

The background features a white space with several colorful circles and dashed lines. In the top left, there is a large teal circle with a white center, a smaller teal circle, and a dashed teal circle. In the top right, there is a large lime green circle, a smaller green circle, and a dashed green circle. In the bottom left, there is a large green circle with a white center, a smaller orange circle, and a dashed yellow circle. In the bottom right, there is a large yellow circle, a smaller orange circle, and a small pink circle. A large dashed grey circle is centered around the text.

# Housing Justice Organizing

Model Practices, Challenges, and Mutual Learning

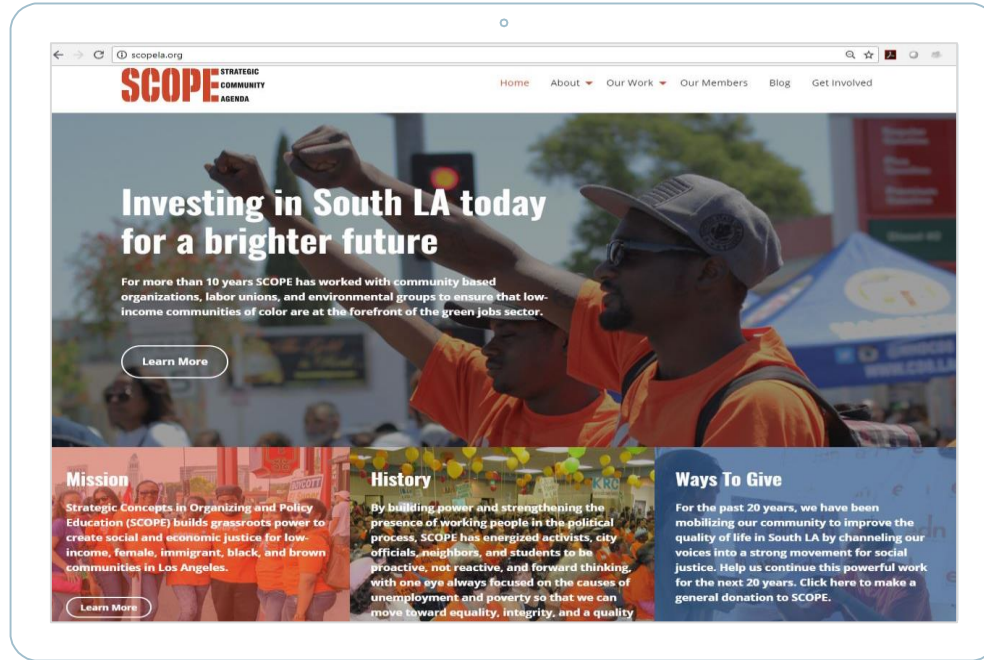
# Strategic Concepts in Organizing and Policy Education (SCOPE)



@SCOPE\_LA



@SCOPE\_LA



SCOPELOSANGELES

# Assumptions of Organizing

- It is possible to get a **constituency** to **take action** on their **own behalf**
- Power can be shifted towards the benefit of organized people with **effective organizing strategies**
- Building **relationships** builds committed people

# Challenges

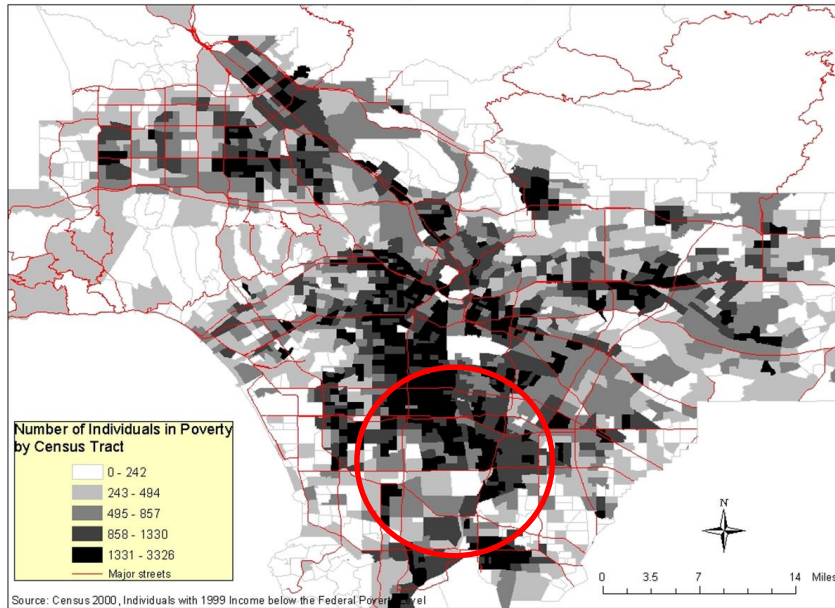


# Key Imperatives of Organizing

- Necessity of **scale** and **breadth**
- Systematically building **progressive political consciousness**
- Our day-to-day work and short-term campaigns are moving us toward our **long term, systemic social change goals**

# South LA Snapshot

**Distribution of Individuals Living in Poverty in Los Angeles County**



58% Latino, 25% African American, 10% Asian/PI, 7% White

31% of people living in poverty

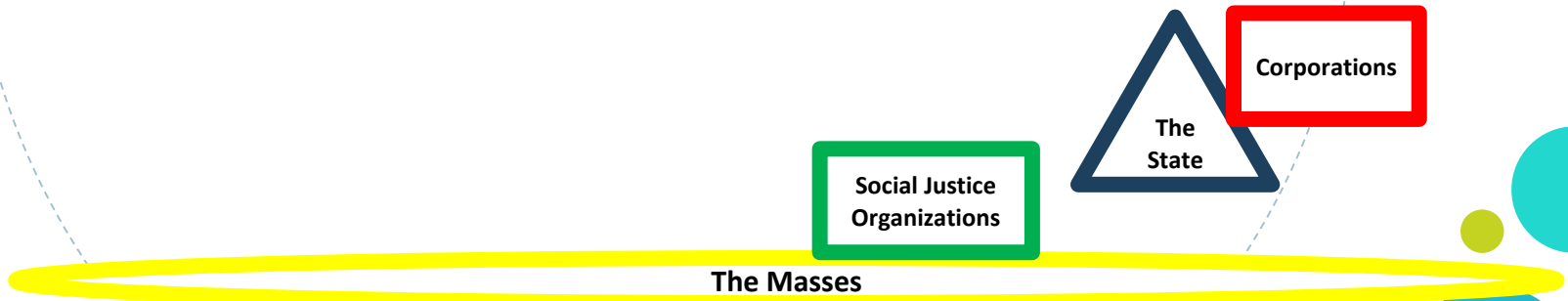
40% of LA County's Welfare Recipients

Higher rates of breast cancer, heart disease, diabetes of any area within L.A. County

# Dimensions of Change in Play

We can begin by thinking in terms of

- Material Outcomes
  - Rules
- Power Structure Relationships





**Defensive Fights**  
Primarily a fight to keep things from



ing further right  
**Investigation**  
ighting for better  
material outcomes  
within the confines of  
rent structures and  
tems, with little (if  
) change to rules  
d power structure  
relationships.



**Pushing Left**  
Changing the rules  
and/or power  
relationships, which  
then lead to changed  
material outcomes  
and/or  
Changing material  
outcomes at a scale  
such that existing  
rules and/or power  
structure  
relationships are  
shifted.



## SOCIAL JUSTICE AGENDA

The different **Material Outcomes** you want to see for your community

So we want to alter the **Rules & Power Structure Relationships** through our campaigns

**Rules & Power Structure Relationships** dictate the **Material Outcomes**



**Problems & Conditions** are the **Material Outcomes** of the Status Quo for your community

**Material Outcomes** shape how well-positioned you are to set the **Rules & Power Structure Relationships**

## OPPOSING AGENDA

The **Material Outcomes** of the Status Quo for your opposition

And the opposition will try to maintain the current **Rules & Power Structure Relationships** or tilt them even further in their favor

# CSS' POINTS OF INTERVENTION

## Point of Production

- A place where things are made
- E.g., factories, crop lands, schools

## Point of Destruction

- A place where something is destroyed
- E.g., oil wells, jails

## Point of Decision

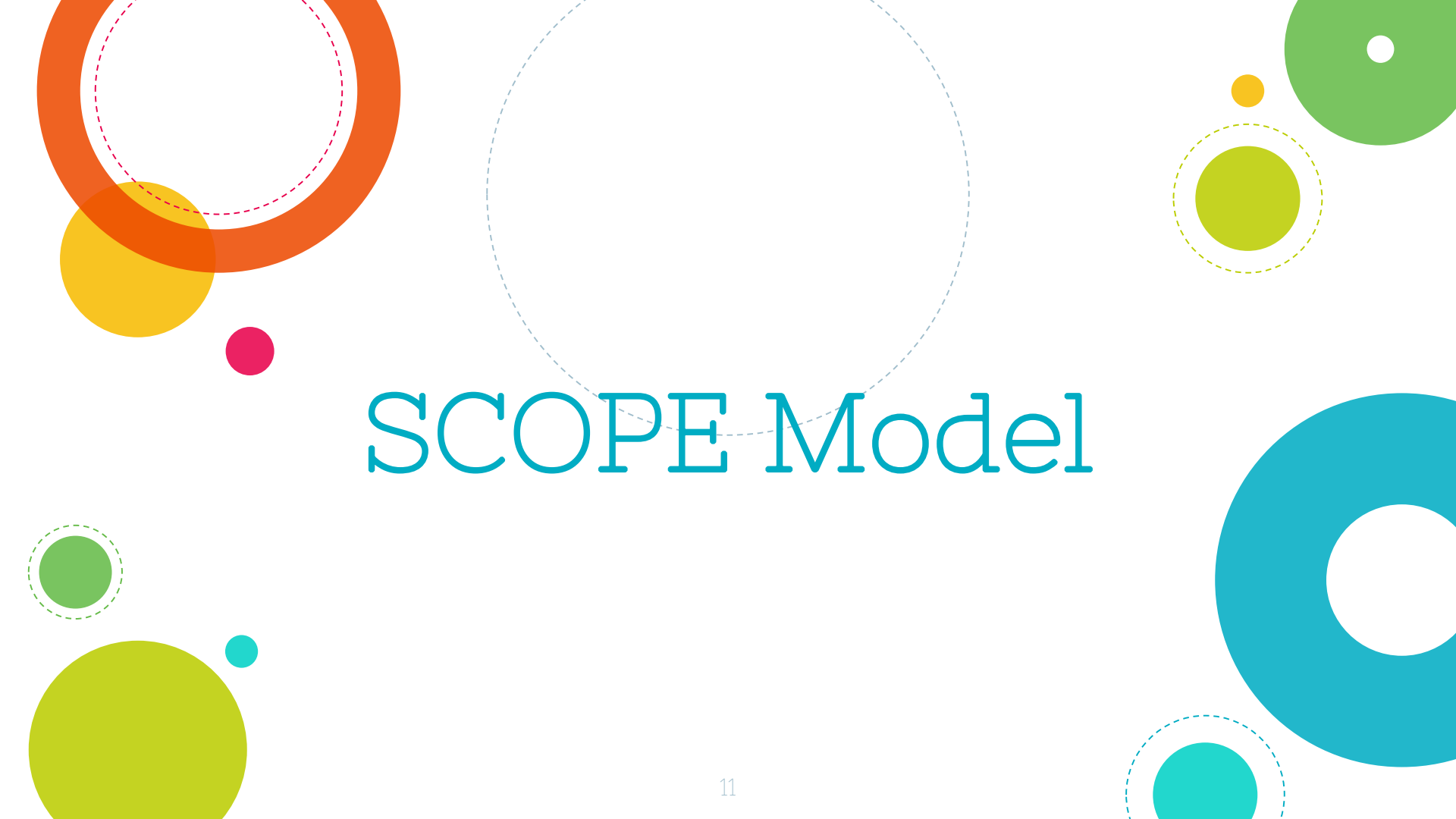
- Anywhere there is decision making
- E.g., country clubs, city council, corporate headquarters

## Point of Consumption

- Places where people are in the roles of customers
- E.g., stores, restaurants

## Point of Assumption

- Challenging underlying or hidden beliefs
- E.g., narratives, cultural moments

The background features several decorative elements: a large orange ring in the top-left, a large teal ring in the bottom-right, a large light blue dashed circle in the top-center, and various smaller solid and dashed circles in green, yellow, pink, and teal scattered throughout.

# SCOPE Model

# Community Organizing is...

- Is **Geographic-specific**
- Identifies as its **Primary Constituency** a set of residents and/or community institutions
- Uses **Issue Campaigns** to address specific problems and/or conditions
- Consciously and systematically **Develops Grassroots Leaders** among the community
- Seeks to **Change Power Relationships** to the benefit of the base
- Builds sustained, ongoing, **Independent, Democratic Organization** accountable to the community

## Population

Appx 855,000 people

51 sq miles

14,671 per sq mile



Airport

SCOPE

South Los Angeles



# BUILDING A MOVEMENT

**Outreach & Recruitment:** Making first contact-signing people up; identify potential new members; leads.

**Organizing & Leadership Development:** Getting people involved---commitments to a meeting or a committee-identifying leadership; this is building the base.

**Mobilization:** Getting a critical mass of constituents to commit and participate in an event, protest, accountability session, town hall; flexing power to influence.

# MOTIVE FORCES

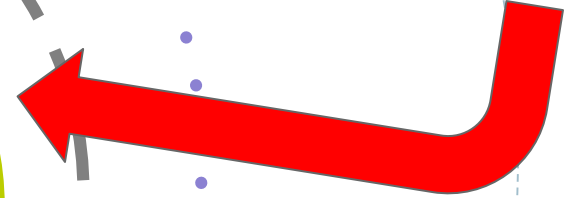
LEADS

ACTIVISTS

BASE

LEADERS

The organization starts here...



Codes

Lead

Activist

Base

Leader

What percentage of the organization are the leaders?

10% on Average

# The “Art” of Organizing

Relationships

Creativity

Observation

Intuition

Heartfelt

Empathy

Detective

People’s Skills

Connecting

Non-Verbal



# The Science of Organizing

Issue Analysis &  
Development

Power Analysis

Campaign Strategy &  
Planning

Systematic Outreach






Form of Organization

Training

Research

Science of Numbers

# OUTREACH TACTICS & STANDARDS

	<b>Door to door</b>	Targeted Outreach in a geographic areas for 2 Hours.	5-10 Contacts / Hour 30% Contacts = Leads
	<b>House meetings</b>	Meeting hosted by a member. Outreach is sometimes done by others.	5-10 People Minimum
<b>Phone Banking</b>		Concentrated Phoning by 3 people or more for 2 Hours.	10 Contacts / Hour
	<b>Concentrated Phoning</b>	Phoning by organizers with minimal interruptions for 2 Hours.	10 Contacts / Hour
<b>On Site</b>		Identifying Leads at a location with large numbers of motive forces.	Minimum 10 leads in 2 hours

# FOLLOW-UP TACTICS & STANDARDS



**The Personal Visit** (less than one hour one-on-one meeting) is the cornerstone of new recruitment and political education.

**8 Hours** should be blocked out each week for follow-up with leads & news

Face to face contact should be within **1 week of first contact**

At least **10-15 people** at Cluster or NPMs

Reminder Calls **Night Before or Day Of**

No Shows should be called within **24 Hours**

# The Science of Numbers in Outreach Efforts

## Quality of List

1. Size: Number of Names on List
2. How old are the contacts?
3. Who are the contacts?
4. What did they sign up for?

**200 Names on List**

## Concentrated Effort

1. Number of People & Hours Spent Phoning
  2. An Organized and Concentrated Effort
- GOAL:** To develop a science
- Spend @ least a 2 hour block of phoning
  - What time did you call?
  - Record Total Hours Phoning

**150 People Reached (75%)**

## Delivering an Effective Message

1. Describe Problem & Solution clearly
2. The Importance/Urgency of the Matter
3. Deliver an Effective Motivating Message
4. Skill of phoner (training)
5. Tailor the message

**100 People Say Yes (67%)**

## Follow-Up

1. Getting REAL Yeses
2. Reminders
3. Follow-up (Personally Visit No-Shows)

**70 People Actually Show (70%)**

# Case Study: Universe Development & Tracking

You have a goal of **50** people to attend an upcoming event for your campaign.

How big is your universe? Use the science to find out how many people need to be in your universe to achieve your goal.

Phone Banking Plan: How many days of phoning and how many people do you need?

Evaluate your progress every week:  
**Triangle Analysis & SPARQ**

Evaluate your overall progress every quarter:  
**Quarterly evaluations of progress on annual goals**



# The Science of Numbers in Outreach Efforts

## Quality of List

1. Size: Number of Names on List
2. How old are the contacts?
3. Who are the contacts?
4. What did they sign up for?

**143 Names on List**

## Concentrated Effort

1. Number of People & Hours Spent Phoning
  2. An Organized and Concentrated Effort
- GOAL:** To develop a science
- Spend @ least a 2 hour block of phoning
  - What time did you call?
  - Record Total Hours Phoning

**XX People Reached (75%)**

## Delivering an Effective Message

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**XX People Say Yes (67%)**

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1. Getting REAL Yeses
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**50 People Actually Show (70%)**

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## Quarterly Quantitative & Qualitative Evaluation

MV	Univ	Cont	%	Cmt	%	Shw	%
L	1	1	100%	1	100%	1	100%
B	3	2	67%	2	100%	1	50%
A1	10	8	80%	4	50%	2	50%
A2	43	7	16%	5	71%	1	20%
New	28	7	25%	6	86%	4	67%
Lead	54	2	4%	2	100%	1	50%
<b>Total</b>	<b>139</b>	<b>27</b>	<b>19%</b>	<b>20</b>	<b>74%</b>	<b>10</b>	<b>50%</b>

General show rates:

Base: 80%

Activist: 70%

Leads: 50%

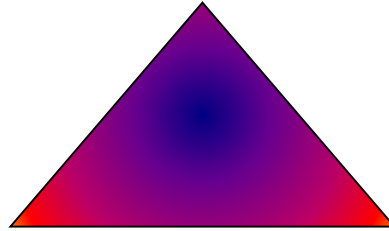


# Triangle Analysis

## Track your weekly progress

### Contacting Critical Mass

1. Effective planning based on critical evaluation.
2. Appropriate & Effective outreach strategies/ tactics.
3. Rigorous (concentrated and sustained) execution of outreach tactics.



### Organizer Effectiveness

1. Developing and delivering dynamic raps.
2. Listening and tailoring based on clues
3. Effective crunch.
4. Acting on opportunities for Leadership Development.
5. Systematic follow-up

### Cutting the Issue

1. Issues/ DEMANDS which have VALUE to the target constituency.
2. PLANS & ACTIVITIES which are FEASIBLE.
3. Framing that touches on current issues/ AND challenges political consciousness.

# SPARQ

Special Project to Achieve Results Quickly

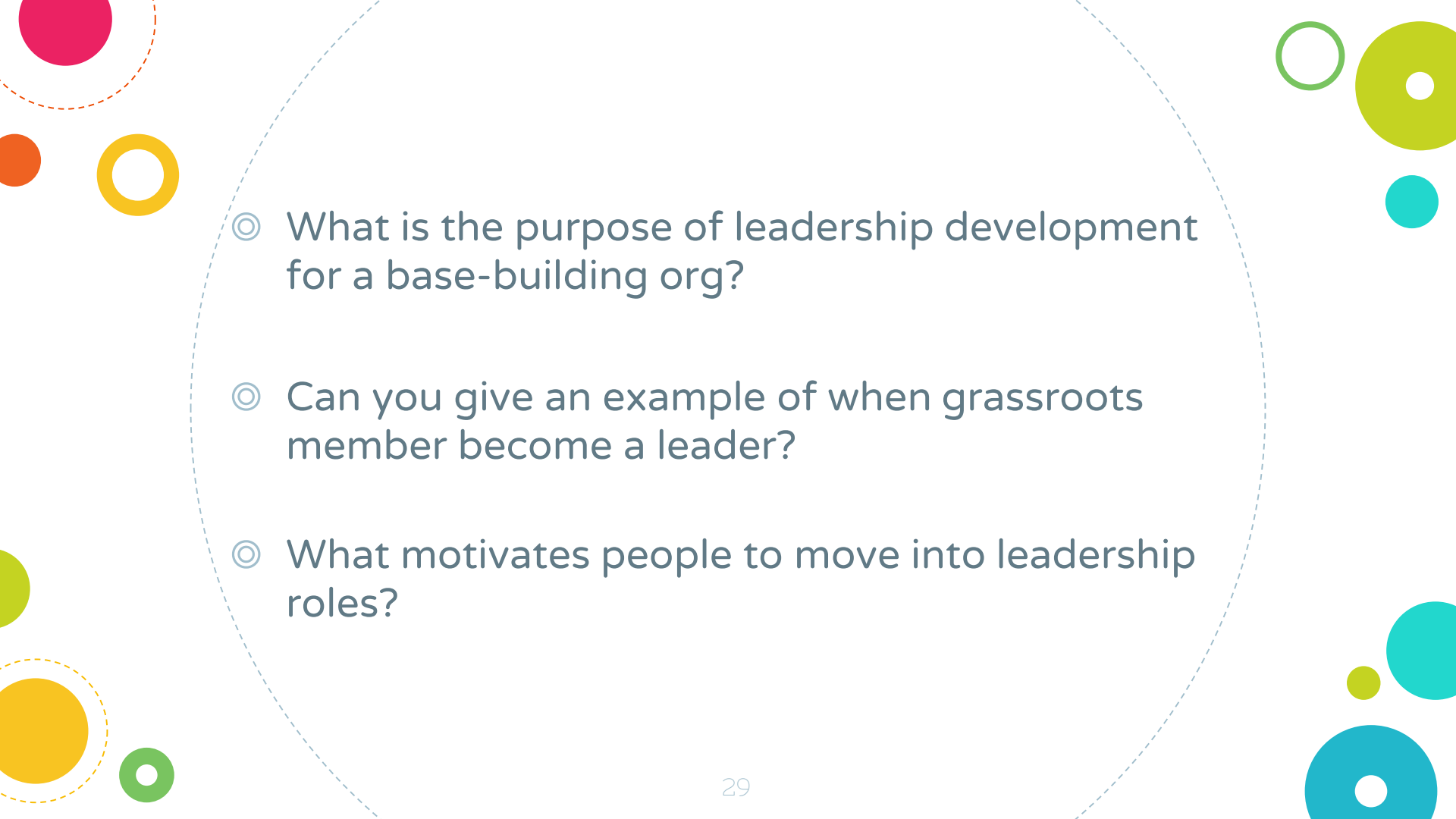
- Use different outreach tactics
- Find more volunteers to phone bank
- Phone bank for more days
- Adjust your standards

The background features several decorative elements: a large orange ring with a dashed red inner circle in the top left; a large yellow circle overlapping the orange ring; a small pink circle below the yellow one; a large teal ring in the bottom right; a large green circle with a white center in the top right; a dashed green circle with a yellow center below it; a dashed teal circle with a teal center in the bottom right; a dashed green circle with a green center in the bottom left; a small teal circle next to it; a large lime green circle in the bottom left; and a small orange circle in the top right.

# Leadership Development

The background features several overlapping circles in various colors: orange, yellow, pink, green, lime green, and teal. Some circles are solid, while others are dashed. A large, faint dashed circle is centered behind the text.

How do we define  
grassroots leadership?

- 
- ① What is the purpose of leadership development for a base-building org?
  - ① Can you give an example of when grassroots member become a leader?
  - ① What motivates people to move into leadership roles?



SCOPE's  
Leadership Development  
Criteria and Principles

# Political Consciousness



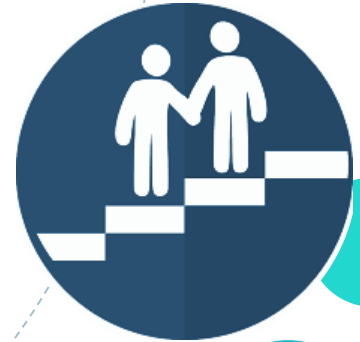
# Investment and Ownership



# Skills and Abilities



# Evolving Roles



# Leadership Development Principles



## Leadership Development

- Every activity is an opportunity for leadership development
- Never do something that someone or a group of members could do themselves
- Participation helps create habits, experience, and confidence



## Collective Vision

- Develop a common understanding of the organizational mission and purpose
- Develop an organizational analysis of the problems and conditions in your community



# Leadership Development Principles



## Incremental Responsibility

- Don't overload leaders with too much responsibility at once
- The members should feel and take ownership over the work
- Members should take part in planning and making of decisions
- Members should take responsibility in different areas of the work



## Democratic Structures

- Members that are presidents and coordinators
- Training, information and facilitation help to increase the abilities and knowledge of the entire group
- Recruitment that reflects diversity of membership



# SCOPE's Leadership Development Process

- Coordinates Committee work
- Actively works to build organization
- Represents organization in other groups and community
- Seeks leadership development opportunities
- Actively recruits new members
- Understands Organization's Theory of Social Change

4

Leader

Lead

1

- Signs Petition
- Fills out survey
- Recruited by Leader

Activist

2

- Attends meetings
- Fills out postcards
- Signs Membership Form
- Thinks Organization is good idea

3

Base

- Joins a committee
- Pays membership dues
- Participates in campaign and leadership development activities
- Understands Organization Purpose and goals

# New Approaches



# Leadership Development Program

- © An integrated experiential curriculum designed for members interested in acquiring skills and knowledge to be effective social change leaders





# LEADERSHIP DEVELOPMENT TRACKING SHEET

LEADER'S NAME: \_\_\_\_\_ CLUSTER: \_\_\_\_\_

ORGANIZER: \_\_\_\_\_

DATES FOR PLAN: \_\_\_\_\_

## Leadership Development

- Political Consciousness
- Skills Development
- Increasing Investment
- Evolving Roles

### TOP 2 QUARTER GOALS:

**1.**

Activities to Meet Goals: \_\_\_\_\_

**2.**

Activities to Meet Goals: \_\_\_\_\_

Week: \_\_\_\_\_ to \_\_\_\_\_

Goal: \_\_\_\_\_

Results: \_\_\_\_\_

Week: \_\_\_\_\_ to \_\_\_\_\_

Goal: \_\_\_\_\_

Results: \_\_\_\_\_

A decorative graphic featuring a large, light blue dashed circle that frames the central text. Various colorful shapes are scattered around the circle: a large teal ring in the top-left, a smaller teal circle next to it, a lime green circle in the top-right, a green circle with a dashed outline next to it, a pink circle in the middle-right, an orange circle in the bottom-right, a yellow ring in the bottom-right, a green circle with a white center in the bottom-left, a lime green circle with a dashed outline in the middle-left, and a small orange circle in the bottom-left.

Reflections!



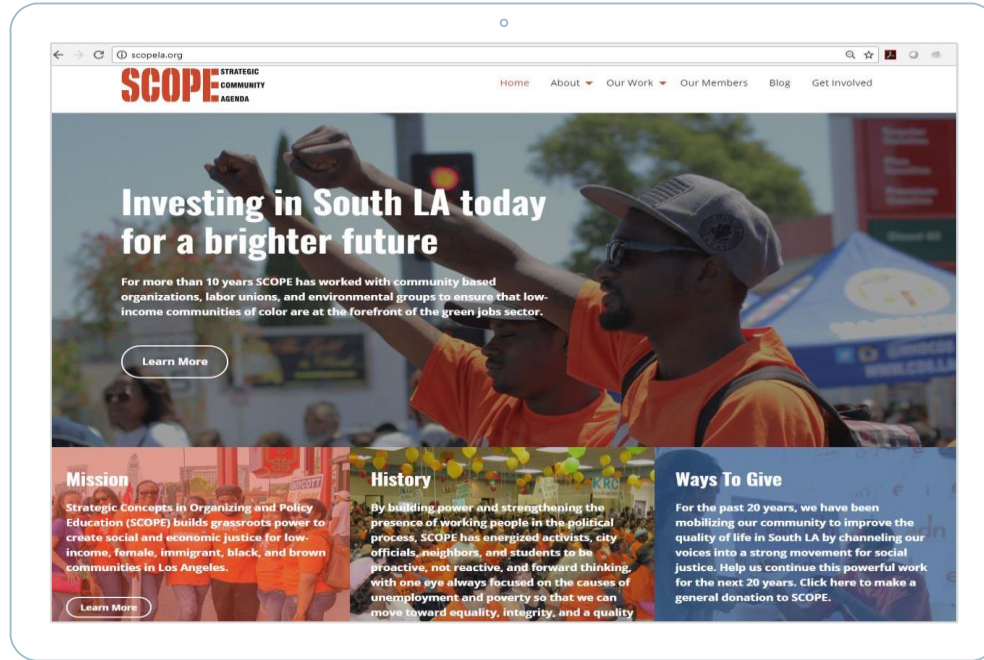
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