Welcome!

▸ Remove distractions
▸ Get a beverage
▸ Get note-taking stuff
▸ Center yourself
▸ Chat! Name, pronouns, location, organization, 1 thing you love about the summer
Introductions
Organizing Academy

- **What is it?**
  - new training program designed to build key skills and knowledge to engage in HSC's advocacy efforts

- **Why now?**
  - shifting political landscape at City and State
  - new pro-active, more intentional approach to advocacy

- **What is the goal?**
  - build capacity of staff to engage in advocacy efforts
  - build collective power and influence of the human service sector
  - maximize impact of HSC's advocacy campaigns

Workforce Campaign

- **What is it?**
  - HSC's primary campaign to achieve pay equity for human services sector at the City AND State

- **Why now?**
  - Sector is now armed with key data from HSC Taskforce Report published in June 2021
  - Report offers key recommendations for government to enact to invest in the sector and workforce

- **What is the goal?**
  - establish wage floor
  - establish wage schedule
  - establish annual COLA

ORGANIZING ACADEMY
The Advocacy Institute is committed to supporting the legislative advocacy of social justice and movement-building organizations in New York City and State.
Approach

- Deliver trainings & tools
- Build networks
- Develop leadership...

...to win legislative campaigns and to build more power and organizing infrastructure along the way.
Ecosystem of social change

- Grassroots Organizing
- Policy
- Philanthropy
- Direct Services
- Thought Leadership
- Activism
Policy shapes our lives & communities

Directs Resources
Money, land, labor

Distributes Power
Who has a say? Whose interests matter?

Fosters (In)Equality
Give some people the upper hand, or level the playing field
The AI team

- **David Ng**, Engagement Manager
- **Marissa Martin**, Executive Director
- **Blanca Villanueva**, Team Administrator
- **Adrien Weibgen**, Director of Training & Curriculum
- **cori schmanke parrish**, Deputy Director
- **Chi Anunwa**, Development & Comms Coordinator
Statewide membership

- 2 members in Western NY
- 33 members in New York City
- 5 members in the Hudson Valley
- 3 members on Long Island
- 12 members statewide
Today’s Agenda

● Mapping out an advocacy plan
  ○ The importance of relationships!
● Conducting a power analysis
● Who’s Who: New York State
● Who’s Who: New York City
● Key players for State and City advocacy
● Building your power map
Agreements

▸ Share questions, ideas, and strategies. We will have time for questions after each section!

▸ Speak from your own experience

▸ No “inside baseball” or acronyms

▸ Respect confidentiality

▸ Actively listen
Mapping out an advocacy plan: the Legislative Campaign Assessment & Tracking Tool
LCATT background

- AI developed this tool to address challenges in tracking legislative advocacy
- Inspired by previous trainings and conversations with members & advocates
- Provides view under the hood of the legislative process
- Helps groups highlight and celebrate wins to keep momentum going for the long haul
Win types

Setting the stage

Coalition-building

Relationship-building

Developing an ask

Legislative process

Budget process

Implementation
Legislative Campaign Assessment and Tracking Tool (LCATT)

**Setting the stage**
- Clarify goals
  - Identify needs on the ground
  - Determine gaps in existing policies
  - Set priorities with community & coalition members
- Develop an initial strategy
  - Local, state, both
  - Legislative, budget, both
  - Identify key stakeholders
  - Conduct an initial power analysis
  - Strategize inside & outside tactics
- Build public support
  - Public education
  - Media strategy
- Build capacity
  - Fundraise
  - Assess staff capacity
- Engage your community
  - Base-build
  - Develop leaders
  - Hold strategy sessions

**Coalition-building**
- Identify key partners
- Develop coalition
  - Recruit partners
  - Agree on decision-making process
  - Establish legal & fundraising structure
  - Fundraise
- Develop an initial strategy
- Build public support
- Build capacity
- Engage your community

**Developing an Ask**
- Do your research
  - Cost
  - Similar policies elsewhere
  - Similar bill and budget proposals
  - Legal limitations
- Get it on paper
  - Bill or Article VII text
  - Fiscal Impact Statement
  - Sponsor’s memo (legislation only)

**Relationship-building**
- Conduct power analysis to identify targets
- Build with legislators & staff
- Build with central staff
- Build with Executive & staff
- Build with agency staff
- Find your champions
- Create a year-round government engagement strategy

**Legislative process**
- Get a bill sponsor
- Introduce bill
- Bring bill to floor and pass a floor vote
- Get Executive to approve

**Budget process**
- Get into the Executive Budget
- Get added to one-house budget(s)
- Testify at hearings
- Make it into the final budget

**Implementation**
- Equip your team
  - Fundraise
  - Allocate staff time
  - Identify partners with technical expertise
- Engage the community
- Work with agencies
  - Identify Implementation players
  - Build relationships
  - Collaborate on roll-out
- Plan for monitoring
- Implementation is in line with what you wanted

**KEY**
- Advocacy Org.
- Legislature
- Executive
We need relationships to cut through the noise!

• Many bills being pushed every year

• Evidence is not enough to win because policy is not “evidence-based;” at best, “evidence-informed”

• Policymakers have limited bandwidth & rely on people and groups they trust

• Change is always possible - but not always through the front door
Conduct a power analysis
Power analysis helps you make a roadmap

- Helps you prioritize targets
- Allows you to reflect on & organize info/intel you already have, and surfaces what you *don’t* know yet!
  - Both help you develop strategy
- Not a one-time exercise - power map as you go
- Include *everyone* in the landscape - not just electeds
<table>
<thead>
<tr>
<th>High Power, Against</th>
<th>High Power, Support</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monitor closely and be prepared to address any actions opposed to your goals. Try to win over stakeholders who are “on the fence”.</td>
<td>Fully engage and make the greatest efforts to get their buy in.</td>
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</table>

<table>
<thead>
<tr>
<th>Low Power, Against</th>
<th>Low Power, Support</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monitor these stakeholders, but do not devote much time or many resources toward them.</td>
<td>Keep them informed, and ensure that no major issues are arising. Work to mobilize these supporters to increase and leverage their power.</td>
</tr>
<tr>
<td>Primary Target</td>
<td>Secondary Target</td>
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<tr>
<td>---------------------------------------------------</td>
<td>-------------------------------------------------------------------</td>
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<tr>
<td>● Someone with power who can make a decision to</td>
<td>● Someone who can get the primary target to move to give you</td>
</tr>
<tr>
<td>give us what we want</td>
<td>what you want</td>
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<tr>
<td>● ALWAYS a person, not a group or an institution</td>
<td>● Often behind the scenes</td>
</tr>
<tr>
<td>● In the spotlight</td>
<td>● Can be an elected official or anyone else who influences the</td>
</tr>
<tr>
<td></td>
<td>primary target</td>
</tr>
<tr>
<td></td>
<td>● Build the relationship to move the primary target</td>
</tr>
</tbody>
</table>
Secondary targets: get creative!

- Fellow electeds, plus
- Staff, former staff
- Spouse, siblings, family
- Pastor, rabbi, imam
- Local groups they have a relationship with
- Who else??
# Who is close to leadership?

<table>
<thead>
<tr>
<th><strong>ELECTEDS</strong></th>
<th><strong>CURRENT STAFF</strong></th>
<th><strong>OTHER</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Assembly Speaker</td>
<td>Shontell Smith</td>
<td>Former Senator Velmanette Montgomery</td>
</tr>
<tr>
<td>Carl Heastie</td>
<td>Chief Counsel</td>
<td></td>
</tr>
<tr>
<td>Senator Mike Gianaris</td>
<td>Senator Liz Krueger</td>
<td>32BJ, CWA, NYSUT</td>
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<tr>
<td>Senator Kevin Parker</td>
<td>Senator Shelley B. Mayer</td>
<td>Loren Amor, NYS Democratic Senate Campaign Committee</td>
</tr>
<tr>
<td></td>
<td>Senator José Serrano</td>
<td>Todd Scheuermann Division of Budget</td>
</tr>
</tbody>
</table>
Any questions?
Raise hand or chat.
Who’s Who: State
You need relationships in the executive and legislature

**Executive**
Executes the law
Through agencies

**Judiciary**
Interprets the law
Through courts
Who’s Who: State Legislature
We need relationships in the Senate and Assembly to:

- Get bill sponsors
- Pass through committees
- Get enough votes on the floor
- Advocate for our budget items
Legislative conferences: 2021

Senate

Majority Leader: Stewart-Cousins
Minority Leader: Klein

Democrat: 43
Republican: 20

Assembly

Majority Leader:人为识的
Minority Leader: Heastie

Speaker: Carl Heastie

Democrat: 107
Republican: 43
Conferences

Leadership: Team Captain

Conference: Team
Leadership

Carl Heastie (D)
Assembly Speaker

Andrea Stewart-Cousins (D)
Senate Majority Leader
Committee chairs

- Chosen by leadership
- Determine what bills are on the agenda; only add ones they know will pass
- Being lobbied by committee members to put their bills on the agenda
- Will only push a bill through their committee if they want to/feel pressure to
Legislative caucuses

• Represent specific communities
  – Black, Puerto Rican, Hispanic, and Asian Caucus
  – Legislative Women’s Caucus
• Members choose to join
• Decision-making process varies
• Can rally around packages of bills that impact the population their caucus serves
Julia Salazar (Democratic)

Democratic Conference
Chair of Committee(s): Women's Issues; Children and Families

District 18
Region: New York City
Borough: Borough of Brooklyn

District Office
212 Evergreen Avenue, , Brooklyn, NY 11221-6266<br/>
Tel: 718-573-1726

Albany Office
944 Legislative Office Building, Albany, NY 12247<br/>
Tel: 518-455-2177

Email salazar@nysenate.gov

Official Website

Seems to identify as: Straight, Latinx, Female
Any questions?
Raise hand or chat.
Who’s Who:
State Executive
We need relationships with the Executive to get our priorities funded & bills passed!

- Governor has to approve every single bill
- Governor is the driving force in the budget process
- Know where Cuomo stands as you begin your campaign
Governor Cuomo

• Several credible allegations of sexual harassment and assault
• Outrage over Cuomo withholding information about COVID-19 deaths in nursing homes
• Being investigated for book deal
• Has ignored calls for resignation
• Likely running for term 4!
Regional representatives

- One per region, one per borough in NYC, one each for Suffolk and Nassau Counties in Long Island
- Can be an initial point of contact in the Governor’s office
Does anyone have experience building relationships with Cuomo’s team?

Raise hand or chat.
Takeaways

• Build relationships in both chambers
• Conferences function as a team with leadership as the team captains
• Work different avenues to get to the Governor
Any questions?
Raise hand or chat.
Who’s Who: NYC
You need relationships in the executive and legislature

**Executive**
- Executes the law
- Through agencies

**Legislature**
- Creates & amends law

**Judiciary**
- Interprets the law
  - Through courts
The Mayor

- Also referred to as “the Executive” and “City Hall”
- Responsible for all government agencies and services
- Hires and fires Commissioners and agency heads
- Veto power over City Council legislation
- Drives the budget process
Future Mayor: Eric Adams

- Current Brooklyn Borough President, former police captain
- More moderate than many of the other Democratic primary candidates
- Dominated in Brooklyn, Bronx, and southeast Queens neighborhoods with many middle- and working-class Black and Latino NYers
Deputy Mayors

- Appointed by the mayor
- Oversee city agencies & operations
- Advise mayor on policy issues
- Can be instrumental in implementation process
- Ultimately, they do what the mayor wants
- Research Deputy Mayors, their backgrounds can tell you what the administration values
Other key players

**Comptroller**

**Current**
Scott Stringer

**Future**
Brad Lander

Manages $250B City pension fund, audits agencies, distributes City funding

**Public Advocate**

Jumaane Williams

Bully pulpit, raises awareness of issues
Borough Presidents

**Now**
- Bronx: Ruben Diaz
- Brooklyn: Eric Adams
- Manhattan: Gale Brewer
- Queens: Donovan Richards
- Staten Island: James Oddo

**Likely General Election Winners**
- Bronx: Vanessa Gibson
- Brooklyn: Antonio Reynoso
- Manhattan: Mark Levine
- Queens: Donovan Richards
- Staten Island: Vito Fossella
Who’s Who: NYC Council
City Council Members
Key bodies & positions in the Council

- **Council leadership**: Majority Leader, Land Use Committee Chair, Finance Committee Chair. Close to Speaker

- **Caucuses**: Black, Latino & Asian Caucus, Women’s Caucus, LGBT Caucus, and others

- **Borough Delegations**: “teams” of CMs from each borough

- **Budget Negotiation Team**: “at the table” to hash out the final budget. List of members isn’t publicized - ask AI!
Speaker of the Council

- Extremely powerful
- Single-handedly responsible for setting Council’s agenda for Stated meetings
- Makes committee assignments
- Distributes discretionary funds to CMs
- Appoints central staff
- Elected by councilmembers - very political process
- Relationship dynamic with the mayor varies
Current Speaker: Corey Johnson

Future Speaker: TBD!

Adrienne Adams
D-28

Carlinha Rivera
D-2

Keith Powers
D-4

Justin Brannan
D-43

Rafael Salamanca
D-17
**Councilmembers who aren’t termed out**

**Manhattan:** Carlina Rivera, Keith Powers, Diana Ayala, Bill Perkins**

**Queens:** Francisco Moya, Adrienne Adams, Robert Holden

**Brooklyn:** Justin Brannan, Kalman Yeger, Farah Louis, Alicka Ampry-Samuel**

**Bronx:** Rafael Salamanca, Jr.

**Staten Island:** Joseph Borelli

**Lost their seats**
22 Progressive-endorsed council wins
Sets up a council dominated by progressives & left labor

Progressive ---> endorsed by one or more of: DSA, Working Families Party, Make the Road Action, Community Voices Heard Action, Citizen Action, NYCC, VOCAL Action, The Jewish Vote.

Last update: July 3 8:00am
Takeaways

- Mayor has A LOT of power over budget, agencies, and legislation
- Council’s power is more limited - but still critical!
- Speaker has a very powerful role in the Council - try to get on her/his good side
- Know who really wields power in the Council - not all CMs are equal
- Staff help you get it done! Understand the different types
Any questions?
Raise hand or chat.
Key players for State and City advocacy
Agencies - we need relationships to:

• Help craft our bills
• Identify legal or practical challenges
• Collaborate during implementation process / program roll-out
• Change their behavior! The ultimate goal
Staff - they have the elected’s ear!

• Personal Staff
  – Accountable to the elected
  – Often travel with the elected
  – Based in local office or Albany office

• Central Staff
  – Work on specific issues and committees
  – Accountable to conference leader / Council Speaker
  – May be around for a long time
  – State-level central staff are based in Albany
Know their roles

• Policy
  – Advise elected on policy goals and specific bills
  – May or may not have subject matter expertise in your issue

• Budget
  – Familiar with the numbers
  – Make sure you have your facts in order when you meet with them!

• Administrative
  – Focused on operations but can also be powerful
Making your power map

- We’ll break you up into pairs
- Spend about 5 minutes of independent time to each work on your power analysis, for your issue
  - Make sure to include Executive, legislative leadership, agencies, community-based organizations/movement groups, opponents
- Then you will have 4-5 minutes each to review and discuss each person’s power analysis slide
Report back

What was that like for you? What did you learn? What surprised you?
**Takeaways**

- Understand formal roles of elected officials and staff
- Dig deeper to understand the *real* power dynamics
- Develop relationships in both the executive and legislative branches
- Conduct a power analysis to zero in on your targets and make the most of your time!
Next steps

- We’ll send this slide deck & follow-up resources
- Next session on August 12: How to Decide When & How to Engage in Direct Actions
- “Setting the Stage - Power Analysis” worksheet