

## Strategic Analysis for Public Policy Change

Madeleine and Dan show

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## The Institutions of Law and Policy Making

- Government agencies (federal, state and local)
- Legislatures (Congress, state, county and municipality)
- Courts (federal and state)
- Political campaigns (local, state and national)
- Public opinion/Media (local and national)

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## How to Decide What to Do?

- "Do as much as possible, as soon as possible, for as little money as possible."
- Need a planning model
- Need to be strategic
- Many available
  - Meredith and Dunham
  - APHA suggestions at <http://www.apha.org/advocacy/tips/>
  - Midwest Academy model

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## Planning for Policy Change

- Meredith and Dunham's book – "Real Clout" (at the Access Project - [www.accessproject.org](http://www.accessproject.org))
- They identify three steps for policy change:
  - Identifying key decision-makers
  - Understanding the decision-making process
  - Influencing decisions
- Their point: Think ahead, analyze

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## Planning for Policy Change

- Meredith and Dunham's five steps (p. 146)
  - Define the problem or goals
  - Identify the people and institutions with power and authority over your area
  - Identify allies and opposition
  - Recruit a coalition stronger than your opposition
  - Design and implement campaign actions and activities that will persuade policy-makers

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## Midwest Academy's Definition of Strategy

- Strategy: "an approach to making a government or corporate official do something in the public interest that he or she does not otherwise wish to do."
- It is about the relationship of power between you and the official.

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## The Strategy Chart

- The strategy chart lends itself both to overall campaign strategy and to planning of specific tactics such as a public hearing.
- It poses the necessary questions in a logical order and moves people through the planning process step-by-step.

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## Preparing to Make a Strategy Chart

- Resources to have handy
  - A detailed description of the system in which you are operating
  - Someone who knows how the local policy making actually works
  - Someone who knows the major constituents in the area, major employers, banks, corporations, and other public health organizations.

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## What is "The System" in which that problem exists?

- Components
- Forces
- Interactions

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## The Five Columns of the Strategy Chart

- Goals: Long-term, Intermediate, and Short-term
- Organizational Considerations
- Constituents, Allies, and Opponents
- Targets (who can give you what you want)
- Tactics

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## Goals

- Long-term Goals
  - The goals you eventually hope to win.
- Intermediate Issue Goals
  - The goals you hope to win in this project.
- Short-term Issue Goals
  - These goals are steps toward your intermediate goals.

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## Goal: Changing the Current Situation

- What is the situation that you don't like?
  
- Why does that situation exist?
  
- Why do you want to change it?

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## Organizational Considerations

- Essentially an organizational "expense and income" statement.
  - List what resources you have to put into the campaign (expenses), including staff time and money.
  - What organizational gains you want to come out of the campaign (income)
  - And the internal problems that have to be solved.

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## Constituents, Allies and Opponents

- Who cares about the issue?
- What do they stand to win or lose?
- What power do they have?
- How are they organized?
- Constituents vs. allies

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## Targets (Decision Makers)

- Primary Decision Makers
  - A person with the power to give you what you want.
  - Always a "person with a name."
- Secondary Targets
  - Has power over the primary target
  - You have power over him or her

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## Tactics

- Steps to carrying out your overall plan.
- Specific things that the people in the Constituency column do to the people in the Targets column to put pressure on them.
- When you list tactics, write down "who will do what, to whom, and by when."
- Should not be planned in isolation from the larger strategy of which they must be a part.
- ALWAYS FILLED OUT LAST!

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## Tactics: How to Participate

- Personal meetings
- Letters
- Phone calls
- Email
- Your "broadside"
- Reports
- Experts
- Gimmicks
- Coalitions
- Demonstrations
- Media work
  - Press conferences
  - Letters to editor
  - Editorial boards
  - Events
- Don't forget new media!

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## Criteria for Choosing Tactics

- It is focused on the primary or secondary target of the campaign.
- It puts power behind a specific demand.
- It meets your organizational goals as well as your issue goals.
- It is outside the experience of the target.
- It is within the experience of your own members, and they are comfortable with it.

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## Picking the Best Avenues for Policy Change

- Everyone has to find her/his comfort level
- Working together is absolutely critical
  - Local networks
  - State and regional networks
  - National networks
  - Maybe even international networks
- Finding “fellow travelers”

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## Implementation

- Meredith and Dunham's Chapter Six
- Not much different from any project that you administer
- One significant difference is Evaluation
  - What is a “successful” advocacy effort?
  - How do you know if you did a good job?
  - When to “give up” and when to “stick with it”

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## Example 1

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## In General

- Be creative
- Find, foster, respect those who like politics
- Fight cynicism
- Restore faith in collective action
- Use this to recruit new people
- Ask "who benefits"
- Organize locally, be part of larger networks
- Support each other
- Don't give up
- Have fun!

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## Adopting the Long View

- Each attempt to change public policy should work on its own
- But should also be part of a larger vision
  - Building faith in the view that "there exists the potential to act"
  - Enriching all of our efforts to build community
  - Leaving a world in better repair than the one we inherited

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