

Nicole

Let's add something
in our next HRC
memo about the
upcoming Stand for
Children, so she knows.
Pls draft Nicole

Stand For Children
Chapter Manual

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Stand For Children Day '99:

Ready to Learn, Ready to Succeed

Organizer's Kit



Stand For Children

1834 Connecticut Avenue, NW, Washington, DC 20009

800-663-4032 (phone) • 202-234-0217 (fax) • email: tellstand@stand.org

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Bruce -

It was good to see you last weekend -
thanks for helping out Wesleyan!

I've enclosed some general information
about Stand For Children. Hope it's

not 3 1/2 years before I see you again.

Take care, Eliza

**If we join
together now,
we can improve
their lives**



Get involved in a nationwide grassroots movement for children and families.



Nobody can guarantee a child's future. But in a nation as rich and resourceful as ours, we can give all children a fair chance in life.

Stand For Children is organizing a powerful citizen voice to get our nation's priorities right, to give all children an opportunity to grow up healthy, educated, and safe.

WHAT'S HAPPENING TODAY IS DISTURBING

- Three out of four babies and toddlers are in crowded, poorly run child care settings. Their working parents can't afford or find better care.
- Few children have safe, enriching places to go before and after school.
- One child in seven has no health insurance. Almost all of their parents work and still can't afford health insurance premiums.
- Only one out of three 4th graders reads at a proficient level.

THERE ARE SOLUTIONS FOR CHILDREN AND PARENTS

- Quality, affordable child care.
- Before- and after-school enrichment.
- Affordable, accessible health care.
- Schools with good teachers, high standards, small classes, and involved parents.



**WE NEED A STRONG CITIZEN
VOICE TO PUSH FOR PROGRESS.
JOIN US!**

WHO WE ARE

Stand For Children is a nonpartisan membership organization affiliated with the Children's Defense Fund. We were founded on June 1, 1996, when more than 300,000 people stood together for children at the Lincoln Memorial.



Today, Stand For Children members across the country are working together to give children the opportunity to grow up healthy, educated, and safe. Many members belong to Stand For Children Chapters that attract a broad base of people to push for practical solutions for children and families at the local, state, and national level.



JOIN STAND FOR CHILDREN—WE ARE ORGANIZING FOR SOLUTIONS

The Boston, MA, Stand For Children Chapter **helped enroll low-income children in a new state health insurance program.** Its members persuaded the local health department to publicize a toll-free information line, attracted media attention, and established sign-up sites. Now thousands of Massachusetts families no longer have to choose between rent, food, and heat, and health care for their children.

The Taft, CA, Stand For Children Chapter **improved child care quality for families in their community.** By organizing local parents and providers, its members convinced a state-funded training and certification program for child care providers to come to Taft. The program has already led to one accredited child care center, and more centers are on the way.

The Centre County, PA, Stand For Children Chapter **gave teens a positive alternative to the streets.** Its members organized more than 100 of their neighbors to speak with the town council, which then funded a youth center and skateboard park. Hundreds of teenagers will now have a safe, fun place to go after school.

JOIN STAND FOR CHILDREN TODAY!

As a member, you will receive:

- *Stand Update*, Stand For Children's official quarterly newsletter.
- The opportunity to take action with other members at local, state, and national levels.
- Online updates on issues affecting children and families.
- Discounts on Stand For Children merchandise.
- An official Stand For Children membership decal.
- An application for a Stand For Children MBNA affinity credit card.
- An official Stand For Children membership ID card.

If you start a Stand For Children Chapter, you will also receive:

- A step-by-step organizing manual.
- Advice and training from Stand For Children organizers.

Stand with us!



Yes! I want to join Stand For Children.

☐ **I want to be a Stand For Children member.** My \$24 annual membership dues is enclosed.

☐ As a member, I would like information on how to join or start a Stand For Children Chapter in my community.

I am paying ☐ by check ☐ by credit card.

Name of card (check one) ☐ MasterCard ☐ Visa

Credit Card #:

Exp. date:

Cardholder name

Cardholder signature

☐ **I want to support Stand For Children**

Please accept my special gift of:

- ☐ \$25
- ☐ \$35
- ☐ \$50
- ☐ \$100
- ☐ other \$_____

TELL US HOW TO CONTACT YOU!

Name

Address

City

State

Zip

Telephone

Fax

Email

Please make checks payable to Stand For Children and return with the tear-off reply card to:



Stand For Children

Attn. MEMBERSHIP

1834 Connecticut Avenue NW
Washington, DC 20009

Important Note: Because Stand For Children organizes to change policies for children and families, your membership commitment and contribution are not tax deductible under IRS regulations.



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or 202-234-0095

Fax 202-234-0217

Email info@stand.org

Web www.stand.org

Until every child goes to school ready to learn and ready to succeed, America's promise will never be realized.

Ready to Learn. Ready to Succeed!
That's what Stand For Children Day '99 is all about.



What does it mean for every child to go to school ready to learn and succeed?

IT TAKES:

Health coverage. Children who can't see the blackboard, can't hear the teacher, or are distracted by pain can't learn to the best of their ability. Help them succeed by signing children up for health insurance under your state's new Children's Health Insurance Program (CHIP).

Substantial new investments for affordable, quality child care. Young children need proper nurturance, stimulation, and early education to enter school ready to read and to succeed.

Safe, productive after-school activities. Enriching after-school programs can help the nearly five million young people who are home alone in the afternoon each week stay out of trouble, and also give them that extra boost they need to succeed in school—and in life.

Schools that challenge all children. With small classes, skilled teachers, high standards, and involved parents, every child can perform at high levels. It's time for the supports and expectations, both in and out of the school, to help all children succeed.

TAKE A STAND!

Last year, there were over 1,200 local Stand For Children Day events. Hundreds of thousands of people participated in rallies and marches, community picnics and candidate forums, book drives and child care appreciation celebrations.

We are ready to help you get started! Return the form below to order a kit full of ideas about what you can do and how to get started, or give us a call at 202-234-0095 or email at tellstand@stand.org to brainstorm about possible activities.

Let's work together to ensure that every child is Ready to Learn, Ready to Succeed!



Yes, I'll work to make sure every child is Ready to Learn, Ready to Succeed:

Please send me:

- ☐ Stand For Children Day Event Organizer's Kit.
- ☐ Stand For Children membership brochure.
- ☐ Stand For Children merchandise catalog.

Name _____

Address _____

City/State/Zip _____

Telephone/Email _____

Please mail to Stand For Children, 1834 Connecticut Avenue, NW, Washington, DC 20009, fax to 202-234-0391, visit our website at www.stand.org or email tellstand@stand.org to make your request.

Stand For Children Day '99 Sponsors



YAHOO!

SCHOLASTIC



STAND FOR CHILDREN DAY '99

Happening in Your Community!



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Washington, DC 20009

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or 202-234-0095

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STAND FOR CHILDREN DAY '99

*Happening in
Your Community!*



Ready to Learn, Ready to Succeed!



Stand For Children is organizing a powerful citizen voice to give all children the opportunity to grow up healthy, educated, and safe. A nonpartisan organization, Stand For Children has individual members, many of whom are part of Stand For Children Chapters. Chapters organize a broad base of people to push for practical local solutions for children and families. Each year around June 1, Chapters and many others organize local Stand For Children Day events to raise awareness about challenges facing children and families and to encourage the community to take action.

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Stand For Children

Chapter Manual



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We would like to acknowledge the help of Steve Max and Jackie Kendall of the Midwest Academy, Moshe ben Asher of Gather the People, and the Industrial Areas Foundation in creating this Chapter Manual.

We would also like to thank the Nathan Cummings Foundation, whose support made this Manual possible.

And to all of those willing to do the hard, important, and rewarding work of organizing a powerful grassroots citizen voice to give our children the opportunity to grow up educated, healthy, and safe—we're proud to stand with you.

The Stand For Children National Staff

ntroduction

Dear Stand For Children leader,

Thank you for getting involved with Stand For Children in your community. Your commitment couldn't be timelier!

Right now, children and families are under incredible pressure. Parents are pressed for time, squeezed for money, and feeling isolated as they struggle to raise their children. The majority of children are in poor quality child care and many are home alone before and after school. Many lack basic health care in this country known as the world's medical technology leader. And tens of millions of children attend under-funded schools that aren't teaching them the basic skills they need in our fast changing economy.

At the same time, more than ever, your state and local elected officials control the resources that can solve these problems. **This gives us a tremendous opportunity.**

Oftentimes, those of us who Stand For Children have hoped that we can win for children and families because:

- We are morally right.
- What we want is necessary, logical, and good public policy.
- We have accurate information.
- Popular opinion is behind us.
- We may have a relationship with the decision-maker.
- We ask nicely.

All of these qualities are necessary, but they are not enough to win. What's missing is the power to hold elected officials accountable to the children and families they represent.

The fact is, bad public policy decisions are rarely made from ignorance; generally other interests are competing for the same resources. A developer wants public land to build condominiums while families want it for a park. A multinational company wants a tax break to modernize a plant (which it should modernize with its own money rather than public money—corporate welfare) while parents want funds to reduce class sizes. Prison guards want a raise, while parents want resources to afford quality child care.

The developer and company and prison guards have power in the form of organized money and people. Children and families don't have money or organized numbers. So what happens? Children and families lose.

It doesn't have to be this way! If we organize a powerful citizen voice for children and families, just as the Sierra Club has done for the environment, the National Rifle Association for gun owners, and the American Association of Retired Persons for seniors, elected officials will have more to gain by standing for children and families than by standing for special interests.

If we organize a powerful citizen voice, *we can win for children and families*, in our school boards, city councils, county commissions, state legislatures, and Congress.

That's why Stand For Children exists. That's why your local Stand For Children Chapter is so important!

HISTORY

Stand For Children began on June 1, 1996, when more than 300,000 Americans stood for children at the Lincoln Memorial in Washington, D.C.

Committed people came to the nation's capital that day because they were tired of living in a country where prisons and prison construction are a higher priority than preschools or school construction. They were tired of hearing about family values from leaders making life harder for working families. **They knew it was time to take a stand.**

WHO WE ARE

Since organizing that first Stand For Children Day—the largest gathering for children in American history—Stand For Children has become a national membership organization. Our mission: to organize a powerful citizen voice to give all children the opportunity to grow up educated, healthy, and safe.

WHAT WE STAND FOR

Stand For Children is made up of members, Chapters, and staff who share common beliefs:

- We believe that all children should have an opportunity to grow up educated, healthy, and safe.
- We believe that families need and deserve more support from policymakers and employers to make ends meet and raise healthy, educated, and safe children.
- We believe in building relationships to create a strong base of people who act together.

STAND FOR CHILDREN OPERATING PRINCIPLES

Beyond these core beliefs, Stand For Children Chapters share several operating principles.

Stand For Children Chapters are run by volunteers and led by elected officers.

Stand For Children Chapters are non-partisan, tax-exempt groups that operate under Stand For Children's 501(c)(4) tax status, name themselves "_____ Stand For Children," (for example, El Paso Stand For Children) and adopt a modified national mission statement. As a 501(c)(4) group they can do unlimited grassroots advocacy and, if they choose, support or oppose candidates based on their positions related to children and families.

Stand For Children Chapters work in partnership with national Stand For Children staff, which supports Chapters with:

- Technical assistance, consultation, and training by skilled Organizers and Trainers.
- Opportunities to communicate and take action with other Chapters.
- Referrals of members and potential members in the Chapter's area who were recruited by the national office.
- Biannual Stand For Children Leadership Institute trainings.
- Media exposure.
- Chapter affiliation under Stand For Children's tax-exempt status.
- Limited access to Stand For Children's separate tax-deductible corporation to receive large charitable donations.
- A quarterly newsletter, the *Stand Update*.
- Brochures, posters, and other printed materials.
- A web page on Stand For Children's web site.
- Research and information on key children's issues.
- This Chapter manual and additional supplements.
- Merchandise discounts.
- Financial and accounting advice.

Chapters maintain a minimum of twenty-five individual members who pay annual membership dues of \$24 to national Stand for Children (\$6 of which goes back to Chapters for locally recruited members). Organizational members contribute one tenth of one percent (.1%) of the organization's annual budget or \$1 per organizational member (e.g., congregations with 300 members pay \$300, child care centers with a \$200,000 budget pay \$200). Again, one fourth of organizational membership dues is returned to the Chapter for local recruited organizational members. Stand For Children Chapters recruit as many members as possible in order to build the most powerful possible citizen voice for children and families.

Stand For Children Chapters begin as Organizing Committees (Chapters-in-information), which follow the same principles as Chapters. They become Chapters after completing their first strategic action, attracting twenty-five members, and electing officers.

Rather than provide ongoing services and programs, Stand For Children Chapters recruit a broad base of members and then take strategic action on issues to win concrete, lasting improvements for children and families. That's what's unique about them.

We hope you are as energized by the prospect of building a Stand For Children Chapter in your community as we are about working with you! Yes, it's hard work. But if you take responsibility and make a commitment, it will be satisfying work because of what you'll contribute, what you'll learn, and who you'll develop relationships with in the process. And if you have children of your own, you'll be teaching valuable lessons to them about what's important.

This manual takes you from the beginning of your Stand For Children Organizing Committee through the founding of your Chapter and beyond. We've kept it brief for two reasons. First, there will be telephone consultations and on-site training with Stand For Children Organizers and Trainers along the way. Second, you will learn more about organizing from experience than from reading.

Best of luck in your effort! We admire your commitment to building a powerful citizen voice for children and families in your community, and we look forward to working with you.

Laying the Foundation

CHAPTER 1

GETTING YOUR ORGANIZING COMMITTEE STARTED

Stand For Children Organizing Committees begin with a core group of at least five committed people. Since you'll want fifteen to attend your first Organizing Committee meeting, in the first few weeks your core group will want to build relationships with at least thirty potential members.

THE IMPORTANCE OF RELATIONSHIPS

When Stand For Children refers to power, as in our mission statement—building a powerful citizen voice to give children the opportunity to grow up healthy, educated, and safe, we mean the power that comes when people with a common vision of the world act together in their common interests. At Stand For Children, power is not exercised by people *over* others. Power is created by people working *with* other people.

That's why relationships are so key. Relationships enable people to understand each other's interests and backgrounds and develop a common vision of the world as it should be. Relationships create trust. Relationships are the glue that hold people together through thick and thin in a Stand For Children Chapter.

PERSONAL MEETINGS: THE CORE OF ORGANIZING

Stand For Children Chapters build relationships through Personal Meetings. A Personal Meeting is a half-hour to forty-five minute face-to-face, personal conversation. Although described in the Manual below, the best way to learn how to do Personal Meetings is to practice. So ask your Chapter's Stand For Children Organizer to practice a Personal Meeting with you on the phone, or ask someone in your Chapter who's experienced.

With whom do you meet?

Chapter members, potential members, and other potential allies. Start with people you know and who know you (colleagues, friends, teachers and child care providers, members of your congregation, neighborhood association, or civic group) and then go outside your circle. And when you do, try to meet with at least some people with backgrounds different from yours.

What is the purpose of the Personal Meeting?

To build a relationship with a person in order to involve them in the Chapter.

What do you want to know?

A person's story, including where they're from and what their upbringing was like, and **why** they made their important life decisions. What's important to them and what their dreams and aspirations are. What wound or injustice have they suffered and what concerns them now. What their vision is of what could be changed if people got together. Finally, what other efforts or organizations are they part of, and why. Explain that you're having the conversation to know the person and not to gossip and that the conversation will remain confidential.

The Personal Meeting isn't a one-sided interview. Share stories that are important to you that relate to what the other person is saying. Be an active listener, listening to the whole statement before forming a response in your mind. Keep eye contact and don't make judgments.

Look for leadership attributes. Is the person a people person, someone with strong relationships whom others rely on? Does the person have a vision of what can be accomplished if a lot of people in your community acted together? Does the person seem willing to pitch in and do whatever work needs to be done, including conducting Personal Meetings.

Watch out for people who flaunt professional credentials or connections with elected officials, "all-purpose leaders" who show up and take charge of everything, and people who love to attend meetings and talk but don't do anything else.

Try to figure out from what you are hearing why this person would get involved. Are they personally affected by a particular problem (child care, the schools, health care) or the concerns of children and families? Do they care about the particular projects you plan to work on? Are they looking for new friends or a social activity? Do they want to learn new skills or make contacts? Is there something in their background that would motivate them to get involved in your organizing effort?

Tell the person about your effort, why you are involved, and, based on what you have heard about them, why they should get involved.

Toward the end of the meeting. If the person is someone you want to involve, ask them to become a member of Stand For Children (make sure you have an enrollment form with you.) Don't be put off by people who say they're too busy. If you figure out someone's interests and how you can help them reach those interests, they are likely to join you eventually.

Get the person's contact information and ask who else they would recommend that you talk to.

After the meeting. Make notes. Write down information about the person's background, the problems they care about most and the solutions they envision, their affiliations, and what's important to them. Indicate what the next steps are.

How often should you conduct Personal Meetings?

At this stage, before holding your first Organizing Committee meeting, every member of your core group will have to take responsibility for conducting at least two Personal Meetings a week with new people. If everyone does this in three weeks, your group will have met with enough people (30 or more) to hold a first Organizing Committee meeting attended by 15 potential leaders. The reason why it will take 30 or more Personal Meetings is because you won't choose to invite everyone you meet with to participate in your Organizing Committee and others whom you invite may decide not to participate.

On an ongoing basis, Stand For Children Chapter members conduct two or more Personal Meetings a month, either with people within or outside the Chapter. The more Personal Meetings you do, the more relationships you'll build and the stronger your Chapter will become.

Personal Meetings with Elected Officials

From the very start of your Chapter, you want to make your presence felt with local elected officials. Send letters to elected officials in the area in which you have chosen to work, and tell them that you are starting a Stand For Children Chapter, a citizens' group to improve the health, education, and safety of local children. Say that you will soon be calling for an appointment to meet with the elected official. (If you find that there are too many elected officials and too many meetings, it probably means that you are starting with too large a geographic area).

The purpose of Personal Meetings with elected officials is to develop a relationship, get a feel for the amount of attention the official pays to children's and families' issues, and to find out what issues are coming up. It is not to share grievances or ask for anything. That is done by the Chapter as a whole.

Do your homework before the meeting.

- How long has the official been in office?
- When is she/he up for reelection?
- What is the size of the official's district and what was the margin of the last election?
- What are the official's committee assignments and what are the committees with responsibility for children's health and education and safety?
- Who controls the legislative chambers and chairs the committees?
- What are the legislative and budget processes?
- Who are the official's major campaign contributors?

Answers to these questions might be found in a directory of the elected officials prepared by the League of Women Voters, Common Cause, or a government agency (County Registrar, School Board, Secretary of State, etc.) that lists the official's districts, committee assignments, vote totals, and biographies. Or you may find public interest group or government web sites with this information.

In your Personal Meeting, beyond finding out about the official's background and interests and sharing your own, ask:

- What motivated the elected official to seek public office?
- What legislation to benefit children and families has the official sponsored or is the official sponsoring? Is any intended in the near future?
- What are his/her priorities—both immediate and future—on issues relating to families and children? How do these priorities mesh with those of the legislative body to which they were elected?

This is enough for a first meeting. You are really there to make contact and learn enough to know whether the official may be a future ally. If you meet more than one member of the same elected body, ask each the same set of questions. Compare the answers.

Toward the end of the meeting. Leave information about Stand For Children, and follow up with a thank-you letter.

If the official suggests attending or sending a representative to your Chapter meetings, politely respond that you will send them an invitation to attend at a later date (perhaps to your founding meeting). When the Chapter decides to invite an elected official, it will be to answer specific questions on a specific issue of public concern.

If the official suggests that you join a commission, study group, round table, or panel, think twice (even three times!) before accepting. When citizens groups apply pressure to elected officials, they are likely to be offered seats on some such body. As often as not, it is a ploy to take you away from organizing and tie you up in endless deliberations. A good rule of thumb is: don't join unless you control a majority of the votes on the commission, and the commission has a clear goal which will produce real results.

CHAPTER 2

Organizing Committee Forms

From the Committees of Correspondence of the colonies, to Anti-Slavery Societies, to Women's Suffrage Associations, to block and neighborhood associations, forming groups to improve the community is as American as apple pie. The Stand For Children group that sponsors and forms the new Chapter is called a Stand For Children Organizing Committee or O.C. for short.

THE ORGANIZING DRIVE

Stand For Children Organizing Committees and Chapters conduct organizing drives to build the organization and win concrete improvements for children and families in their communities. The organizing drives will build the large membership base that is necessary to win improvements even though the obstacles or opposition may be strong. The length of these organizing drives varies. Your O.C.'s first organizing drive, however, should take between two to five months. Over that period you will hold approximately six meetings before your founding meeting.

At the **first** Organizing Committee meeting, members get to know each other and learn how to conduct Personal Meetings.

At the **second** meeting, members learn about Stand For Children, discuss the organizing process, decide to form an Organizing Committee, and commit to the organizing drive.

At the **third** meeting, members list and discuss community problems and then decide what research is needed to choose a first issue on which to work. They go over the organizing drive again and learn how to choose the right issue and conduct research.

With the research completed, at the **fourth** meeting the O.C. chooses its first issue for action and comes up with a rough action plan. Members learn how to develop a strategy to take action.

The **fifth** meeting's purpose is to set an agenda for the founding meeting, specify pre-meeting and meeting tasks and roles, and select individuals to fill them. Members learn about how to ensure turnout for the founding meeting

Roleplaying/rehearsal for the founding meeting is the **sixth** meeting's goal. Members also learn how to evaluate the meeting.

At the Founding Meeting, the O.C.'s goal is to win on its first issue and found the Chapter.

To let you know where you will be heading, a more detailed table summarizing the Organizing Committee meetings follows:

STAND FOR CHILDREN ORGANIZING DRIVE			
	PURPOSE/ O.C. DECIDES TO	TRAINING TOPIC(S)	LEADERS COMMIT TO
Meeting #1	Begin organizing process	Personal Meetings	Personal Meetings
Meeting #2	Form Organizing Committee	Organizing drive	Personal Meetings
Meeting #3	List problems Decide problems to research	Organizing drive Problems to issues Research	Personal Meetings Research tasks
Meeting #4	Choose issue	Taking Action	Personal Meetings Research tasks
Meeting #5	Plan action Set turnout goals	Turnout Public vs. Private Relationships	Turnout
Meeting #6	Role play founding meeting Nominating slate	Evaluating an action	Turnout
Founding Meeting	Win on issue Evaluate action Elect officers Announce formation of Chapter to the public		Ongoing involvement in Chapter

FIRST ORGANIZING COMMITTEE (O.C.) MEETING

After your core group has completed your thirty or more Personal Meetings and recruited at least fifteen leaders, it's time for your first O.C. meeting. You need fifteen leaders at that meeting. Resist the temptation to increase that number by pressing new members to bring colleagues, friends, congregants, and neighbors. O.C. meetings with many more than fifteen people are unwieldy and inefficient for working out details. Fewer than fifteen results in ungrounded talk about what the group might accomplish and an oversized workload for each individual.

MAKING THE MOST OF O.C. MEETINGS

Meetings can make or break your Organizing Committee and, later, your Chapter. If your meetings are well-prepared—focused on planning for action and making decisions, and facilitated in an efficient, yet involving and upbeat manner—they will build your Organizing Committee. On the other hand, if your meetings are poorly planned, poorly run, and don't focus on making decisions and planning for action, it will be difficult, if not impossible, to build your Organizing Committee. People do not have time to attend unproductive meetings.

Running a successful meeting takes solid preparation, good meeting management and prompt follow-up. Each is described in detail for the first meeting.

PREPARATION FOR THE FIRST O.C. MEETING

Many leaders underestimate the time needed to plan and organize a good meeting. The hardest part, and certainly the most time-consuming, is the planning. When doing your preparation, consider your goals.

Every meeting should have concrete, realistic, and measurable goals of things you want to accomplish. Avoid goals such as "To have a meeting." A meeting is not a goal in itself. Also avoid, "To educate people." It's tough to measure whether or not you've "educated" people. In addition, if your meetings are primarily focused on education, rather than about moving toward action, you will attract people who want to be educated rather than people who want to take action. If you want to educate, put materials in the mail and let members read them at home. At your first meeting, your group will want to achieve concrete commitments from participants to conduct Personal Meetings to enlarge your O.C.'s membership.

MEETING ROLES

Assigning meeting roles in advance of the meeting helps meetings run smoothly. Spread out the roles as widely as possible in order to involve the most people possible and develop members' leadership skills.

Some general roles include:

Meeting Chairperson

The meeting Chairperson helps plan and facilitate the meeting. It is best to have someone who does not need to get involved in the discussions or make recommendations. The person should be free to focus on facilitating the meeting instead of sharing his or her opinions. You may want to rotate the chairing of the O.C. meetings to give different persons an opportunity. Key responsibilities include:

Starting on time. From the very first meeting, start on time even if people are missing. They will be on time for the next meeting. Once the meeting begins, the people there are the people there. The longer you wait for people, the later they will come and the more the people who were on time will feel abused.

Covering introductions. Ask people to share their name, neighborhood, organizational affiliations, and why they're at the meeting.

Setting the meeting rules. Most groups need some basic rules of order for meetings. If you choose to use a formal system, such as *Robert's Rules of Order* (which you can pick up at most bookstores or order from Stand For Children), everyone should understand how to use them. Your organizing committee may choose to come up with your own rules. Make sure everyone is in agreement.

Keeping the meeting moving. Give members a quick summary of where you are in the agenda at several points so there's a sense of accomplishment, direction, and progress. Step in and bring closure to discussions before they lag. Make transitions, such as moving from a discussion of problems (why we are here) to talking about how members can help make the organizing drive a success by developing relationships with and recruiting new members.

Maintaining control. A successful Meeting Chairperson keeps clear but not rigid control and shows warmth and humor while being directive. With responses such as, "How do other people feel about Jane's point?" he or she turns questions back to others in the room rather than answering the question him/herself. Also, to prevent one or two people from dominating the discussion, a strong Chairperson asks certain individuals for opinions or ideas on a topic to draw them out. If conflict comes up on issues, instead of squelching it, a strong Chairperson allows for heated discussion while preventing any one person from talking down everyone else and getting input from members who can counter destructive players or perspectives. Finally, a successful Chairperson avoids demands

(i.e. all variations of "you really oughta wanna do this..."). Rather than scolding people for not satisfying her expectations, she pulls them into finding solutions. For example, instead of saying, "You people have to do more Personal Meetings if this Organizing Committee is going to succeed," the leader asks, "How can we get more people to conduct Personal Meetings?"

Host and Site

When asking someone to host the first or any O.C. meeting, consider the physical location and facilities. The choice of meeting site will affect who comes to your meeting. Choose a site that is familiar to members, easy to get to and comfortable. If in a home, the room should be large enough and not too cluttered with furniture, and the furniture should be moved around so people feel like a group. If in a public place, the room should not be too large, which makes participants feel too few for the mission. Child care needs a safe space and the space should be wheelchair accessible.

Then, choose a host who can greet people and put them at ease, make introductions, and get conversations started with small talk that, while not overly serious, centers on children. You want to avoid having people who arrive early sit alone, in a silent room.

Hosts should take responsibility for having name tags and a marker pen, so that introductions are less likely to be glossed over. Also ask them to serve refreshments, and, if it seems appropriate, take up a collection at the meeting to pay for the refreshments.

Timekeeping

Set the meeting at the most convenient time for the people you want to attend. You may need to call several people and suggest possible options. Don't ever make people suffer through a meeting longer than ninety minutes—no exceptions.

Notetaker

The notetaker ensures that discussions and decision-making are never repeated ("Didn't we decide this last week?") and makes accountability possible. Specific responsibilities include:

- Writing the meeting's main points on newsprint, and posting it so that everyone can see it.
- Recording the topics of discussion and summarizing the conversation.
- Noting anyone who committed to doing something and the deadline for completion.
- Listing all outstanding issues.

The notetaker should feel comfortable asking people to slow down or repeat what they said.

Timekeeper

A timekeeper reminds the meeting Chairperson about the time constraints, e.g.
"Christine, I just want to note the time. We've allotted ten minutes to reach a decision on this and we have one minute to go."

Presenters

A variety of people should present to the group. To help develop leadership, make the meetings more interesting, and ensure attendance, as many people as possible should lead a discussion in the meeting. The Chairperson should review the presentations with each person in advance. See the agenda below for specifics about presenters for the first meeting.

Tone-Setter

This should be a person who can open or close a meeting with a quote, story, prayer, or song that focuses and inspires the group.

Greeter

While everyone should greet new people who come to meetings, at least one person should be assigned to welcome new people and get their names and addresses as they enter.

Room Arrangements/Logistics.

Before the meeting, this person (who might also be the host) looks over the room in order to plan the room arrangements and logistical details. Possible items to consider include:

Chair Arrangements. Chairs arranged around tables or in a circle encourage more discussion. Set up fewer chairs than the number expected. It's better to add chairs than to have chairs sitting empty.

Places to Hang Newsprint Pads. Will tape damage the walls? Is an easel available?

Place for People to Sign In and Pick Up Information, and to Display Stand Products. Where can you place the sign in table to ensure that you get names, addresses, and phone numbers for follow-up?

Refreshments. Do you plan to have refreshments? If so, who will bring them? Can someone else bring the plates or cups or napkins? Do you need outlets for coffee pots? Is there a room arrangement where people can get food without disrupting the meeting? Who will handle cleanup?

Set-up

Have people bring coffee, tea, juice, cups, cookies, fruit, tablecloths, agendas, posters, sign in sheets, tape players, etc. Ask different people to set up chairs. Delegating tasks ahead of time may seem like more trouble than it's worth, but it gets people involved in the meeting and the organization. It also makes the meeting run smoothly, which people appreciate.

Turnout

If you want your meeting to be well attended, you'll need to remind the people with whom you have held Personal Meetings. **Do not rely on mailings to get people to a meeting.** In other words, don't waste the postage. Have a few assigned people make reminder calls no more than three days before the meeting. Callers should explain the purpose of the first meeting, why it's important, and the decisions to be made. In addition to going over directions and answering questions, mention the arrangements for child care. Specifically ask the person if they will come rather than just telling them there is a meeting.

Once you have prepared for the meeting, most of the work is over. It's like producing a play. The time consuming part is the rehearsing, not the actual performance.

RUNNING THE FIRST MEETING

Given that you won't elect officers until your founding meeting (which gives you time to see who's really committed and effective), an informal Steering Committee made up of a few people in your core group should meet to create an agenda for your first meeting (and subsequent meetings).

An agenda lists the topics to be covered at the meeting, indicates who will lead that part of the meeting, and specifies time limits for each agenda item. Without a written agenda and a Chairperson and timekeeper holding the group to the agenda, individuals can go on and on and discussions can drag. Written agendas are critical for keeping meetings on track.

On the next page is a typical agenda for the first O.C. meeting, with explanations of the different topics. Sample agendas usable for your meetings (without the explanations) are in Appendix _____ through _____.

AGENDA

River City Stand For Children Organizing Committee Meeting #1

Time: 7:00-8:30 p.m.

Location: River City United Methodist Church

1. Welcome and Introductions (*Chairperson*) 7:00-7:05

The Chairperson welcomes everyone to the meeting, and asks people to say their name, job, and the local organizations they are connected with.

2. Approval of the Agenda (*Chairperson*) 7:05-7:10

The Chairperson reviews the agenda to make sure people feel comfortable with it, and then asks for a formal vote to approve the 'tentative' agenda. Without member agreement on the agenda, the Chairperson will not be able to close a discussion or move a new subject to the end of the meeting.

3. Focus (*member*) 7:10-7:15

A quote, story, prayer, or song that focuses and inspires the group.

4. Why are We Here? (*member and everyone*) 7:15-7:30

This is an important part of the first O.C. agenda. A designated member frames the context in which the Organizing Committee is forming, including:

- The problems facing children and the pressures on families in the community.
- The solutions that can be accomplished if the people affected and those concerned came together.
- The national effort that they are part of. Stand For Children Chapters have formed around the country in similar communities and worked successfully to improve children's health, education, and safety in a variety of ways, and we can do it, too.
- Their main reasons for joining Stand For Children.

This presentation should be three to five minutes. It needs to be rehearsed beforehand.

The presenter then asks everyone for their main reasons for joining. Many people will respond with stories like the presenter's about problems facing children, how things were better years ago, and about frustration in trying to make improvements. One to three minutes is enough to hit the highlights of the member's experience.

Note: While it's important to give members a chance to share their stories, concerns, and interests, the Chairperson and member moderating the "Why Are We Here?" presentation should keep people from launching into a full-blown discussion of children's issues. The first O.C. meeting needs to cement the notion that Stand For Children is a relationship-driven organization, so much of the meeting will be about Personal Meetings. A full discussion of problems will be the third meeting's focus.

5. Training & Practice of Personal Meetings (*member*)

7:30—8:00

Now that everyone has shared why they have come, it's time for the main point of the meeting. The person who conducts this training will have been trained by a National Trainer. She or he will give an overview, briefly demonstrate a meeting with one of the participants, ask two others to come up and do a brief meeting, summarize and critique what happened, and then take questions.

6. Commit to Personal Meetings (*member*)

8:00-8:05

Having learned how to conduct the all-important Personal Meetings, all members commit publicly to the group to conduct a specific number of Personal Meetings before the next O.C. meeting. A few also commit to telephone the people who didn't come and also make reminder calls before the next meeting.

One of the most important gestures in early O.C. meetings is to explicitly assign responsibilities and create accountability for their completion. This needs to be done in an open and direct way. The names of members and the number of Personal Meetings they will conduct before the next meeting are visibly listed on a flip chart or butcher paper taped to a wall. At the next meeting, each person will be openly held accountable -asked how many people they met with and how it went. For those who haven't taken care of business, no other sanction is necessary. The embarrassment of not being serious about commitments in an open meeting is usually more than enough to make the point.

The same accountability process should be used with other assignments.

7. Membership (*member*)

8:05-8:10

With enrollment cards and brochures ready, an energetic member asks non-members present to become Stand For Children members and pay their first year dues of \$24. Let them know that membership will be a bigger topic at the next meeting (see the next chapter for more on presenting membership).

8. **Decide time, date and place and preview of the next O.C. meeting** (*Chairperson*) 8:10-8:15
9. **Other new business** (*Chairperson*) 8:15-8:20
This is the time to discuss issues that people may have brought up during the meeting that were not in line with the agenda at that point.
10. **Summary** (*Chairperson*) 8:20-8:25
Remind members of the meeting's purpose and what they have accomplished, and review the commitments they have made.
11. **Evaluation** (*Chairperson*) 8:25-8:30
Get participants' feedback about what was good about the meeting from their perspectives and what could have been better.
12. **Adjourn**
Let everyone know that refreshments are available and encourage them to stick around.

FOLLOW-UP TO THE MEETING

There are two principles of follow-up—do it and do it promptly. If follow-up isn't done quickly, the momentum generated by a successful meeting will be wasted. O.C. leaders (still informal and not elected) should see that the notetaker prepares the meeting notes and that they are distributed promptly. Call, fax, or e-mail people who missed the meeting to fill them in on what happened. Also, based on what people have agreed to do, ask them to write relevant reminder notes in their calendars. If someone agreed to conduct two Personal Meetings by the following week, for example, a leader should call the person a few days before the deadline to see how things are going. Thank-you notes should be sent to individuals and organizations that made donations for the meeting. Depending on the number of people who attended, someone on your informal Steering Committee might call and thank them for coming and ask them how they thought the meeting went. That also allows them to ask questions and encourages them to come to the next meeting.

CHAPTER 3

The Second Organizing Committee Meeting: Committing to the Organizing Campaign

The purpose of the **second** O.C. meeting is for members to learn about Stand For Children and the organizing process, and to make a united decision to carry out the Chapter organizing campaign, form the Organizing Committee, and distribute tasks that need to be done.

As with all O.C. and Chapter meetings, the agenda begins with:

- | | |
|--------------------------------|-----------|
| 1. Welcome and introductions | 7:00-7:05 |
| 2. Approval of the Agenda | 7:05-7:10 |
| 3. Focus | 7:10-7:15 |
| 4. What Is Stand For Children? | 7:15-7:25 |

Like the "Why We Are Here?" presentation from the first meeting, this overview of Stand For Children should be prepared and rehearsed up front. Part of the presentation should cover the history, mission, and values of Stand For Children. Part of it should cover details about the organization (staffing, national office support, membership structure). And part of it should be about your Stand For Children Organizing Committee, which brings people together to build a powerful citizen voice for concrete improvements in the lives of children and families.

Also, let people know that Stand For Children will provide training and technical assistance and other support and connect them with members across your state and the nation. But there's no big national Stand For Children organization that's going to come to your community to do the work for you (or tell you what to do). In the end, whether your Organizing Committee and then Chapter becomes a strong citizen voice for children and families is up to the members.

5. Organizing the Chapter

7:25-7:45

Explaining the organizing campaign from beginning to end and discussing the commitment it takes is the focus of this meeting. In addition to using this manual as a guide, it may be helpful to review this presentation by telephone with a National Trainer before the meeting. It's important that members have a complete understanding of the organizing campaign so they know what they're committing to. If not, then members will complete specific tasks but not know how it all fits together. A large wall-mounted paper with the dates, tasks, meetings, membership growth, and strategic action helps to visualize the process.

6. Motion to vote to form the O.C. and begin organizing

7:45-7:50

Taking responsibility for the organizing campaign is the moment of truth. The question is, "Do you want to move forward?" One member should bring the motion, ask for a "second," then discussion, and then ask for hands of those in favor and those opposed.

7. Join SFC: Membership and Budget

7:50-7:55

After everyone has shared why they have come, you have discussed Stand For Children and the need for a local Chapter, and have voted to form an Organizing Committee, it's time for a presentation on membership and budget. The presenter of this agenda item has a twofold job: to pitch membership, and its accompanying \$24 annual dues, and explain where the money goes. The role requires excitement and conviction about the Chapter and Stand For Children and a grasp of numbers. Very often the person who does this presentation becomes either the Membership Coordinator or the Treasurer.

The presentation has these essentials:

- Stand For Children's strength at the local, state, and national level is in the number of Stand For Children members.
- Membership dues are \$24 a year for individuals, \$6 of which is returned to the Chapter for locally recruited members. For organizations, dues are .1% of the organization's budget or \$1 per member. So a congregation with 300 members would pay \$300 or a child care center with a budget of \$200,000 would pay \$200. Membership dues are not tax deductible.
- Membership dues make Stand For Children training, support and materials possible. Stand For Children also receives additional contributions from members, foundations, and companies.
- Stand For Children's main expense is staff. Its other major cost items are postage, printing, telephone, training institutes, and travel to train Organizing Committees and Chapters.

- A big part of why people should become members is to be part of an increasingly powerful citizen voice. Also, members have access to training and technical assistance from skilled National Trainers, access to other members via bi-monthly conference calls and an e-mail discussion group, access to a special section of Stand For Children's web site (www.stand.org), a quarterly newsletter, and discounts on Stand For Children merchandise.
- For individuals or organizations who are not yet members of the Chapter, now is the time to join. Our strength is in our numbers. We need you to be part of this effort. "Who will join now?"

Note: To supplement the presentation, it's helpful to have membership enrollment cards, the new member packet, Stand For Children's brochure, and the section of this manual that has budget breakdowns and income-expenditure pie charts.

As with all O.C. and Chapter meetings, the agenda ends with:

- | | |
|---|------------------|
| 8. Commitments (<i>Member</i>) | 7:55-8:00 |
| Members commit to conduct a specific number of Personal Meetings before the next meeting. A few members commit to making reminder phone calls. | |
| 9. Preview Next Week's O.C. Agenda (<i>Chairperson</i>) | 8:00-8:05 |
| <ul style="list-style-type: none"> ■ Priority list of problems ■ Deciding which problem(s) to research ■ Dividing research job | |
| 10. Decide Day, Time, and Place of Next Meeting | 8:05-8:10 |
| 11. Other New Business | 8:10-8:15 |
| 12. Summary | 8:15-8:20 |
| 13. Evaluation | 8:20-8:25 |
| Adjourn | |

CHAPTER 4

The Third Organizing Committee Meeting: List the Problems and Plan Your Research

PURPOSE OF THE THIRD O.C. MEETING

The purpose of the **third** O.C. meeting is to come up with a list of problems facing children and to understand the criteria for making an issue out of a problem. The idea is to draw out as many people as possible to talk about conditions in the community that concern them. From this discussion, a list of problems gets produced, and people find that others share their concerns and are ready for action.

A few things to watch out for...

When discussing the problems facing children, keep people from personalizing problems and blaming individuals for what's wrong in the community.

It's not uncommon that, in reply to the question, "What are the problems facing children in our community?," someone answers, *"It's that Jones family. If we could only get rid of those kids everything would be great here!"* or *"The problem is that parents just don't care!"*

Obviously, some kids get into trouble and some parents need to take more responsibility for their children. But the fact of the matter is that the vast majority of kids don't get into trouble and the vast majority of parents do a great job with their kids. Despite being crunched for time and squeezed for money, and despite feeling isolated as they struggle to find good child care, stay involved in their children's school, and protect their children from bad influences, parents raise wonderful children.

The Chapter is far better off focusing on how to improve children's health, education, and safety, and how to support parents who need it.

For example, there might be a lack of affordable, quality child care and no pre-kindergarten in the public schools. There might be a lack of before- and after-school programs for youngsters and no positive activities for teens. There might be children eligible for health coverage or school breakfast and lunch or summer feeding programs who aren't getting it. The schools might have overcrowded classrooms or old textbooks or low stan-

dards. Parent-teacher meetings might be at difficult times for working parents, and the hours of city or county offices might be totally inconvenient for parents. Parents employed in the community might be having trouble making ends meet because of low wages.

Be careful at this third meeting to keep the meeting off of how to fix these problems.

Also, watch out for someone jumping up and saying: *"Well, I know the Mayor (or the School Board President or County Commissioner) personally and I can go in and talk to him about this first thing tomorrow morning and get this resolved."*

If this happens, the Chairperson's and others' response to this should be: "Hold your horses!" Note the importance of building the membership during the organizing drive so that your Organizing Committee is strong when you take action. Restate how important it is that action is collective. **A Lone Ranger approach will not build your Chapter.** Not only are you unlikely to win if one person seeks a decision-maker's support (your strength is in your numbers), but even if you do, it won't be everyone's victory. Finally, point out the need to thoroughly review community problems and do enough research for members to intelligently select an issue.

The third meeting isn't the time to talk about solutions, strategies, and action plans. You only want to list problems, narrow that list to a manageable number, and decide the research you need to do to pick an issue to work on.

PREPARING FOR THE THIRD O.C. MEETING

Before your third O.C. meeting, which should happen a week or two after your second, the fifteen people who came to your second meeting (who should now be members) should have conducted thirty to sixty Personal Meetings (two per week). So your O.C. should be growing rapidly.

Also, before the third meeting, it's important to learn about the distinction between a *problem* and an *issue*, how to narrow a list of problems down, and how to do research on a few problems you might want to turn into issues.

PROBLEMS VS. ISSUES

Many organizers and leaders make a distinction between the words *problem* and *issue* which is slightly different from everyday language.

A problem is a statement about what's wrong, for example: "Parents in this community can't afford decent child care," or "Teenagers have nothing to do after school or in the summer," or "There's terrible turnover among child care providers because they make poverty wages and have few or no benefits," or "Classrooms are overcrowded."

An *issue* contains a solution or partial solution to the problem and the person who has the power to fix the problem. For example:

- We want \$_____ from the County Commission for supplements to make good child care affordable for _____ working parents.
- We want \$_____ from the City Council to create a teen center and skateboard park and \$_____ per year to operate it.
- We want \$_____ from the County Commission to provide benefits and wage supplements for child care providers who receive a certain level of training and work at centers, group homes, or home child care settings that operate at a certain standard
- We want the School Board to provide \$_____ to hire _____ teachers to reduce class size to 22 pupils per class districtwide within two years.

Issue statements (1) propose specific goals that will probably lead to some conflict and (2) identify decision-makers who can grant what you are asking for.

The distinction between **problems** and **issues** is important because problems are often huge, overwhelming, and seemingly permanent. Thinking only about problems prevents action. Thinking about issues points toward finding a meaningful solution, and then moving forward to make it happen. *Stand For Children Chapters address problems by working on issues.*

NARROWING DOWN YOUR LIST OF PROBLEMS

While you won't select an issue to work on at your third O.C. meeting, you'll need to narrow the problems listed to a few. To narrow the list, consider whether:

- the problems are immediate and concrete
- the problems are non-divisive among your members and allies
- there are winnable solutions to the problems
- local decision-makers can be targeted (for example, overhauling the national tax code would not qualify)
- the solutions to the problems would produce visible results when won
- the problems affect people deeply and fairly widely in the community

Once you narrow your list to problems which satisfy these criteria, it's time to talk about research.

RESEARCH

Because some problems are more likely to lead to winnable issues, and because issues are specific, you'll need to do some research before deciding which problem to turn into an issue.

Research is gathering the information you need about the issue to take strategic action. You don't need to be an expert on politics or children's policy, you just need to develop a few reliable independent sources of information.

As the research you will need varies depending on what the problem is, it's best to set up a phone appointment to talk it over with your National Trainer.

In general, however, you want to find out:

- What might be done about a particular problem?
- How much would the proposed solution cost and how exactly would it work?
- If money is necessary, where would the money come from? Is there federal or state money already available that's not being used, or would new money be necessary?
- Who are the key decision-makers you'd need to convince to get what you want, and how difficult would it be to convince them, based on their positions on the issue, the number of votes by which they won the last election, when they are up for reelection, etc.?
- Is anyone in the community working on the issue now or has anyone worked on the issue in the past?
- Who might be your allies on the issue and who might be your opponents?
- Have similar efforts been tried in other communities in your state or other states?

Possible sources of information include:

- **Local or state nonprofit organizations or government agencies.** They may be able to provide information on programs, laws, history, statistics and research specific to the issue in your community or state. Once you have spoken to an organization, ask them for other people to contact. They may have worked with others that you haven't identified yet
- **National nonprofit organizations and government agencies.** They may provide background information about the issue and relevant national legislation, and examples of successful programs. For ideas, contact Stand For Children or visit Stand For Children's web site for referrals to useful sources.
- **Public sector unions.** Unions representing employees who provide services to children can be a good source for information on budgets and cuts in public services.

- **Internet.** If you have access to the Internet or Nexis/Lexis, use keyword searches to identify news articles or legislation about the issue.
- **National Office.** Call the national office and talk it over with your National Trainer.

RUNNING THE THIRD MEETING

The meeting roles for the third meeting are basically similar to earlier meetings, though you'll have different presenters. Here's a less detailed possible agenda for the third O.C. meeting:

1. **Welcome and Introductions** (*Chairperson*) 7:00-7:05
2. **Approval of the Agenda** (*Chairperson*) 7:05-7:10
3. **Focus** 7:10-7:15
4. **What is Stand For Children? and Why are we here?** (*for new people*) 7:15-7:20
5. **Review of the organizing drive:** 7:20-7:25
 - How is the drive progressing?
 - Personal Meetings
6. **Discussion of Problems:** 7:25-8:00
 - Brief overview of making an issue out of a problem and criteria for picking an issue
 - Listing and discussion of problems
 - Narrowing list of problems
7. **Research** 8:00-8:10
 - What do we need to find out about the problems so that we can prioritize them at the next meeting?
 - Who will research which issue?
8. **Personal Meeting and Reminder Call Commitments** 8:10-8:15
9. **Membership and Budget** 8:15-8:20

10. Date, Time and Place, and Preview of
Next Week's Meeting (*Chairperson*)

8:20-8:25

11. Summary and Evaluation of the Meeting (*Chairperson*)

8:25-8:30

12. Adjourn

FOLLOW-UP TO THIRD MEETING

This is the same as before: get the meeting notes out promptly and thank people, especially first-timers, for coming. Also, call people who missed the meeting to find out why, let them know what happened, and encourage them to stay involved.

CHAPTER 5

The Fourth Organizing Committee Meeting: Choosing An Issue and Identifying Supporters

PREPARING FOR THE FOURTH O.C. MEETING

Follow through and complete the research tasks from the last O.C. meeting. In addition, your core members should have conducted two Personal Meetings per week in the interim (your O.C. should have 25 or more members by now).

At your fourth meeting, your Organizing Committee selects its first issue.

After laying out the research, you'll find some problems just don't make sense to work on at this point. And for other problems, there may be a number of possible solutions or partial solutions. For example: if you want to improve after school options, you might:

- Get the School Board to leave the schools open later and provide funds for after-school programs at the schools using existing state money;
- Ask the County Commission for more after-school program funding;
- Campaign to get the School Board to let buses drop students off at underutilized community-based after-school programs.

Here is a useful tip for evaluating the possibilities. At your O.C. meeting, put up a large chart showing the criteria for choosing an issue. Ask people to add any additional criteria they can think of. Then compare the issues that you are considering to see which meets the largest number of criteria. (See table on next page.)

After using these criteria to narrow the possibilities, you may still have more than one potential issue. The meeting Chairperson's job at this point is to try to bring closure to the discussion. Remind members that there will be time to work on other issues in the future.

WHAT	WHY
Win real, lasting improvements for children and families.	You want to be a catalyst for real, lasting changes. If you win, children's and families' situations should get noticeably better.
Give members a sense of their own power.	If your members win something together, it will encourage them to do more, and thereby make the Chapter stronger.
Alter the relations of power.	As your Chapter grows stronger, you want to be in a permanent relationship of power sharing with local decision-makers. You want to be consulted when they are making decisions that affect the health, education, and safety of children.
The issue must be winnable.	You want to start with a win. Find out if other communities have won this before. How long did it take and how many people did they have working on it? Also, do a realistic inventory of your group's strength and estimate the numbers of people you'll need to involve to win on your issue. Finally, draw upon the information you got from Personal Meetings with elected officials.
Is it widely felt?	To win, many people must at least feel that this is something important that they would support.
Is it deeply felt?	Do some people feel it deeply enough to join you in doing something about it?
Is it easy to understand?	Can your members explain the issue quickly and easily so that everyone can understand it?
Is there a clear decision-maker?	Is there someone who can give your O.C. what it wants? If you can't figure out who can do it, there isn't much chance of winning. The decision-maker should always be an individual person or group of individuals, such as a particular City Council member or two, and not an entire elected body, such as the City Council, or a building, such as City Hall. People can be persuaded, buildings can't.
Is it non-divisive?	You don't want to pit the old against the young, or working parents against those who don't work. Look for unifying issues.
Does it build leadership?	This means having active roles in strategic actions for many people. An issue that you win by hiring a lawyer or other "expert" won't build your Chapter. You want everyone involved in the process.

IDENTIFY SUPPORTERS

After selecting your issue, spend a little time at the fourth meeting identifying potential supporters by answering the question: "Who cares about and would support us on this issue?" When answering this question be as specific as possible, and think in terms of which individuals and groups might join the Chapter. For example:

- If your issue is to get the County Commission to provide 100 more subsidized child care slots or provide wage supplements and benefits for child care providers with a certain level of training, your allies might be working parents, child care providers, local congregations (many of which offer child care) elementary school teachers and administrators (who benefit if children arrive at school ready to learn), and local businesses (who are better off if their workers have more reliable child care).
- If you have decided on a campaign to win funding from the City Council for a teen center that has ongoing programming, your allies might be parents, police, local businesses, congregations, and, of course, teens.
- If you're trying to get the School Board to fund class size reductions, your allies might be parents of children in the public schools and with young children headed for the schools, the PTAs, the teachers union, local congregations, real estate agents, and local employers.

For all allies listed, get more specific. Get as many addresses, phone numbers, and contact people for organizations as you can. Assign people to conduct Personal Meetings with the contact people. For groups of individuals, say how you can reach them. For example, if you put down nurses as a group, where will you find them and be able to talk to them? And who is going to do it?

IDENTIFY OPPONENTS

Even though your issues should attract broad support, it's important to realize that anything you do that costs money will attract opposition. Do your best to anticipate people and groups that are going to go out and actively work against you. There is usually nothing you can do about them. So don't waste effort debating opponents, but list them to have an idea of the amount of power you need to build.

FOURTH MEETING COMMITMENTS

At the fourth meeting, members should make commitments to conduct a specific number of Personal Meetings (some of which should be with the potential supporters you have identified), make reminder calls, and do further research on the issue you chose and decision-makers you targeted.

CHAPTER 6

The Fifth and Sixth O.C. Meetings: Planning and Preparing for Action

PREPARING FOR THE FIFTH MEETING

By the fourth meeting, your O.C. has chosen its issue and done its research. Also, by conducting Personal Meetings you've continued to attract new members and supporters. As with every meeting, O.C. members are making reminder calls. Similarly, your informal Steering Committee is meeting beforehand to prepare for the meeting, in this case to get possible locations for your upcoming founding meeting, for group phone calling, and to discuss the assignment of roles at the founding meeting.

FIFTH MEETING PURPOSE

The purpose of the fifth O.C. meeting is to plan your founding meeting. A founding meeting is the Chapter's first public event. It consists of a public meeting to form the Chapter, an action to win a commitment from a decision-maker on the first issue, and election of officers.

FORMING THE CHAPTER

The Organizing Committee is recognized for its great work and makes a recommendation to all members present to become Stand For Children's newest Chapter. There is a formal second and a vote.

TAKING ACTION

The Organizing Committee recommends the first issue to all members present and explains the strategy to win. At this time the decision-maker should arrive and members give brief, prepared testimony about the problem. The best testimony is personal experience by a member living the problem being addressed. Then a leader asks the decision-maker to give a specific answer to what the Chapter is asking for. Holding public officials accountable to what the people want is the reason for calling an action an "accountability session."

ELECTION OF OFFICERS

The Organizing Committee recommends a slate of officer candidates to the members, last minute nominations are taken from the floor, and an election is held. (Only members get to vote.)

WHY PUBLIC MEETINGS WITH DECISION-MAKERS ARE EFFECTIVE

From the outside, it sometimes seems elected officials need minds like encyclopedias to know about and vote intelligently on such a huge number of issues. Generally, however, elected officials' minds are more like calculators.

Elected officials assess public support and opposition for an issue in terms of numbers of people and the intensity of their commitment (for example, a legislator will pay much more attention to the position of 100 parents who show up for a public meeting than 100 who send form letters). Then they estimate the costs and benefits of taking one position or another in terms of votes and campaign contributions. Finally, they decide.

A well attended public meeting shows the elected officials who come that your Chapter has committed people who care about the issues. Given that your membership represents potential votes for or against them, officials will have a strong incentive to support your Chapter's issue. This is especially true if an official only narrowly won the last election and is up for reelection soon.

SETTING GOALS FOR TURNOUT

Up until now your Organizing Committee has been sowing seeds for success by building your membership through Personal Meetings.

The number of people your Organizing Committee can turn out for your founding meeting—and the victory that results—is the crop that you reap from those seeds.

Your turnout goal for your founding meeting should be calculated based only on the number of people each member publicly commits to bring (ten people per active member is a good ratio; twenty is great), and the number of people allies commit to turn out. Write the names and quotas on poster board to refer to later.

MEETING YOUR TURNOUT GOALS

Turnout for public events is never left up to chance. That's why Stand For Children Chapters meet their turnout goals based on their relationships rather than through flyers or media.

The first step in turnout is making lists. At your fifth meeting have active members list fifteen to twenty non-members they will ask to come on the turnout sheets in the back of the Manual. Then compare lists to eliminate duplicates.

Afterward, set a date a few weeks before the founding meeting for a Stand work night during which active members will call members and people on their personal lists from a central location (which should have been arranged beforehand by the Steering Committee). A few days before the founding meeting, you'll need to call all the people who have committed to come, or are undecided, to remind them. Again, this would be best if done from a central location.

ASKING PEOPLE TO COME

When asking people to come, you want to be friendly, clear, and direct. Tell people how important this meeting is, what it will accomplish for children and families, and that you really need them to be there for it to be a success. Make them realize that this is a public event they don't want to miss.

At the end of the brief conversation don't just say: "I hope you'll be there," without hearing from them. Ask for a commitment with specific questions...

"Can I count on you to be there?"

"Will you make a commitment to be there?"

And if they say yes or probably then try to get a more serious commitment with questions like: "Do you think there might be a problem that would keep you from being there?" or, "I would really like you to come. Can I count on you to be there?"

Then mark down their response on your list. Count all "maybes" as "no." Practice will make turnout projections more accurate, since initial expectations are often too high. If the media and the decision-maker are told that there will be one hundred people at the meeting, then the Chapter has to have at least one hundred people in attendance to maintain its credibility.

PLANNING YOUR FOUNDING MEETING

After you've set turnout goals, you're ready to plan the founding meeting itself. This planning includes:

- Setting date, place, and time.
- Agreeing on the agenda.
- Deciding on and assigning the jobs that have to be done.

SETTING DATE, PLACE, AND TIME

Set a date that doesn't overlap with any major community events and a time that's convenient for working parents (7:30-9:00 p.m. for example). Choose a hall that's centrally located, easily accessible, and has child care space and plenty of parking.

THE AGENDA

A possible agenda for your Founding Meeting, which should take no longer than ninety minutes (half hour to found your Chapter and an hour for the "action") follows. For clarification, brief descriptions appear under several agenda items.

AGENDA

1. **Call To Order** (*Chairperson*)
2. **Focus** (*Member _____*)
3. **Background and Introduction of the Organizing Committee** (*Member _____*)
4. **What Is Stand For Children?** (*Member _____*)
5. **Report and recommendation from the Organizing Committee**
6. **Roll call** (*Member _____*)
Participants stand and identify themselves. All members identify themselves, and members with organizations affiliated with the Chapter sit together and note the affiliation. Non-members are encouraged to join and given an enrollment form to fill out before the end of the meeting.
7. **Motion and vote to form a Stand For Children Chapter** (*Chairperson*)
8. **Motion and vote to elect officers** (*Chairperson*)
9. **Recommended first issue and action from** (*Member _____*)

Chapter: What we want and who we're going to see tonight to get it

A leader explains the Chapter's choice of issue and what the purpose of the action is.

10. Introduction of decision-maker (*Member _____*)
11. Testimony on children's issues (*Members _____*)
12. Request for a commitment from the decision-maker (*Member _____*)
13. Response from decision-maker
Leaders pin the decision-maker to a clear yes or no.
14. Summary (*Chairperson*)
The Chairperson summarizes the accomplishments
15. Adjourn

EVALUATION

The evaluation takes place right after the meeting. Everyone is tired so it shouldn't last long. Leaders should each briefly say:

- How they feel—one word will do.
- What was the main message? This builds consensus about the meaning and accomplishment of the meeting. If there's no shared understanding of what happened, then there can't be any next step.
- What worked well and what needs to be improved next time?
- Recognition. Key people should be recognized for their roles.

PRE-MEETING AND MEETING ROLES FOR THE FOUNDING MEETING

Chairperson. This person runs the meeting. She/he never gives up the podium or microphone, and just as in a regular meeting, she or he is concise and keeps the meeting moving along by timing people and politely interrupting people who exceed their time.

Arrangements Committee. This group handles the logistics, signage and props/visuals, and microphones.

Floor Team. This group handles communications (notes usually) between the audience and the stage, and escorts invited guests and press to appropriate places.

Media Committee. This group sends press releases, gets commitments from specific reporters to attend, distributes press packets, and directs the media to spokespeople after the meeting.

Pinner. Next to the leader who asks the decision-maker the key questions are two people whose only role is to prevent the decision-maker from wiggling out of an answer. If the response to what you're asking for is a "maybe" the pinner keeps pushing for a "yes" or a "no." Anything except a clear "yes" should be interpreted to everyone as a "no," which means a continuation of the campaign.

Roll Call. This person needs to be high energy and motivating, and make people feel excited to be part of this new citizens' organization.

THE SIXTH AND FINAL O.C. MEETING

The sixth and final meeting is to role-play and rehearse the founding meeting and develop the slate of officers to approve at the meeting.

Why Role Play?

Just as if you were performing a play or musical, for your founding meeting to go well, you have to have a script and all participants need to practice their parts.

CHAPTER 7

Chapter Operations

STRUCTURE

If you are going to develop an active membership of 25 or more people (with an additional 75, 100, or 200 or more members), having an organizational structure with officers, reports, and committees is critical. Electing officers makes leadership legitimate, and it prevents leaders from staying on too long. Committees help structure the work of the Chapter and give new members—who are often uncomfortable when everything depends on personal relationships that they don't have—easy access. Reports from committees ensure accountability and make clear to new members what different committees are doing.

ELECTED OFFICERS

Here's an example to illustrate why electing officers is important:

Sally started the Chapter two years ago, and recruited her sister, their cousin, a neighbor, someone from work, and the woman who sat for her kids when they were small, along with some mutual friends. Living alone, Sally had plenty of time to devote to Chapter activities, but then her two grandchildren came to live with her. Between raising them and her job, her Chapter work is slowing down.

The members see this and wish Sally would pass the torch to one of them, but out of loyalty they won't bring it up. Sally, in turn, wishes that someone else would take over, but fears that saying so would make it seem as if she were letting the group down. Resentment builds on all sides. If the group had annual officer elections, it might still be a touchy situation, but at least the subject would come up on its own, and someone could say to Sally, "I'll nominate you if you want me to, but tell me how you really feel about it." Also, however the decision went, everyone would have a vote and would feel that the outcome represented the will of the membership.

CHAPTER AGREEMENT

All Stand For Children Organizing Committees and Chapters sign an Agreement, which details principles and standards and lays out the process by which Organizing Committees become Chapters.

The Chapter Agreement ensures that Stand For Children Chapters are accountable to each other and to the national organization and, in turn, that national Stand For Children is accountable to Stand For Children Chapters.

Chapters represent Stand For Children to the public, media, and policymakers. They are also legally part of Stand For Children, operating under its 501(c)(4) tax-exempt status. It's essential that every Chapter operate according to Stand For Children's mission, principles, standards and issue positions, and that every Chapter follow the guidelines needed for Stand For Children to maintain its tax-exempt status.

MEMBERSHIP

Chapters have at least 25 members, each of whom pays annual dues of \$24. As Chapters conduct Personal Meetings and work on their first issue, however, they will recruit many more than that. The national office set this minimum membership standard because, except in the smallest communities, a Chapter with less than 25 members will have difficulty winning for children and families. In most places, in fact, many more than 25 are needed. The other reason for the member minimum is that providing information, training and organizational support to Chapters of less than 25 members is financially impossible.

When thinking about membership, keep in mind that generally there are two kinds of members. Active members are the backbone of the Chapter, regularly attending Chapter meetings and conducting Personal Meetings to recruit new members. Inactive members are the Chapter's broader constituency, mobilizing for actions and offering financial support. Both are important. Every Stand For Children Chapter needs a solid group of active members (10 to 30), but it also needs a much larger number of members to mobilize from and to be the financial base of both the Chapter and national Stand For Children.

ORGANIZING COMMITTEE STATUS

Stand For Children is first and foremost about strategic action. Yes, we believe in discussions, debates, self-education, study of issues, and socializing, but the purpose of the Chapter is to organize a powerful citizen voice to win concrete improvements in children's health, education, and safety.

Because this work isn't for everyone, there is a provisional period during which Chapters-in-information give organizing a try. The Organizing Committee has only to attract 25 members, engage in strategic action, and elect officers. It need not win everything it started out to get to become a Chapter.

HOLDING ELECTIONS

New Chapters hold their first election at or around their founding meeting. (National Stand will advise you on how to handle tasks such as opening a bank account, which may require officers and a corporate presence.)

Delaying elections until that founding meeting is important because you want to elect officers who are effective leaders and you can't know who's effective until you've done something. Finally, there will be more members as your organizing drive proceeds, and they should have a chance to run for office and elect officers.

QUALITIES OF OFFICERS

When electing leaders there are a few key facts about leaders to keep in mind. **First, all leaders have followers.** The leaders aren't necessarily the best talkers or the people who seem to know the most. They are people who attract other people.

Second, the top priority of a leader is to recruit and develop other leaders. Without a leader's encouragement and cajoling, potential leaders who lack confidence or are accustomed to following will stay in the background. If they do, the few leaders and the Chapter won't last long. Stand For Children Chapters stand or fall on the depth and quality of their leadership.

Finally, successful groups usually have task leaders and process leaders. Task leaders are good at getting work done. They give out assignments, they hold people accountable, they phone you in the middle of the night, they make lists and keep after the details. Process leaders focus more on the group dynamics. They try to get everyone involved, suggest compromises, move the group toward consensus and smooth hurt feelings. They remember everyone's birthday and often bring cookies. Sometimes, both of these forms of leadership are found in the same individual, but this is rare. Both types of leadership are absolutely essential to a Chapter and must be considered when choosing officers.

OFFICERS' FUNCTIONS

The Chairperson

The Chairperson has the final responsibility for seeing to it that the program of the Chapter is carried out. The program itself is a collective decision, but the Chairperson makes sure the program happens. The better the Chairperson is at delegating responsibility, the more the Chapter can accomplish.

The Chairperson usually runs Chapter meetings, although your Chapter may decide to rotate that role among Steering Committee members so more people can learn the skill.

The Chairperson and all the officers are responsible for developing new leadership and being constantly on the lookout for people who can take charge of parts of the program.

The Chairperson, with the Membership Coordinator, is responsible for seeing to it that new member recruitment is built into every Chapter activity.

The Chairperson ensures that the Chapter operates according to Stand For Children's values, principles, procedures, and issue positions, and within the confines of the law.

Membership Coordinator

Every Chapter member is involved in recruiting and, eventually, renewing members. Recruitment never stops. The Chapter is always trying to grow. The Membership Coordinator supervises membership recruitment and renewal. Strategies include:

- Ensuring members conduct a specific number of Personal Meetings each month (ideally, at least two) and holding members accountable to their commitment.
- Targeting particular groups for Personal Meetings, including leaders and members of specific congregations, child care providers and parents from area child care centers and Head Starts, teachers and parents from particular schools.
- Asking people to join at every Chapter activity and event, distributing and collecting enrollment cards, collecting dues, and collecting newcomers' contact information.
- Conducting a house meeting campaign by Chapter members.
- Door-knocking in particular neighborhoods.
- Setting up tables or canvassing at local events and activities.

The Membership Coordinator is also the liaison with national Stand For Children on all membership related matters.

Secretary

There was a time when the Secretary's role was to take minutes, distribute them promptly after meetings, handle group correspondence and supervise mailings. Today the Secretary still has these functions. But this is the electronic age, and the Secretary is now the communications officer of the Chapter.

The Secretary maintains mailing and e-mail lists that can be broken out by different categories, including member or non-member, committee or campaign assignment, or donor, so that people can be notified of meetings and other activities, or asked or thanked for their support. This list will shift as people move from one activity to the next, so it is best that one person keep up all the lists and that committee chairs inform the Secretary of who is active on their committees.

The Secretary keeps up e-mail and fax lists of allied organizations and local and state media outlets so that alerts and other information can be distributed widely. Again, it is better to have one person keep all the lists and send out materials for committee heads, than to have everyone who heads a project develop their own lists.

The Secretary updates the Chapter's web page on national Stand's web site (www.stand.org) or works with someone who knows how, and sends Chapter materials (pictures, press coverage, flyers, meeting agendas) to national Stand for the benefit of other Chapters.

The Secretary is the keeper of Chapter information. A lot of valuable organizational experience gets lost because people throw stuff away. The Secretary saves every paper, memo, letter, leaflet, thank-you note and receipt from vendors.

Treasurer

The Treasurer is responsible for overseeing the creation of the Chapter budget and keeping track of the Chapter's money.

Every year, the Treasurer meets with the other officers and committee chairs to draft an income and expense budget, which the membership will adopt. The budget may be modified during the year. In the first year, the budget will mainly include items such as mailings, newsletter, reimbursement of members for phone calls, stationery, and printing, etc. In the second year, Chapters may raise more money and spend more on specific action campaigns in addition to the ongoing expenses.

The Treasurer handles bank reconciliations and transactions and all official financial reporting to national Stand and anyone else. She or he also keeps track of the membership dues sent to national Stand and the amounts due back.

The Treasurer should give a brief financial report at every meeting which accounts for the amount of funds at the beginning of the month, all purchases made, and the balance at the end of the month. With this information, potential problems can be caught early and adjustments made accordingly. Keep accurate documentation of all donations received (both cash and in-kind), the source of the donations, all purchases made, and the purchasers.

COMMITTEES

Stand For Children Chapters set up committees as needed. Sometimes committees relate to a particular upcoming task. With the exception of membership and fundraising, which should remain the responsibility of the entire Chapter, committees often relate to an ongoing area of responsibility. Committees should be established by a formal vote of the members, and a committee chair elected.

THE CHAPTER STEERING COMMITTEE

The officers and committee chairs make up the Chapter Steering Committee. This means that in many Chapters, almost everyone in the core group may hold some office. If more people want to participate in the leadership who are not officers or committee chairs, add them as members-at-large. You want to expand the number of leadership positions to match the number of people interested in filling them.

The Steering Committee's role is to frame alternatives and discussion for the Chapter meetings to ensure they are well run, and to coordinate the Chapter's activities.

The Steering Committee meets at least once between Chapter meetings to plan the next meeting's agenda and prepare each item on that agenda. For example, if campaign strategy on an issue such as increasing children's health insurance will be discussed, then the Steering Committee should prepare a draft campaign plan. If members have done research in between meetings, the Steering Committee makes sure it is presentable.

If members have an idea for an activity, they should bring it first to the Steering Committee to determine how it fits in with ongoing work and Chapter resources. The committee can then ensure that the proposal is presented to the Chapter in the context of the Chapter's current efforts.

TIME COMMITMENT

The time commitment necessary to run or play an active role in a successful Chapter varies depending on the time of the year. At some points, December for example, little will be happening except Personal Meetings and completing an annual evaluation of your Chapter and National Stand's support. Leading up to an action, however, there may be work for members to do every day.

For Steering Committee members, between Steering Committee and Chapter meetings, Personal Meetings, meeting prep (reminder calls, etc.), work sessions (when members gather to make recruitment or turnout calls, do mailings, work on the newsletter, etc.) and social activities, the commitment may average three to five hours a week.

For active members, between Personal Meetings, Chapter meetings, meeting preparation, work sessions and social activities, the commitment may average a couple of hours a week.

So that members get in the habit of thinking, "Tuesday is my Stand night," ideally the Chapter meeting, Steering Committee or committee meetings, and work sessions will be on the same night of the week.

GEOGRAPHIC SCOPE

Where and what is your Chapter's community? Is it your block, neighborhood, school district, your town or city, or your county? Here are some considerations:

Where Do Your Members Live?

Start with a map of your area that includes state legislative districts for the areas in which your members live (commonly available from your state secretary's office). Pass the map around and ask everyone to put their initials in the area in which they live. Are people from the same neighborhood or spread out? Are you in the same school district, same town or city, or same county? Do you all live in the same state assembly and senate districts?

This exercise will let you know where you can focus most effectively now, and help you set recruitment goals as you move forward.

COMMUNICATIONS

Phone Number, E-mail Address, and Address.

From the beginning, your Organizing Committee must be easily reached. Use a member's phone number and address as the Chapter's or get voice mail and a P.O. Box. Business cards with contact information on them can be printed (download a basic design from our web site, make them up on your own, or ask someone in the community who is good with computers to do it for you).

Mailing and Telephone Lists

It's likely your Chapter will soon accumulate a big mailing list, and organizing that list is extremely important. Besides relationships, your list is the most valuable thing your Chapter has.

Mailing, phone and e-mail lists, whether kept on a database (a version of which is available from the national office) or notecards, must be set up to indicate who has actively participated or given money, and when. This means checking in people at events, taking attendance at meetings, and constantly updating the list. Names of people who don't do anything for a year and who don't renew their membership can be taken off and stored.

Phone Trees

There are two points of view about phone trees. Dividing up the names of your membership among active members—each of whom makes five to twenty calls—can be a fast and effective method of communication. However, it means that people make calls alone at home. This isn't fun, and often not all the calls get made, or they get made with less zest than if members were all together.

Generally, doing turnout or recruitment calls from a central location as part of a Stand work session is much better. You can do a practice session with all the callers, provide everyone with a few talking points, and keep better records of the responses to the calls. This is why being able to borrow an office with several phone lines (such as a real estate office or a law firm) is so important.

If you do use a phone tree, set a short calling period with a final date by which the calls must be finished. Provide a script or talking points for the callers. Ask the callers to note each call made including the "left messages" and "no answers." All this information should go on your central phone list. From these calls, over a period of months, you'll spot people who are never home. Take such names off the list.

Assign one person to call each caller each night during the calling period to get a tally of who is coming to your action or activity.

One call isn't enough. The night before your action or event should be used for follow-up calls to everyone who said they would come.

Newsletters

There are two sides to the newsletter equation. On the production end it's a ton of work, though your Chapter may have a few people who enjoy computers, journalism or photography, and would be delighted to work on it. On the receiving end, members love to see their own names, pictures, and pictures of their kids in print and it helps somewhat to keep less active members and contributors informed. Newsletters are also useful for keeping up contact with corporate supporters, local officials, and the heads of other organizations and agencies. Beyond that, most people will put your newsletter in a junk pile with all the other newsletters they receive, and save them to read over summer vacation.

The moral of this story is newsletters and other mailings don't build relationships, face-to-face contact does. So ask yourself what a newsletter would really accomplish. Possibly put it out three or four times a year, but keep it simple and inexpensive, and don't pay to mail it to thousands of people with whom you have no relationship.

CELEBRATIONS

Celebrate every victory, no matter how small. You met your Personal Meeting goals! You did a great job researching an issue! The County Commissioners agreed to come to your founding meeting! Celebrate!

Celebrate birthdays and anniversaries. Celebrate major holidays as a group. Have a picnic or potluck dinner at least once a year. This builds a feeling of community that goes beyond the mission at hand.

CHAPTER 8

Finances

Running a Chapter requires resources. The first step is to make a budget for the Chapter. The second step is to figure out how to raise the money.

MAKING BUDGETS

Once your Chapter has identified goals and developed a strategy for achieving them, it is time to determine the cost of your efforts and how you will raise the money.

Your Chapter might choose to develop one general budget covering all ongoing expenses and short-term budgets for each initiative. For example, one budget could cover general operating costs such as office supplies, stationery, postage, printing, and telephone charges. The other budget could cover costs specific to your Chapter's present campaign on a specific issue. As your Chapter takes on new initiatives, set your goals and develop realistic budgets to meet those goals.

To develop a budget, first list your Chapter's expenses and revenues. Start by breaking these down into two major categories:

All expected costs, including printing, postage, travel, and office supplies. Some costs are fixed (the same every month) while others vary. Always look for ways to save money. For example, reuse envelopes and ask local stores to donate food for your meetings. If your Chapter is creative and economical, much can be done with little money. Include one-time costs such as furnishings, equipment, and computer software as part of the budget.

All expected income, including sales, contributions, and your portion of the membership dues. Although income is often uncertain, attempt to forecast it as realistically as possible. For example, if your Chapter sets a goal of recruiting 20 additional members in a two-month period through Personal Meetings, expect to have \$120 more to work with.

As your activities progress, your budget will change. Unexpected costs arise, and sometimes you may even receive unexpected contributions.

Budget tips:

- Take time in preparing your budget. Brainstorm possible expenses and ways to generate revenue. Budget realistically and keep it as simple as possible.
- Allow for a 10 percent cushion in the budget for unexpected expenses and emergencies.
- Simple computer programs, such as Quicken, can make the task of preparing a budget and keeping the books much easier.

TYPES OF FUNDRAISING

In-kind Donations

Ask other nonprofit organizations, businesses, and congregations to make donations. Consider asking for office supplies, photocopying, office space, postage, computers, phones, answering machines, e-mail access, and food. For example, your Chapter might ask a local supermarket to supply refreshments for a community forum or a local organization to make copies of flyers or brochures.

Fundraising Events

Fundraising events can be a fun way to raise money for your efforts and increase your Chapter's visibility in the community. Organize community and child oriented fundraising events, such as a bake sale, dance-, bike-, or haircut-a-thon, bowling party, theater events or movie nights, a children's book fair, a speech or lecture about children's and family issues, a community clean-up, a benefit concert by a local youth choir or musical group, a House Party, a Stand For Children Awards luncheon or dinner for businesses and community leaders who Stand For Children, or children and young people who beat the odds. Organize seasonal events such as a Holiday party, Spring picnic or Summer outing.

Merchandise Sales

Merchandise sales can raise money for your Chapter and promote it at the same time. Stand For Children sells notecards, shirts, key rings, lapel pins, bags, mugs, bumper stickers, mouse pads, posters, balloons and more. Buy official Stand For Children merchandise in bulk and resell it at retail prices. Keep the name, address, telephone number, fax number, and e-mail address of everyone who buys something. This can increase your list of donors and members, and also result in future sales of new items.

FUNDRAISING TIPS

- Set monetary goals for your potential donors. Always ask for specific amounts of money. "Whatever you want to give" usually equals nothing.
- Ask for contributions at every meeting, presentation, and event. Make your Chapter a community-supported organization. Volunteering time is terrific, but you can't complete your mission without funds. The worst that can happen is that they'll say no!
- When you ask people to contribute, you are not asking them to do something for *your Chapter*. They are doing something for *themselves* and the children in their community.
- Stress your connection to a national effort. Being part of an increasingly well-known national organization may make it easier to attract financial support locally.
- Send personalized thank-you notes to everyone who has been helpful. If people who help you don't hear that you got their check or appreciated their help, they usually won't write a second check or help you again!
- Put your own money where your mouth is. Your request is then backed by personal integrity. Make sure that members who have means donate funds to support your Chapter.

FINANCIAL STRUCTURE

Stand For Children Chapters are affiliates of national Stand For Children, and not separately incorporated organizations. This means that you can use the benefits of our tax-exempt status without going through the often long and costly process of becoming an independent organization.

As you near the end of your Organizing Committee phase, you are ready to begin the official paperwork of becoming an affiliate. (Your Stand For Children Organizer can let you know when to get started.)

CHAPTER 9

Building Support Through the Media

Getting media attention and coverage for your issues and activities doesn't require magic. It requires a plan and a good working relationship with the media. The better you understand the media, the better success you will have in getting them to run your story.

WHAT'S IN IT FOR "THE MEDIA?"

The business goals of television stations, radio stations, and newspapers are to increase advertising revenue and sales by improving ratings or circulation. Because of the media's bottom line mentality, reporters, talk show hosts, and journalists are often looking for a story that they think sells to a large audience, such as scandal.

Media people in general are in high-tension, high-pressure jobs. They are constantly facing deadlines. The more you can help them meet their deadlines and the more you can help them write their story, the better the chance you'll have to get a story on the air.

Today's media coverage is dominated by 5-15 second sound bites. Those who get out their message creatively and effectively often receive the best media attention.

MEDIA STRATEGY

- **Develop** a media contact list: Identify reporters who cover children's and family issues or local politics several weeks in advance.
- **Establish** a relationship with your media contacts. Call them and introduce yourself and explain what you're doing well before your event.
- **Script** your primary message tightly and provide data and real examples that support your message.
- **Prepare Background**—easy-to-read, large-type, one-pagers on the Stand For Children Chapter, your message, and any events or activities.
- **Create** a newsworthy event—such as an accountability session.

1. Develop a media contact list.

Ask for the name of the news director or city editor or children's beat reporter who would cover the story. Below is a list of the other important gatekeepers you should contact.

Radio

- News Story—News Director (small market)/News Editor (large market)
- Talk Show—Producer (small), Booking Agent (large)
- Public Service Announcement—Community Relations/Public Service Director

Television

- News Story—Managing Editor/Assignment Editor
- Long Form Investigative Special—Special Projects Producer
- Public Service Announcement—Community Relations/ Public Service Director
- Talk Show—Booking Agent/Producer

Newspapers

- Letters To The Editor/Opinion Editorial—Editorial Page Editor
- News Story—Metro/Children's Beat Reporter/Editor/Columnist/Bureau Chief

Magazines

- Stories—Senior Editor/Editor

Newsletters

- Stories—Editor/Organization Head

2. Build a relationship with your media contacts.

- **Make contacts.** Take the time to introduce yourself, set up a Personal Meeting, and give them specifics on your Chapter and on your mission to improve the lives of children and families.
 - **Be credible.** Always tell the truth and have reliable facts.
- **Become a quotable source.** Your spokesperson will be available for interviews (at home and on weekends, too) and should give the media interesting quotes and reliable information. Have a list of people who illustrate and who are directly affected by the issue and event you want covered.

- **Script Your Message.** Put together a very short press release with the five W's: **What**, **Where**, **When**, **Who** is putting it on and **Who** will be there, and **Why** is it important. (see attached sample, Appendix # DD).
- **Prepare A Background One-Pager.** This should have background materials describing your Chapter's work. Much of this information will have been developed as your Chapter completes its research on the issues around which it chooses to organize.
- **Create an Event.** A public meeting with an elected official or a news conference offers an opportunity for you to disseminate a message, as well as an opportunity to become better known within your community. When you prepare a news conference:
 - Have a clear sense of the news you are trying to convey.
 - Have the event at least two hours before the newscast or three hours before a newspaper deadline so reporters will have time to write and package the story.
 - Create a visual or choose a location that reinforces your message and looks good in a newspaper or on television.
 - Prepare a news kit, which includes background information and a news release, for the members of the media who attend. Write it as if it were an article in the newspaper that day.
 - Mail a press release 10 days before the event. It should include the basics: who, what, where, why, and when.
 - Fax a press advisory the day before the event (who, what, when, where).
 - Fax a press advisory and follow up with phone calls early on the morning of the event.
 - Follow-up. After the story appears, thank the reporter and continue to update the reporter on the issues and your activities.

HOW CAN YOU GET THE MEDIA TO RUN YOUR STORY?

- Present interesting, entertaining ideas.
- Help them localize a national story.
- Give them a new idea for an annual story around any holiday.
- Present provocative, controversial news: a rally, march, or demonstration.
- Shed light on an important issue like child care, health care, or education. Show them what's really happening.
- Release research, statistics, or other newsworthy accomplishments.
- Be a quotable source. Give them the short, snappy sound bite they are looking for.
- Give them something that will attract readers, listeners, or viewers.

WORKING WITH THE MEDIA

Use Your Web Page

Put as much information on your Chapter Web page as possible. For example, press releases, public service announcements, statistics, calendars of events, copies of previous press articles, biographies of Chapter members, and referrals all can be easily accessed by reporters on your Web page.

Letters to the Editor

Letters to the editor are among the most popular items in the newspaper. Ideally, a letter should be no more than 500 words and should contain your reaction to a news story, editorial, or some other item that appeared in the paper—especially if the article failed to include important information or a perspective you value.

The Op-Ed Article

Many daily newspapers reserve at least part of the page opposite the editorial page each day for opinion pieces about the news. As with news stories, there is a shortage of locally written op-eds, and op-ed page editors are forced to use syndicated columns more than they like. An op-ed article typically runs 700 to 900 words in length. It has additional credibility because of the author's familiarity with the subject. For example, a child care provider writing about child care has more credibility than, say, a reporter. To place an op-ed article in your local newspaper:

- Call the newspaper's op-ed page editor and say you would like to submit an op-ed article on a certain subject.
- Ask for suggestions about what should be included. An editor who encourages you to submit an article probably wants to publish it.
- Get one or two friends to read your article before submitting it so that it's clear.
- Consider this old rule of speechwriting: Tell them what you're going to tell them, tell them, then tell them what you told them—but don't repeat yourself verbatim.
- Present a clear and concise case for your point of view!

THE EDITORIAL BOARD MEETING

Most editorial boards will meet to hear experts make their case about any number of important community issues that are subject to ongoing coverage and comment by the newspaper. At a minimum, the editorial board consists of the editorial page editor and the editorial writer who writes about a particular issue. The editorial board meeting is a 30-minute briefing. Several active members (or your Media Committee if you have one) should make your case factually and authoritatively in 15 to 20 minutes, and then answer questions.

To make an appointment, call the editorial page editor. At the briefing:

- Emphasize solutions, not just the problem.
- Share stories and not just statistics.
- Leave several copies of written information that can be used as background material.
- Ask for an editorial supporting your position. Alternatively, ask the editors to print your op-ed.

COMMUNITY CABLE TELEVISION

Community cable television generally offers innovative programming that is not broadcast by regular stations. Community stations often offer educational seminars and resources to help community groups working for a good cause.

One community television station in Maryland offers a community bulletin board to publicize events, performances, meetings, volunteer opportunities, jobs, and public service messages. Stations like this one air pre-produced programming, and, for a nominal fee, can add your Stand For Children Chapter's contact information so that you get more exposure. Your local station may even offer opportunities for guests to appear on shows. Call the community cable or public access television station in your area for more information about the resources available

NEWSLETTERS

Professional, religious, advocacy, and specific interest groups, plus hospitals, corporations, and others create and distribute newsletters to their employees and members. These companies and organizations will often print public service announcements, notices about your meeting, articles, and ads.

Appendices

- I. Issue Positions**
- II. O.C. Meeting #1 Agenda**
- III. O.C. Meeting #2 Agenda**
- IV. O.C. Meeting #3 Agenda**
- V. Founding Meeting Agenda**
- VI. Press Release**
- VII. Personal Meeting Form**
- VIII. Phone Logs (for Turnout Calls)**



Issue Positions

Stand For Children adopts positions on key issues affecting children and families. Chapters and Organizing Committees, which choose initiatives to work on locally, act in accordance with these positions. Chapters will have increasing involvement in determining Stand For Children issue positions.

Child Care and After-School Care

Stand For Children believes that all children should receive the early care and education they need to arrive at school ready to learn, and have positive before and after-school and summer activities to keep them safe and learning during out-of-school time.

Stand For Children therefore supports efforts to:

- Make quality child care and early education available to working parents.
- Make quality before and after-school and summer activities available to children and young people.
- Ensure that teens have constructive activities and safe spaces.
- Give parents a choice to stay at home to care for their young children.

Health

Stand For Children believes that all children should have the support they need to grow up healthy.

Stand For Children therefore supports efforts to:

- Give children access to quality health care.
- Provide children with timely immunizations.
- Ensure that children have nutritious food.
- Ensure that children have a safe environment.

Education

Stand For Children believes that all children should be able to attend challenging schools that teach them the basic skills they need to become active citizens and to succeed in a changing economy.

Stand For Children therefore supports strengthening public schools (attended by nearly 90% of our children) through efforts to:

- Ensure that all children have adequate resources in order to have opportunities to learn.
- Attract and retain high quality teachers and principals.
- Ensure that schools provide welcoming, comfortable, and safe environments for learning.
- Increase parental involvement in schools.
- Pursue a variety of teaching methods that nurture creativity and learning in order to meet high standards of learning.

Economic Security for Working Families

Stand For Children believes that families should be able to make ends meet.

Stand For Children therefore supports efforts to:

- Ensure that working parents make wages that can support a family.
- Make the tax code more supportive of low- and moderate-income families.



AGENDA

Organizing Committee Meeting #1

1. Welcome and Introductions (*Chairperson*)5 minutes
2. Approval of the Agenda (*Chairperson*)5 minutes
3. Focus (*Member*)5 minutes
4. Why Are We Here? (*Member and everyone*)15 minutes
5. Training & Practice on Personal Meetings (*Member*) 30 minutes
6. Commit to Personal Meetings (*Member*)5 minutes
7. Membership (*member*)5 minutes
8. Decide Time, Date and Place and
Preview of the Next O.C. Meeting (*Chairperson*)5 minutes
9. Other New Business (*Chairperson*)5 minutes
10. Summary (*Chairperson*)5 minutes
11. Evaluation (*Chairperson*)5 minutes

Adjourn



AGENDA

Organizing Committee Meeting #2

1. Welcome and Introductions5 minutes
 2. Approval of the Agenda5 minutes
 3. Focus5 minutes
 4. What Is Stand For Children?10 minutes
 5. Organizing the Chapter20 minutes
 6. Motion to Vote to Form the O.C. and Begin Organizing5 minutes
 7. Join SFC: Membership and Budget5 minutes
 8. Commitments (*Member*)5 minutes
 9. Preview Next Week's O.C. Agenda (*Chairperson*)5 minutes
 10. Decide Day, Time, and Place of Next Meeting5 minutes
 11. Other New Business5 minutes
 12. Summary5 minutes
 13. Evaluation5 minutes
- Adjourn



AGENDA

Organizing Committee Meeting #3

1. Welcome and Introductions (*Chairperson*)5 minutes
 2. Approval of the Agenda (*Chairperson*)5 minutes
 3. Focus5 minutes
 4. What is Stand For Children? and Why Are We Here?5 minutes
 5. Review of the Organizing Drive:5 minutes
 6. Discussion of Problems35 minutes
 7. Research5 minutes
 8. Personal Meetings and Reminder Call Commitments5 minutes
 9. Membership and Budget5 minutes
 10. Date, Time and Place and
Preview of Next Week's Meeting (*Chairperson*)5 minutes
 11. Summary and Evaluation of the Meeting (*Chairperson*)5 minutes
- Adjourn



AGENDA

Founding Meeting

1. Call To Order (*Chairperson*)
2. Focus (*Member _____*)
3. Background and Introduction of the Organizing Committee (*Member _____*)
4. What Is Stand For Children? (*Member _____*)
5. Report and Recommendation from the Organizing Committee
6. Roll call (*Member _____*)
7. Motion and Vote to Form a Stand For Children Chapter (*Chairperson*)
8. Motion and Vote to Elect Officers (*Chairperson*)
9. Recommended First Issue and Action (*Member _____*)
10. Introduction of Decision-maker (*Member _____*)
11. Testimony on Children's Issues (*Members _____*)
12. Request for a Commitment from the Decision-maker (*Member _____*)
13. Response from Decision-maker
14. Summary (*Chairperson*)

Adjourn



Sample Press Release

For Immediate Release
April 1, 1999

Contact: Tina Cook
(314) 763-9000

EAST SIDE STAND FOR CHILDREN CHAPTER SEEKS MITCHELL'S SUPPORT FOR CHILD CARE AT PUBLIC MEETING

The East Side Stand For Children Chapter (ESSFC) will ask County Commissioner Renee Mitchell to include \$5 million dollars for child care programs in the County's FY00 budget. County Commissioner Mitchell will attend a public meeting hosted by ESSFC at All Saints Church, 1 Church Road, Tuscaloosa, Wednesday, April 7 at 7:00 p.m. The Commissioner's support of child care would ensure that 2,000 more children in Tuscaloosa will receive quality child care.

"Our children deserve the very best care during their most important years," said Lisa Ferroza, (ESSFC) President. "It is time we made children a top priority in this county."

At the meeting, ESSFC's members will demand that Commissioner Mitchell include funding increases for child care in her budget. In Tuscaloosa, more than two-thirds of the children are currently in poorly run, overcrowded child care settings. Most parents cannot afford quality child care, and there is also an acute shortage of quality child care slots.

"By funding child care we are giving thousands of children a chance for a brighter future," Ferroza said. "Parents and children in this community are counting on Commissioner Mitchell's support of this program."

End



Personal Meeting Information

Name _____ Organization _____
Address _____ C/S/Z _____
Phone _____ FAX _____
E-mail _____ Chapter _____
Directions to home _____

Injustices experienced/Motivations for social justice/fears and dreams _____

Family _____

Organizational Connections _____

Issues _____

New Names to contact _____

Other Notes _____

Leadership Ranking (1,2,3,4,5)
1=never visit again; 2=not interested; 3=follower/joiner; 4=leader; 5=potential key leader: _____

Will Schedule Second Visit? _____ Date joined _____
Chapter Member _____ Date of visit _____



SFC Chapter Turnout Report

	NAME	HOME PHONE	WORK PHONE	WILL ATTEND?		
				YES	NO	MAYBE
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						
16						
17						
18						
19						
20						
21						
22						