Massachusetts Alliance for Families, however, she was empowered to start organizing for change.

As a Young Parent Policy Fellow, Ciara began meeting with state policymakers regularly to push for budgets and policy platforms that prioritized young parents, including resources for housing, education, and programs like Women Infants and Children (WIC). She participated in yearly Teen Parent

Lobby Days, where she and other young parents met with state representatives to advocate for a policy agenda that supported young families.

Ciara and her co-organizers also worked with the local hospital to help providers and staff create a more welcoming and affirming space for young parents. She partnered with a local teen shelter to uplift and amplify the stories of young parents in their community, sharing their vision for what young parents need to thrive.

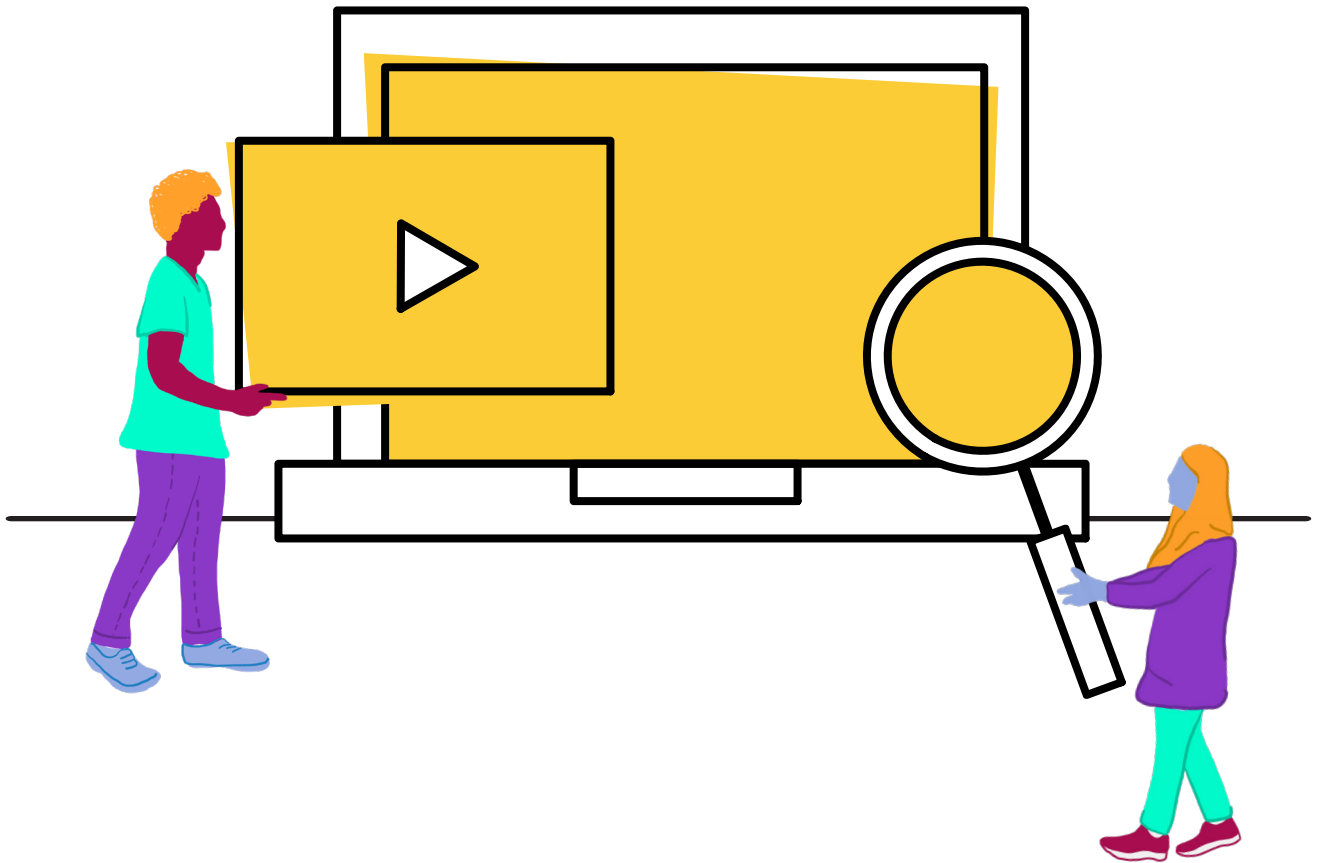
One of her biggest wins as an organizer was the passage of the Expectant and Parenting Students Policy in Boston public schools, which defined a safe and supportive environment for young parents in schools.

While grateful for her policy win, Ciara and her co-organizers continued to push schools to implement the policy successfully. Using her personal experience, Ciara showed that, for many young parents, it wasn't enough to have resources available if there wasn't also a nonjudgmental, affirming liaison to connect them.

"It can feel impossible to continue to succeed in school as a young parent when you don't have the right support."

As a result of their organizing, Boston Public Schools developed a school liaison program for a qualified adult to be equipped to connect pregnant and parenting students with support and resources, including confidential excused absences for prenatal and postpartum care, parental leave from school, and information about shelter, childcare, and healthcare programs.

PART 7: RESOURCES



7.1 FOR PARENTS

POSTPARTUM RESOURCES

- <https://postpartumhealthalliance.org/>
- <https://www.cdc.gov/reproductivehealth/depression/resources.htm>
- <https://www.postpartumdepression.org/resources/>
- <https://www.postpartum.net/get-help/locations/>
- <https://www.healthyteennetwork.org/teens/resources-pregnant-parenting-teens/>

7.1 TOOLS

“A Social Justice Communications Toolkit” by the Opportunity Agenda

<https://toolkit.opportunityagenda.org/>

“Blueprints for Social Justice” by Young People For (YP4)

<http://youngpeoplefor.org/blueprints/>

“Freedom Forecast” by Black Youth Project 100

<https://byp100.org/wp-content/uploads/2018/08/Freedom-Forecast-8-4-18.pdf>

“Healing Justice Podcast” by Kate Werning

<https://healingjustice.podbean.com/>

“Mental Health Toolkit” by United We Dream

<https://unitedwedream.org/2017/10/mental-health-toolkit/>

Amplifier Art

Free artwork downloads <https://amplifier.org/#downloads>

“Youth Toolkit” by Women’s March Youth Empower

<http://www.youthempower.com/toolkit-103502.html>

Resources for Students by National Coalition Against Censorship

<https://ncac.org/resources-for-students>

“Storytelling and Social Change: A Strategy Guide” by Working Narratives

<https://workingnarratives.org/story-guide/>

Toolkits from Funders Collaborative on Youth Organizing

<https://fcyo.org/resources/type/toolkit>

“Healing Justice Toolkit” by Black Lives Matter

<https://blacklivesmatter.com/resource/healing-justice-toolkit/>

“Live Respect On Campus Toolkit” by A Call to Men

<http://www.acalltomen.org/campus-pledge>

7.2 ORGANIZATIONS

In addition to Advocates for Youth, there are many organizations that can help you find out more about issues you care about and how to get involved. Here is a list to get you started:

BLACK YOUTH PROJECT 100 - An organization of 18-35 year old activists and organizers creating freedom and justice for all Black people. <https://byp100.org/>

CENTER FOR NATIVE AMERICAN YOUTH - For all Native American youth to lead full and healthy lives, to have equal access to opportunity, and to draw strength from their culture and inspire one another. <http://www.cnay.org>

DO SOMETHING - Goal of motivating young people to make positive change both online and offline through campaigns that make an impact. <https://www.dosomething.org>

EARTH GUARDIANS - Inspires, galvanizes, and trains diverse youth to be effective leaders in the climate, environment and social justice movement. <https://www.earthguardians.org/>

GLSEN - Creates safe and affirming schools for all, regardless of sexual orientation, gender identity, or gender expression. <https://www.glsen.org/>

GSA NETWORK - Trains Trans and queer youth to use their collective voice and power to change the narrative about their lives and experiences. <https://gsanetwork.org/>

MARCH FOR OUR LIVES - Founded by Marjory Stoneman Douglas students and alumni, coming together to end gun violence. <https://marchforourlives.com/start-a-chapter/>

MILLION HOODIES MOVEMENT - A human rights organization dedicated to ending gun violence and reimagining safety and justice for all communities. <https://www.millionhoodies.net>

NATIONAL LGBTQ TASK FORCE - Advances full freedom, justice and equality for LGBTQ people. <http://www.thetaskforce.org/>

PARTNERS FOR YOUTH WITH DISABILITIES - An organization that builds skills and abilities of young people with disabilities, and increase the inclusivity of workplaces, organizations, and communities <https://www.pyd.org/>

PEACE JAM - An international organization whose mission is "to create young leaders committed to positive change in themselves, their communities, and the world through. <http://www.peacejam.org/>

POWER SHIFT NETWORK - Mobilizes the collective power of young people to mitigate climate change and create a just, clean energy future and resilient, thriving communities for all. <https://powershift.org/>

SHINE MSD - Harnesses the power of artistic expression to inspire hope and unity in the aftermath of tragedy. <https://shinemsd.org/>

SUNRISE MOVEMENT - A youth led movement to stop climate change and create millions of good jobs in the process. <https://www.sunrisemovement.org/>

UNITED WE DREAM - The largest immigrant youth-led community, empower people to develop their leadership and organizing skills to fight for justice and dignity for immigrants. <https://unitedwedream.org/>

WE ARE NATIVE - An Organization by Native Youth, for Native Youth. <https://www.wernative.org/>

WOMEN'S MARCH YOUTH EMPOWER - The youth voice of the Women's March Network, aligned with the Women's March Unity Principles. <http://www.youthempower.com/>

YOUTH FIRST INITIATIVE - A national campaign to end youth incarceration and invest in community based support, service and opportunities for youth. <http://www.youthfirstinitiative.org/>

ZERO HOUR - Centers the voices of diverse youth in the conversation around climate and environmental justice. <http://thisiszerohour.org/>