PRESENTED BY:
T.R. WILLIAMS, J.D.

YOUR "DROP" IN THE BUCKET: MOVING SYSTEMS IN THE FIGHT AGAINST POVERTY





ALLOW ME TO INTRODUCE MYSELF





DISCLAIMER

THIS PRESENTATION IS INTENDED AS GENERAL INFORMATION ONLY, NOT AS SPECIFIC LEGAL ADVICE.

CONSULT QUALIFIED LEGAL COUNSEL FOR SPECIFIC QUESTIONS.

What We'll Cover Today

I. The Context

II. The How

III. The Plan

THE CONTEXT.

THE HOW.

THE PLAN.

THE WAR ON POVERTY (1965)

- Establishment of Community Health Centers (originally called Neighborhood Health Centers) as a demonstration project under President Lyndon B. Johnson's Federal Office of Economic Opportunity
- The first two Centers in the United States:
  - Mound Bayou, Mississippi (rural population)
  - Boston, Massachusetts (public housing project in Boston)
- Physicians: H. Jack Geiger (Harvard University) & Count Gibson (Tufts University)
- Inspired by a Center in South Africa that integrated primary care with public health, social support and community education.
- This work was part of the U.S. Civil Rights Movement- designed to deliver equal, dignified medical care to marginalized, segregated, and impoverished rural and urban communities
- Congress granted long-term stability via Section 330 authorization (1975) then Federally Qualified Health Center (FQHC) status established under Medicaid/Medicare in 1987.
  - Medicaid and Medicare signed into law July 1965 as part of the Social Security Amendments of 1965 have two decades of debate (President Harry S. Truman's call to Congress for a national health insurance plan)

THE RESULT OF THIS "DROP" IN THE BUCKET EFFORT*

- What started as a small effort has grown into a vast network operating over **17,000 service delivery sites**
- Serving at least 34 million and up to 52 million patients annually — up to 1 in 7 Americans
- Providing care to approximately 1 in 5 uninsured individuals
- Serving 1 in 3 people living in poverty
- Serving 1 in 3 rural Americans
- Supporting over 6.4 million patients residing in or near public housing
- Caring for more than 1.4 million individuals experiencing homelessness
- Delivering mental health services to nearly 2.8 million patients annually
- Screening over 72% of adolescent and adult patients for depression
- Representing only 1% of total annual healthcare spending in the U.S.

* per the National Association of Community Health Centers: https://www.nachc.org/about-nachc/history-of-chc/

THE CONTEXT.

THE HOW.

THE PLAN.

What Is Policy?

Made (a construct) in response to an issue or problem that requires a solution

What the government chooses to do (actual) or not do (implied) about the issue or problem

Policy

May take the form of law, regulation or set of laws and regulations that govern an issue or problem

Ongoing process that does not always have a clear beginning or end. Continually revisited and revised

Who Makes Policy ?

Legislature and other local elected bodies

(i.e. School Board, County Supervisors, City Council)

The Executive (Mayor & Governor) = signs or veto bills, proposes the budget, makes appointments

(except DOJ & DPI- elected positions)

Who Makes Policy ?

Departments & Agencies (i.e. DHS) = create and administer programs, develop and implement regulations and rules, monitor, evaluate and study

The Judiciary (Courts) = interpret legislative intent, hears and decides lawsuits

What does the Legislature do?

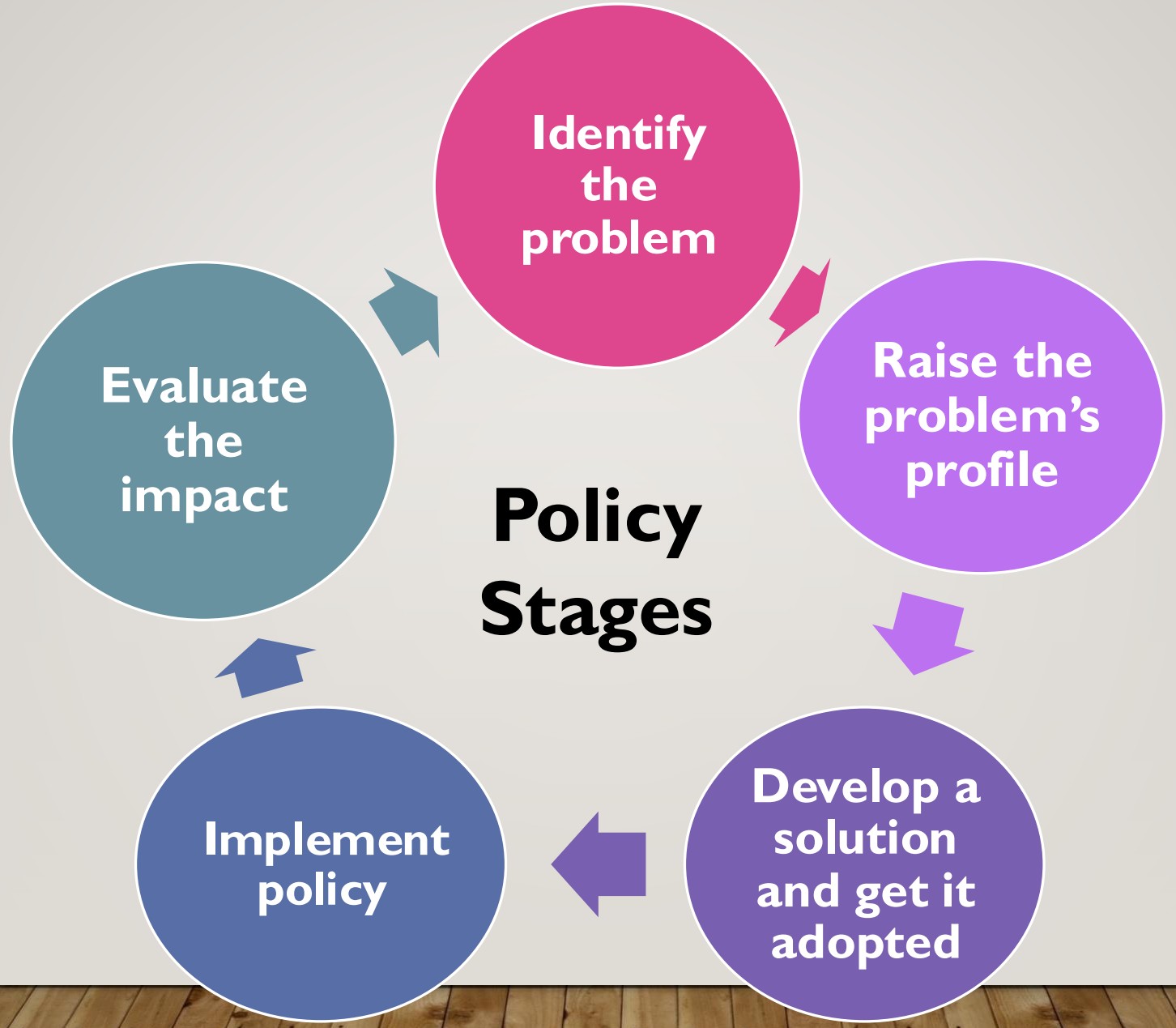
Pass laws and resolutions

Sets & approves a budget

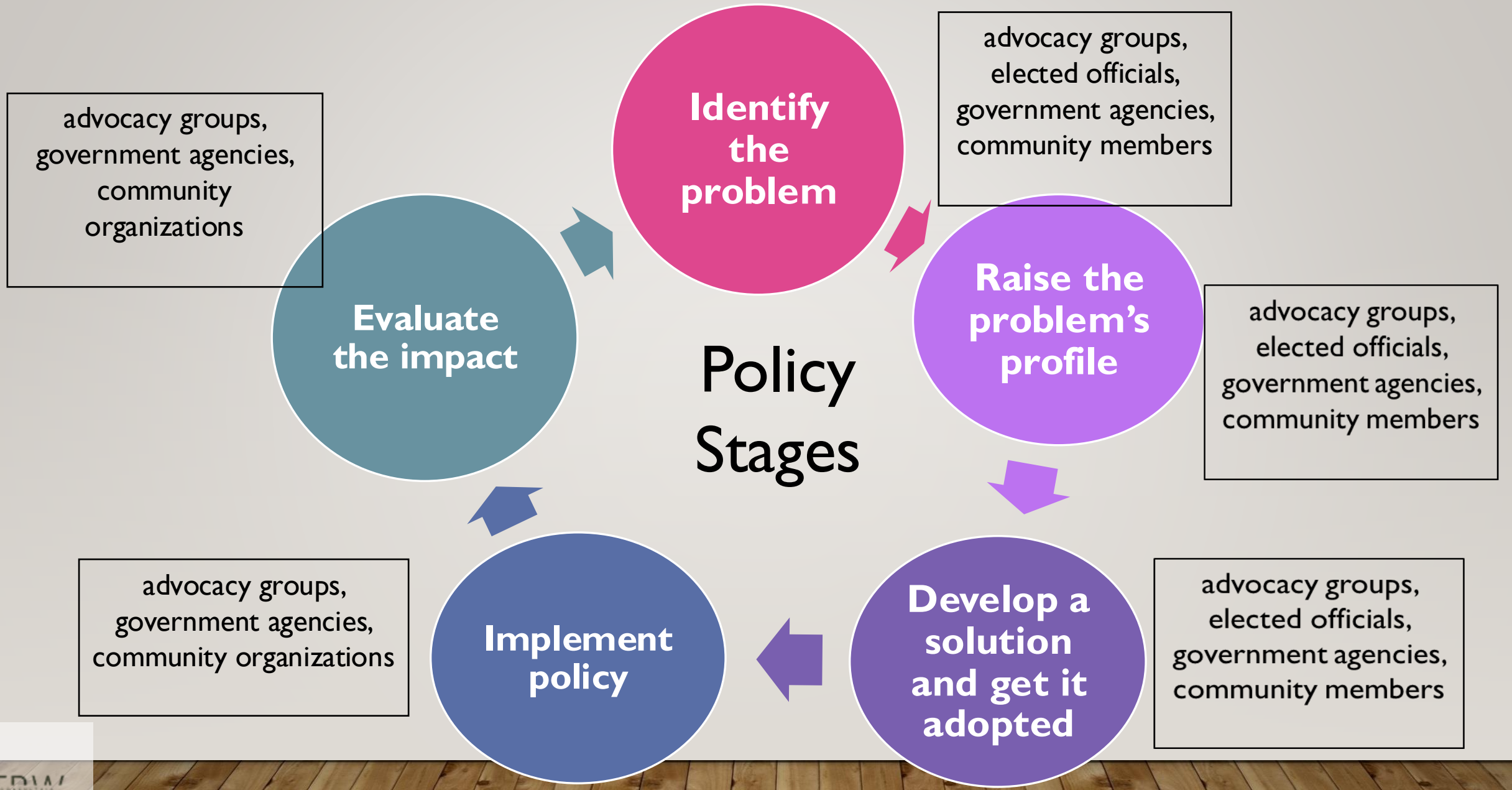
Holds hearings and other fact-finding activities.

Aids constituents.

Policy Stages



Policy Stages



WHAT'S IN A WORD? : FREQUENTLY USED WORDS & THEIR MEANINGS

- **Amendment:** a suggested change to a bill or other proposal that has been introduced into the legislative process. An amendment may propose the addition, deletion, or substitution of language in a proposal.
- **Appropriation:** A legislative authorization for the expenditure (spending) of funds.
- **Biennial Budget:** the State's budget covers a two-year period (fiscal biennium) | Start: July 1, Odd Year | End: June 30, Next Odd Year| July 1, 2021- June 30, 2023
- **Bill :** a proposed change in state law originating in the Legislature.
- **Bipartisan**: representing, characterized by, or including members from two parties or factions.
- **Nonpartisan**: not based on, biased towards, influenced by, affiliated with, or supporting the interests or policies of a political party.
- **Resolution:** formal statement of opinion or intention passed by a legislative body.
- **Veto:** the action by which all or a part of a bill is rejected by the Governor.
- **Veto override:** a vote of both houses of the Legislature to overturn a gubernatorial (Governor) veto. To be successful, such a vote must receive a two-thirds vote in both houses.

QUICK REFERENCE



legis.wi.gov



33 State Senators in WI (4-year terms)



99 Assembly State Representatives (2-year terms)



Speaker of Assembly and Leader of Senate:

Name committees

Choose committees

Decide committee chairs and members of their party on the committee

No due process in this decision making

- Joint Committee on Finance = unique to WI with the combination of budget and finance
  - Other states have a separate budget and appropriations (spending) committee
  - Assembly and Senate sit together on this Committee
  - 16 members- 9 affirmative votes to pass
- Bill: language before signage
- Act: language after signage- law in effect
- Legislative Reference Bureau (LRB) = translators, typically lawyers, nonpartisan
  - Take the legislators "solution" to a "problem" and put it in "bill" language

HOW A BILL BECOMES A LAW IN WISCONSIN

- **Step 1:** The bill is drafted
- **Step 2:** The bill is assigned to the Senate or Assembly
- **Step 3:** The bill is referred to a committee
- **Step 4:** A hearing is held on the bill
- **Step 5:** The committee votes on the bill
- **Step 6:** The bill is scheduled for a vote on the floor
- **Step 7:** A floor vote is conducted
- **Step 8:** The bill is sent to the opposite legislative body and the same process repeats

TIMELINE: WI BIENNIAL BUDGET PROCESS

Sept. 15, Even Year: State agencies submit budget to Governor (via State Budget Office [DOA] for review)

November 20, Even Year: DOA Secretary provide Governor, Governor-elect and each member of the next Legislature with total amount of each agency's biennial budget request

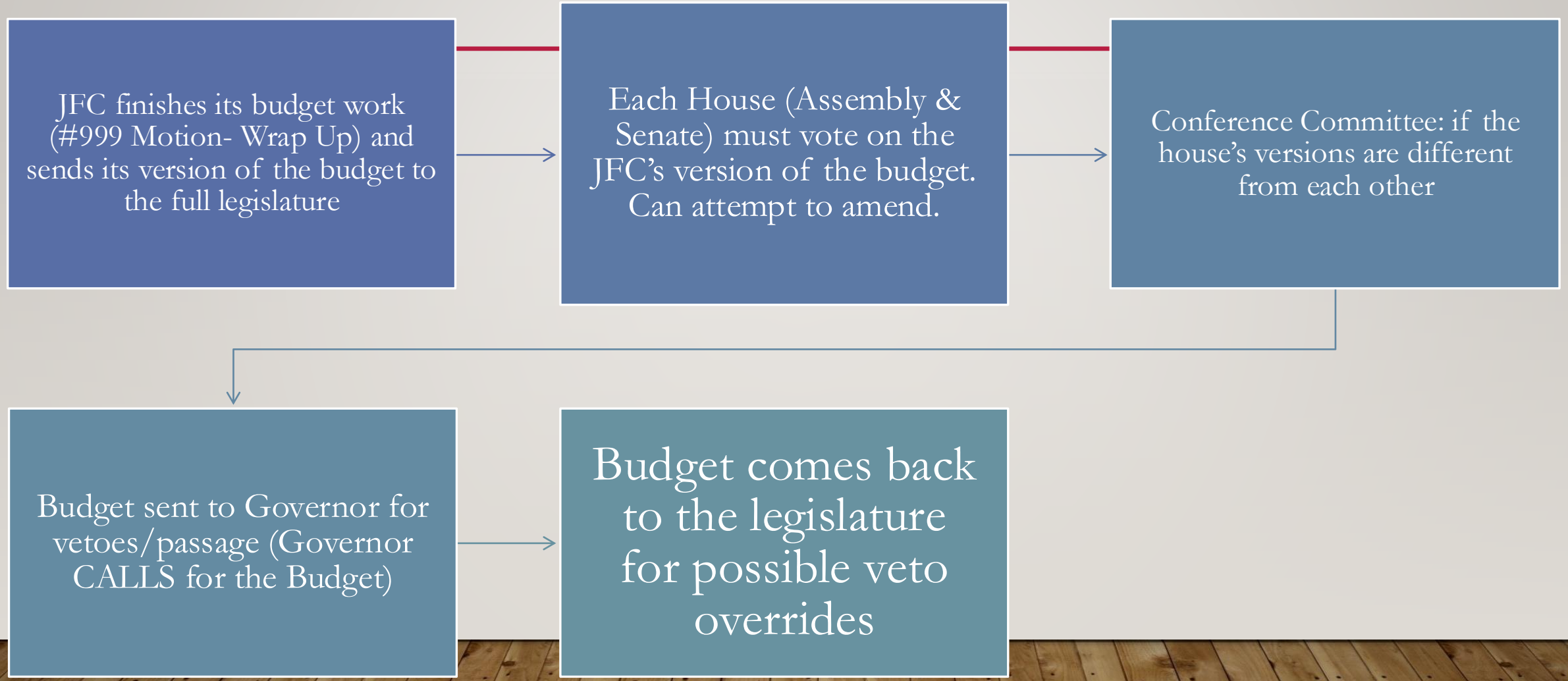
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TIMELINE: WI BIENNIAL BUDGET PROCESS



WISCONSIN STATE AGENCIES

- Department of Administration (DOA)
- Department of Agriculture, Trade and Consumer Protection (DATCP)
- Department of Children and Families (DCF)
- Department of Corrections (DOC)
- Department of Employee Trust Funds (ETF)
- Department of Financial Institutions (DFI)
- Department of Health Services (DHS)
- Department of Justice (DOJ)
- Department of Military Affairs (DMA)
- Department of Natural Resources (DNR)
- Department of Public Instruction (DPI)

- Department of Revenue (DOR)
- Department of Safety and Professional Services (DSPS)
- Department of Tourism
- Department of Transportation (DOT)
- Department of Veterans Affairs (DVA)
- Department of Workforce Development (DWD)
- Wisconsin Housing and Economic Development Authority (WHEDA)
- Office of Commissioner of Insurance (OCI)
- Public Service Commission (PSC)
- Wisconsin Economic Development Corporation (WEDC)

https://www.wisconsin.gov/Pages/AllAgencies.aspx

ANATOMY OF A STATE AGENCY

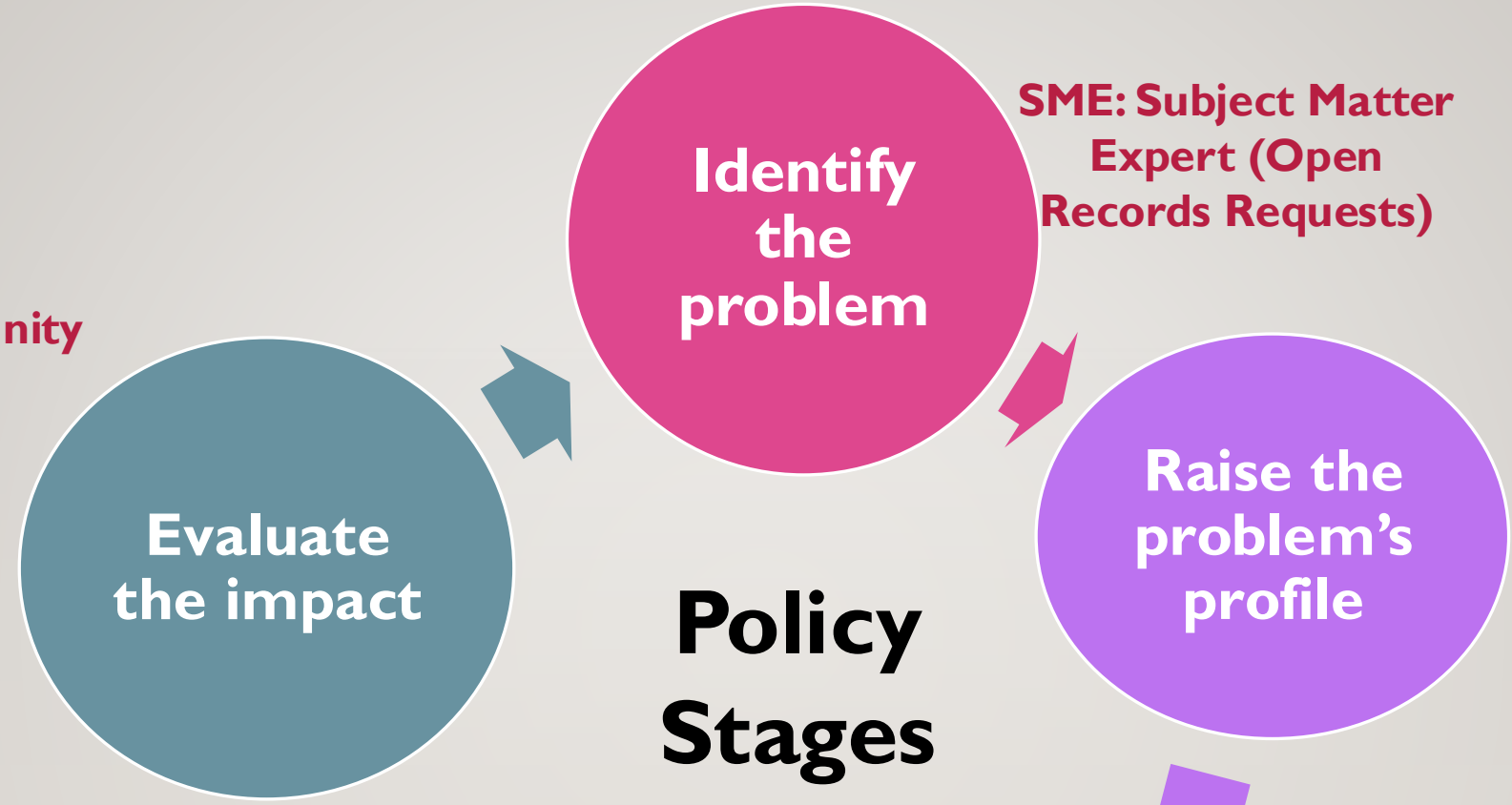
SECRETARY'S OFFICE

- Secretary- #1
- Deputy Secretary- #2
- Assistant Deputy Secretary - #3
- Legislative Liaison
- Director of Communications
- Director of Constituent Services*

ORGANIZATIONAL STRUCTURE

- Secretary's Office
- General Counsel
- Division Administrators
- Office Directors
- Office Managers
- Team leads

Policy Stages



THE CONTEXT.

THE HOW.

THE PLAN.

SO, NOW WHAT!?

" When we speak, we are afraid our words will not be heard or welcomed. But when we are silent, we are still afraid. So, it is better to speak."

" I have come to believe over and over again that what is most important to me must be spoken, made verbal and shared even at the risk of having it bruised or misunderstood."



“History can familiarize, and it can warn.”

“History does not repeat, but it does instruct.”

On Tyranny: Twenty Lessons from the Twentieth Century (Timonthy Snyder, Crown, 2017)

POWER MAPPING

What is the power structure ("Who" makes the decision)? • **Concentrated or Dispersed**	A Board or Committee	Legislative Body	Individual
Decision Making Process or Unilateral Decision Making?	What are the points of influence, impact and disruption?	At what point are decisions being made (when) and by who ?	Are these final decisions or decisions that lead to a next step in the power structure?
	What's the threshold of influencing the final decision?	Number of votes needed to pass a decision or to stop one?	

POWER MAPPING

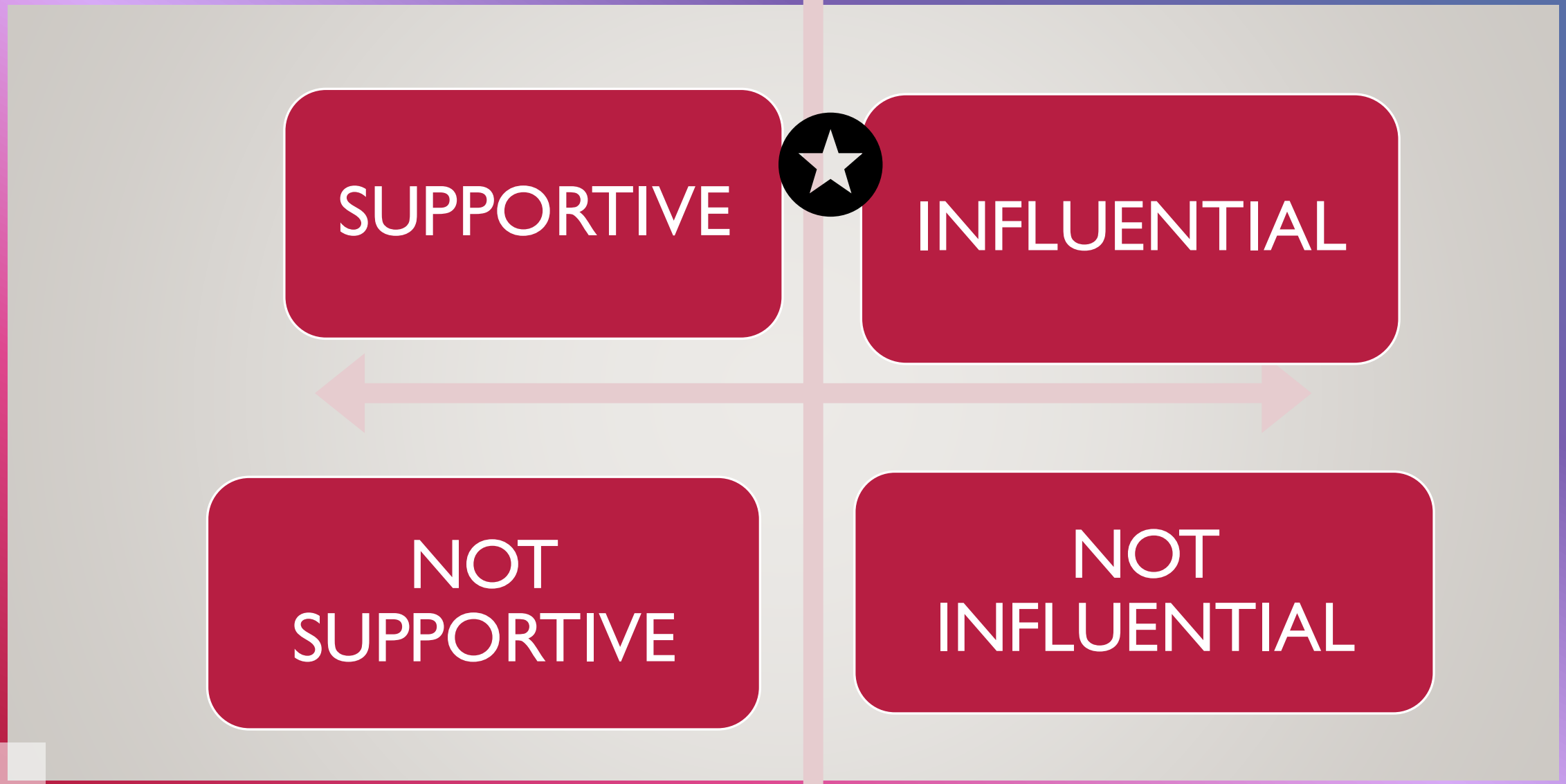
ANALYZE THE STRUCTURE OF POWER : LOOK FOR THE WHO AND THE HOW

- Is the power structure concentrated or dispersed ?
- What is the decision-making process ?
- How are decisions made?

STRATEGIZE BASED ON YOUR ANALYSIS: LOOK FOR THE POINTS OF INFLUENCE, DISRUPTION AND IMPACT

- At what point are decisions being made? When and by whom ?
- At the point you are engaging in the power structure, are the decisions being made final or do they lead to a next step in the decision-making process?
- What is the threshold to influence the final decision? (i.e. number of votes needed to pass a decision or to stop one)
- Can these decisions be appealed or reversed ? If so, what does that process look like and are the same players involved in that power structure?

Power Mapping



POWER MAPPING



Take note- knowledge of the system to inform your strategy and advocacy plan (i.e. timing- when to ask)



Advocacy Point- a point of impact, to influence a decision or outcome



Information to help curate/tailor your advocacy actions/plan (what to ask, who to ask)

* Listen/Read/Observe/Gather to understand not reply



Decision point- decision made by a source of power

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TIMELINE:WI BIENNIAL BUDGET PROCESS



JFC finishes its budget work (#999 Motion- Wrap Up) and sends its version of the budget to the full legislature



Each House (Assembly & Senate) must vote on the JFC's version of the budget. Can attempt to amend.

Conference Committee: if the house's versions are different from each other





Budget sent to Governor for vetoes/passage (Governor CALLS for the Budget)

Budget comes back to the legislature for possible veto overrides

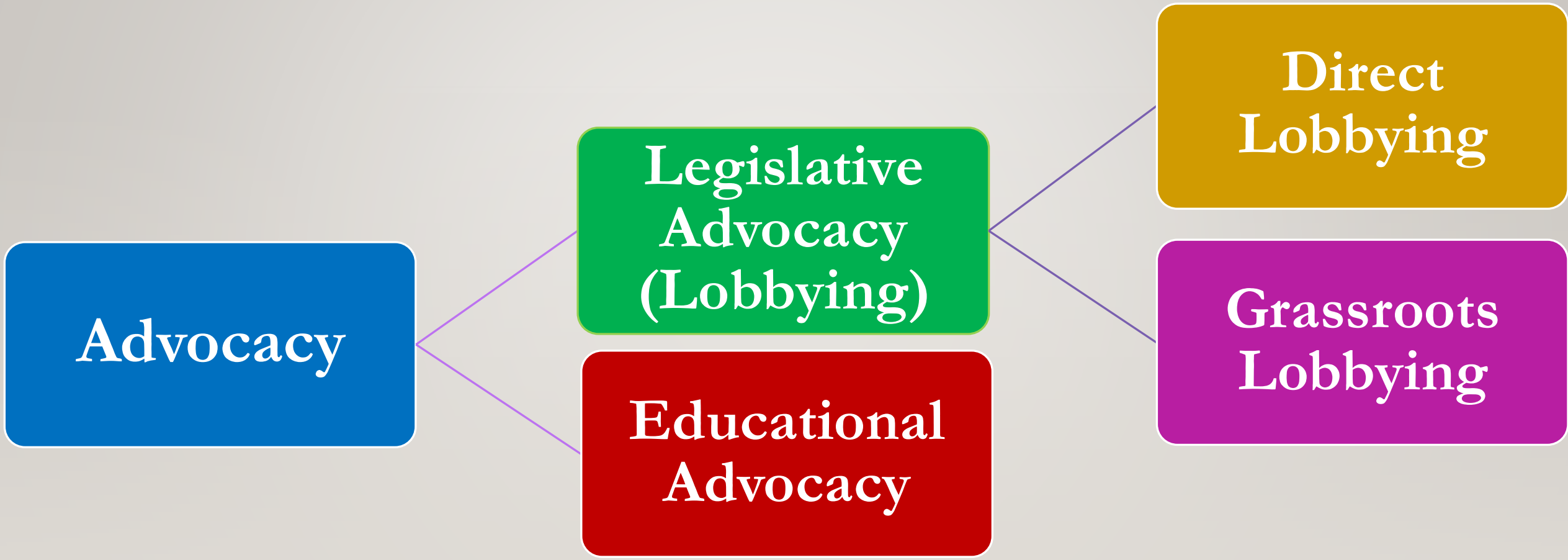
NON - BUDGET FISCAL BILLS:

BILLS THAT SPEND MONEY THAT HAVE BEEN INTRODUCED OUTSIDE OF THE BUDGET TIMELINE

- **"During the legislative session, there are bills other than the biennial budget bill that request funds for specific limited purposes, such as for a new program or to modify the operation of an existing program. These bills, introduced during the regular legislative session, are termed fiscal bills and have specific requirements related to them as they proceed through the legislative process. Each fiscal bill must be accompanied by a fiscal estimate predicting the cost of the bill to the state and its political subdivisions. [s. 13.093 (2) (a), Stats.] Each fiscal bill must also be referred to JCF before being passed. [s. 13.093 (1), Stats.]"**

- **– WI Legislative Council Information Memorandum, IM -2020-17**

ADVOCACY SPECTRUM



EDUCATIONAL ADVOCACY

Meeting with, calling, emailing, general communications to legislators or decision makers to **EDUCATE THEM** about your work or the impact of legislation on your work

NO LIMIT on the amount of educational advocacy a 501c3 may provide

LEGISLATIVE ADVOCACY

Influence decision making on public policy issue (Vote on Bill #...)

For 501c3 organizations, legislative advocacy is allowed, within limits

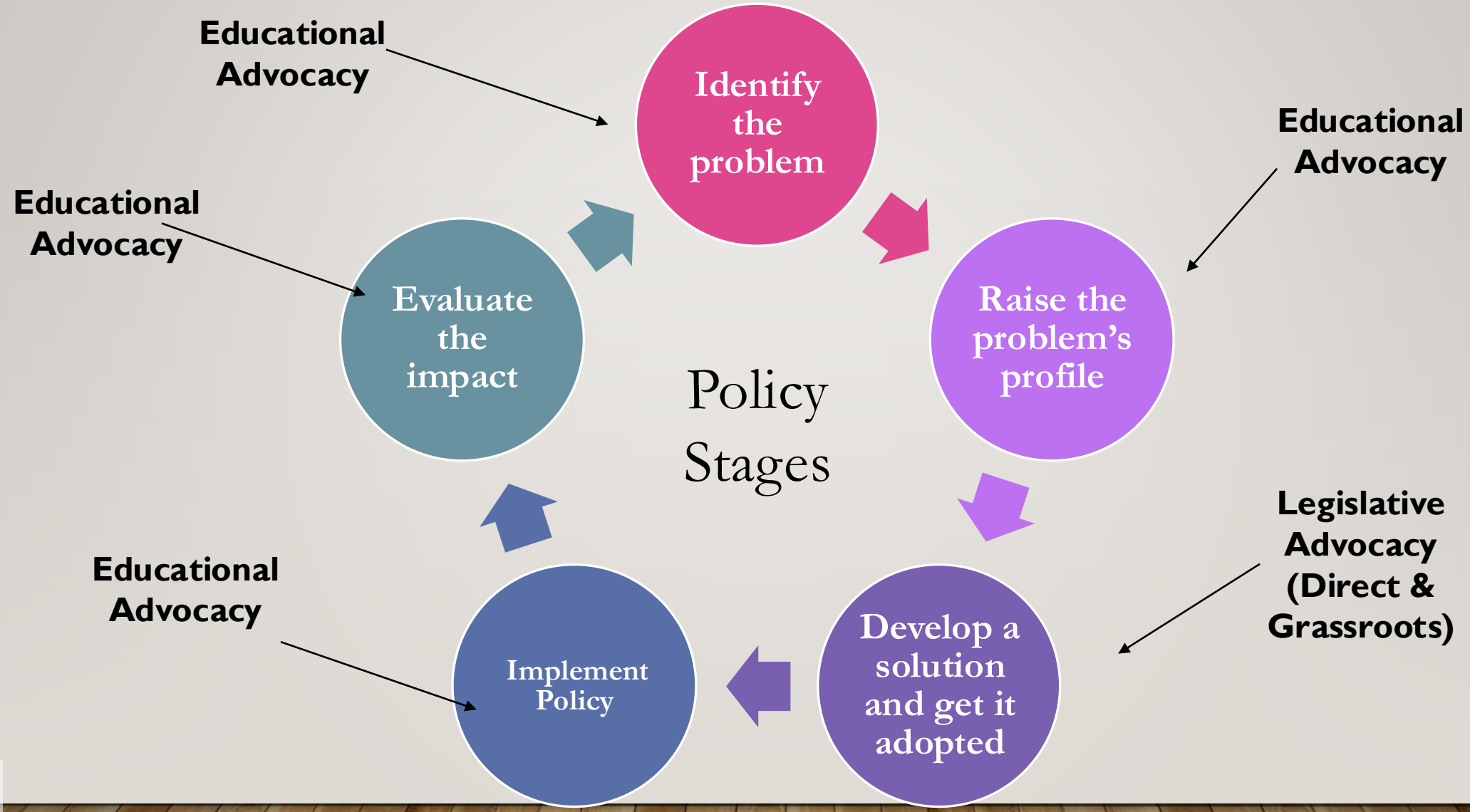
DIRECT LOBBYING VS. GRASSROOTS LOBBYING



Direct Lobbying:
communicating with legislators (including staff) to influence legislation. Taking a position on public policy issues.



Grassroots Lobbying:
communicating with the general public to influence the vote of a legislative body on a specific piece of legislation


Educational Advocacy
Identify the problem
Educational Advocacy
Raise the problem's profile
Legislative Advocacy (Direct & Grassroots)
Develop a solution and get it adopted
Educational Advocacy
Implement Policy
Educational Advocacy
Evaluate the impact
Educational Advocacy
Policy Stages

NARRATIVE BUILDING: STORYTELLING

WHO ARE YOU?

WHAT IS YOUR ISSUE?

Advocacy Essentials

"The Elements"

WHAT MAKES YOUR ISSUE IMPORTANT ?

(THE WHY)

WHAT IS YOUR ASK?

(SO, WHAT NOW ?)

ADVOCACY 201: NARRATIVE BUILDING



How to Build Your Narrative- to tell your story :

- **Who are you? :** consider your audience, who you're representing, what is your North Star ?
- **What is your issue?:** elevator-pitch style, concise, prepare a level one, level two and level three version of details
- **What makes your issue important? :** use data overlapped with personal points of view or analogies
- **What is your ask?:** statement of your "North Star" (concise and direct)

*** Applicable for: public hearing testimony, meetings with elected officials, engaging coalitions, engaging non-supporters and engaging power holders**

NARRATIVE BUILDING:

PREPARE MORE THAN ONE NARRATIVE.
CONSIDER THE FOLLOWING:

Your audience (state agency employee/ power holder vs. community member/customer vs. board/committee)

Your space (public or private)

Be Concise

Know your "North Star" (clear and specific)

Identify yourself as it relates to your audience

Assume positive intentions



LANGUAGE IS A TOOL TO FACILITATE COMMUNICATION



COMMUNICATION IS ABOUT THE EDIFICATION OF THE OTHER/THE AUDIENCE (INTENTIONAL & STRATEGIC)



<u>EXAMPLE OF INTENTIONAL LANGUAGE</u>: FRAMING AN ISSUE AS "THIS MATTERS" VS. "THERE'S A PROBLEM"

TRY IT OUT

THE PREP

- Write down an issue you keep running up against in your work
- Make a table of what you know about the issue and what you don't know
- Write out what you believe would solve this issue, if you don't know write out the questions you need to answer to produce a solution

THE ACTION

- Power map your table of questions for both the issue and the solution
  - Who do you know that can help with this- to get you the answers you don't know (including the solution)
  - Who do you know would be oppose to this solution and why
  - Who would you need to convince
  - Who is the decision maker and what's the decision point
- Build your narrative (or 2) on how you will present the issue, the solution and what you need from the audience you are addressing at the time

“eternal vigilance is the price of liberty ”

(Wendell Phillips)

Democracy IS NOT a spectator sport

“When I dare to be powerful, to use my strength in the service of my vision, then it becomes less and less important whether I am afraid.”

~Audre Lorde~



RUN TOWARDS THE ROAR