

**LEADER
SALTA**
FACILITATOR'S
GUIDE

ORGANIZE & ADVOCATE

TO WIN & ACHIEVE THE VISION



SESSION 4 - Organize & Advocate To Win & Achieve the Vision

OVERVIEW: Participants have the opportunity to share the community vision they developed from previous sessions with the large group. Based on this vision, they will develop convincing statements that will assist them to organize their community in policy advocacy. Utilizing the various tools and strategies previously discussed participants will learn the best ways to present the problems they face in their community and how to best achieve the community they envision for themselves and their families.

EHC VICTORY(IES) FEATURED:

National City
Amortization Barrio
Logan Truck Route
Ordinance

KEY DEFINITIONS:

- Community Organizing** - a values-based process which educates, empowers and brings people together to jointly act in the interest of their communities and the common good
- Policy Advocacy** - process of influencing policy makers to take certain action
- Amortization of Non-Conforming Uses** - Amortization establishes a reasonable period of time for the operator of a nonconforming land use to recoup their investment before the nonconforming use must be terminated.
 - Nonconforming Land Use – a land use that is inconsistent with the zoning for the area (E.g. an industrial use within a residentially zoned area)
 - Reasonable Period of Time – depends on the consideration of many factors (see model ordinance for more information)
- PSA Model** - Problem, Solution, Action (PSA) Model is an EHC framework that allows community members to address issues of social and environmental justice by identifying the problem, then stating the solution, and taking action to accomplish it.

Agenda

Section	Time
1. Welcome/Review	20 minutes
2. Community Planning Solutions	10 minutes
3. Organizing in Your Community	15 minutes
4. Developing a Message	25 minutes
5. CHN Video	35 minutes
6. Final Evaluation/Graduation	35 minutes
Total Time	2 Hours and 20 Minutes*

*This session is longer because it includes a graduation and celebration at the end.

ICON LEGEND



Show Slide

Marks which powerpoint slide corresponds to the curriculum



Post/Document

Denotes when something should be posted or a discussion should be documented and posted



Alloted Time

Shows how much time is allotted for each section in minutes

Materials

Powerpoint Slides

Key Definition Handout

Amortization Ordinance

Affordable Housing Overlay Zone Factsheet

Community Planning Solutions Hand Out

14 Components for Building, Maintaining and Deepening the Base Handout

Problem Solution Action (PSA) Handout

Area Demographic Map Handouts

Final Group Interview Questions

Certificates of Completion/Diplomas

Post-Survey

SESSION CHECKLIST

Staffing needs:

- Lead Facilitator or Co-Facilitators
- Staff
- Scribe
- Simultaneous Interpreter
- Childcare Provider

Equipment/Other needs:

- Easel
- Easel Pad
- Camera
- Tablet(s) and other smart devices (to video record PSA Samples)
- Interpreting Equipment
- Internet Access to stream Land Use Video or DVD of Land Use Video

Pre-Session Preparation:

- Print Handouts
- Tape 14 Components for Building, Maintaining and Deepening the Base under participant chairs
- Prepare Certificates of Completion/Diplomas
- Set up registration table
- Order food/beverages for adult participants
- Order food/beverages for children
- Arrange Childcare
- Arrange for Simultaneous Translation

1

Welcome/Review

Total Time: 20 minutes



1. Welcome everyone to the last session of the Creating Healthy Neighborhoods SALTA.
2. Review the different components that were covered in the previous training:
 - a. **Zoning** - the result of land use planning, which regulates how a particular area can be used. For example: industrial, commercial, and residential.
 - b. **Discriminatory land use/Incompatible land use** - Allows industrial, commercial and residential areas to be next to each other.
 - c. **Community Vision** - the image of the future held by a community; includes the characteristics and assets that are desirable and beneficial; zoning changes; volume and affordability levels of new housing units, and identification of problems and potential solutions.

Your Vision Icebreaker Activity

- Divide groups into their community audit groups and distribute the map of the community they envisioned from the previous session.
- Each group will share with the larger group their vision for the blocks they audited.
- Divide time evenly between each group.

2 Community Planning Solutions

Total Time: 10 minutes

How do we improve our communities and ensure it reflects your needs? Here are some examples of policies and actions that have worked in the past. Use specific examples of these tools and definitions from each group's vision when discussing each solution. Distribute Community Planning Solutions Hand Out.

AMORTIZATION



Requires nonconforming uses to phase out when close to sensitive receptors (homes, schools, recreational areas). In National City an Amortization Ordinance was passed – see below for specifics on this particular process. Before discussing specifics show minutes 13:56-14:38 minutes of the video illustrating the amortization process to participants.

- a. Establishes a reasonable period of time for the operator of a nonconforming land use to recoup their investment before the nonconforming use must be terminated.
- b. Nonconforming Land Use – a land use that is inconsistent with the zoning for the area. e.g., an industrial use within a residentially zoned area
- c. Reasonable Period of Time – depends on the consideration of many factors.
 - ▶ e.g., investment, impact to the neighboring uses, distance from schools.
- d. When to use amortization to terminate a nonconforming land use:
 - ▶ Amortization is appropriate when an existing and undesirable conforming land use becomes a nonconforming use as a result of a zoning change.
- e. A zoning change can occur when there is an amendment or full update to the General Area Plan and/or a new Community Plan/Specific Area Plan.

TRUCK ROUTE ORDINANCE

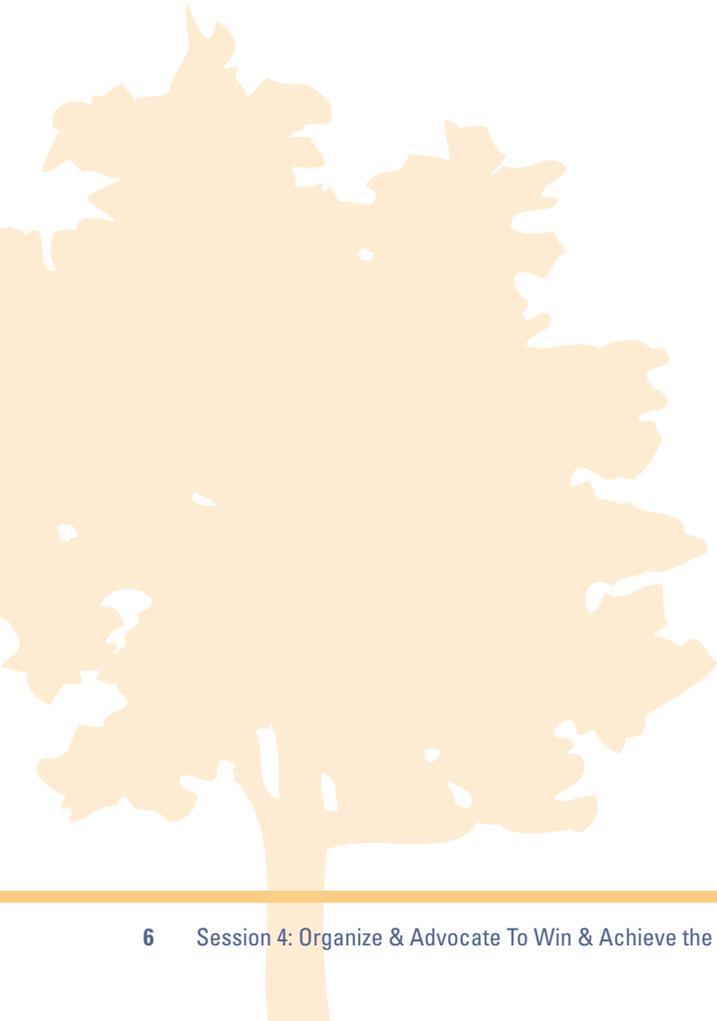


Ordinance that designates truck routes away from residential areas and keeps diesel traffic within the industrial area. The community of Barrio Logan was able to pass an ordinance that the City of San Diego adopted in 2005.

- ▶ Before discussing specifics show minutes 13:45-13:55 minutes of the video illustrating the amortization process to participants.

AFFORDABLE HOUSING - HOUSING OVERLAY ZONES

- a. Housing Overlay Zones (HOZs) provide a package of incentives to developers to include in their projects homes that people can afford. HOZs encourage production of affordable homes rather than requiring it. They are called “overlay” zones because they layer on top of established base zoning regulations, leaving in place opportunities for property owners to develop within these existing rules.
- b. Rather than imposing restrictions, HOZs present developers with more choices by offering additional benefits to projects that increase the supply of affordable homes.
- c. HOZ incentives may include increased density, relaxed height limits, reduced parking requirements, fast-tracked permitting, and exemptions from mixed-use requirements. In order to qualify for these incentives, developments must include a certain percentage of homes for lower income households, generally between 25% and 100% of the units.



3 Organizing in Your Community

Total Time: 15 minutes

Refer to the SCFJ model that has been posted throughout the training. Another important component to create community change is organizing. At EHC we use several steps to keep people active and involved in our campaigns.



Introductions Icebreaker

The items listed below under each category (14 total) should be printed and each one taped under a different participant's chair in a scattered fashion. Write the three actions on the board (Building the Base, Mobilizing the Base, Maintaining the Base) or tape the categories to the wall. Ask participants to look under their chairs, those with papers taped under their chairs will come forward and stand under the category they believe their action belongs to. After everyone is placed, discuss what each category means and move any that are in the wrong spot.

- ▶ Review Community Organizing definition
- ▶ Distribute Organizing in Your Community Handout at the end of the activity.



BUILDING THE BASE

Identifying those who share our concerns and values and bringing them into the organization. In order to build the base, we need opportunities to establish relationships.

1. Attending Community Meetings
2. Tabling at Events
3. Door Knocking
4. Home Visits
5. Surveys



MOBILIZING THE BASE

There are many times when we need a show of force and must try to get a lot of people to a rally, hearing, or a press conference. The goal is to influence the Decision Maker by letting them know that many of their constituents care about the issue at hand. Mobilizing the membership base to take a specific action to demonstrate mass support for an EHC position is critical to creating change and making our communities visible.

1. Demonstration/Rally
2. Public Meeting/Public Hearing/ Letter writing
3. Sign Petitions/Postcards
4. Calls to Elected Officials



MAINTAINING/DEEPENING THE BASE

Many organizations are satisfied with stopping after the first two steps. But for EHC empowering people is one of our main goals. Certainly, we want to win the objective, but keeping the base and building the movement is just as important. Another goal is to increase participation, deepen member commitment and increase political consciousness with EHC's vision.

1. Regular communication such as E-blasts
2. Regular communication by phone and home visits
3. Continue to invite participation
4. Invite to Issue SALTAs and Leader SALTA
5. Join Community Action Team



4 Developing a Message

Total Time: 25 minutes



When organizing in your community, talking to someone at the grocery store, or meeting with an elected official it is important to have a consistent and thoughtful message. People must connect to your message emotionally before they will take action. Facts are good for reinforcing decisions, but are not the basis of decision making. Combining your story with the problems we face in the community is an excellent way to incorporate emotional and values-based elements into a message.



EHC uses a model for developing a message called Problem, Solution Action (PSA). When advocating for change it is important to have a clear message about what exactly you would like the person/people you are convincing to do. EHC's PSA model is a guide that does exactly that. First we state the problem we are dealing with, then the proposed solution, then the action we want that person or people to take. With this clear outline it is easy for decision makers or others to know what it is you want them to do and how their action will affect you and your community.



1. The PSA Model: Now you will write a sample statement for the problem identified in the previous session. .
 - a. What is the problem you will focus on? How does this directly affect you and your family?
 - b. What viable solution do you propose?
 - c. What action do you want the person to take? If they take this action how will this affect you and your family?

NOTE TO FACILITATOR: It can be helpful for participants to have a sample PSA, consider writing one up in advance for participants to use as a reference.

PSA Activity

- a. Divide participants into groups of two or three. Half of the groups will be tasked with developing a message for community members. The other half of the group will be tasked with developing a message for elected officials.
- b. Distribute the PSA Handout. Instruct each group to write a short message (short enough to be said in an elevator ride to the 12th floor where city council meets)
- c. Distribute copies of various demographic maps for the communities represented to use as a reference tool.
- d. Remind participants that this is just a rough draft and we can continue to fine tune it. Throughout this exercise staff members can record some sample PSAs.
- e. Ask one group that developed a PSA for community members and one for elected officials share their PSA.

5 Creating Healthy Neighborhoods

Total Time: 35 minutes



PLAY CREATING HEALTHY NEIGHBORHOODS VIDEO

View the video that EHC created to illustrate the process of Community Planning that you – everyone has been learning the various components of this process for the past 4 sessions.



REFER TO 7 STEP HANDOUT IN NOTEBOOKS AND PASS OUT TO THOSE WHO NEED IT

Write down any questions that come up during the video.

VIDEO DEBRIEF

1. Moving Forward with Organizing and Advocacy – Explain changes take years to implement and hope should not be lost.
2. After a victory, vigilance is required – to ensure the promised changes, i.e. amortization or affordable housing.
3. Solicit one of the participants to tell their story. How does your community continue to be vigilant? What do you need to do to ensure that as a community you will have consistent follow through to achieve community victories?

6 Final Evaluation

Total Time: 35 minutes

1. Distribute Participant Post-Surveys. Instruct participants to put their name on it.
2. Once the group completes the post-surveys, inform participants that a group evaluation of the training will be conducted. Divide participants into groups of 4-6 people. Each group will have a staff/leader to facilitate the discussion (15 minutes). Give facilitators the hand-outs with the Final Group Interview Questions.
3. Acknowledge each person that participated and spent precious time away from his/her family to help create change in his/her community.
4. Distribute the certificates of completion to each participant.
5. Thank staff/leaders/participants for making this training an incredible success!!
6. Enjoy cake!

