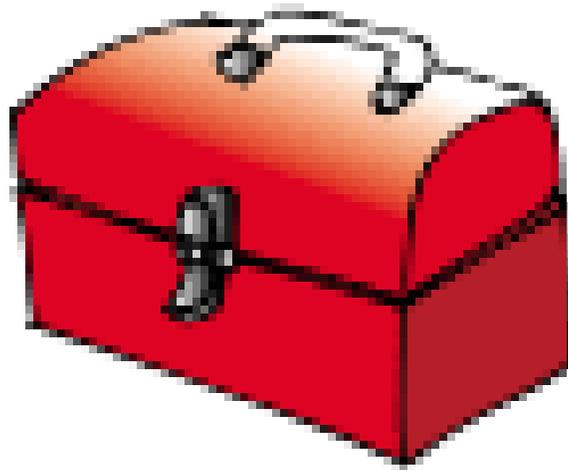


Advocacy Retooled



A
Hunger Free Community Report

By

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10th Class

Advocacy Retooled



When you imagine a movement for social change, do you picture the faces of inspiring leaders: a Martin Luther King Jr., or a Nelson Mandela? *Or do you hold up the mirror to see your own reflection?*

Social movements are made up of millions of ordinary people, trying to live with meaning and solidarity in a world that does its best to drum in the message 'Look out for Number One.'

Many small acts make up a movement. The people who engage in these actions tell themselves that they need to do 'something,' although they know that this one particular act may not make an immediate difference. Standing at the post office with a Peace sign, writing a letter to the editor in support of an anti-hunger bill, getting together around a kitchen table with friends to write to elected officials.

Social change happens when thousands of small, seemingly insignificant acts begin to cascade together, creating an unstoppable force. Segregation crumbles, the Berlin Wall falls, bigotry is defeated at the ballot box, and the troops come home.

The following tools will help you spread this message to others in your community and assist you in generating more of these crucial "small acts."

Tools

- I. Start Talkin'
- II. Pantry Advocacy
- III. Kitchen Table Advocates
- IV. Building Business Alliances

V.





Start Talkin'

While the term advocacy means a lot of different things, by definition it means to speak up for something, to speak on the behalf of some issue or some person.

So that's where you can begin. Just start talking to your community about what you know—hunger and poverty exist in most communities, and nobody is better qualified to talk about these issues than you. In fact, it's your job to share that information with others and make your community as a whole more aware that these problems persist. Talk to school groups, church groups, and make presentations to the members of the city council. Be creative about how you approach it. Develop presentations that are engaging and interactive.

The enclosed CD-ROM has **2** tools to help you get started with this:

Dispelling the Myths: The Nuts'n'Bolts of Advocacy

This short PowerPoint presentation outlines the basics of advocacy—what it is, why it is so important, and the different types of advocacy. It will assist with orienting volunteers, staff and board members to the concept of advocacy, and can be tailored for your specific audience. Included are talking points for each slide.

Fighting Hunger at Home: Nutrition Programs in Your Community

Federal and state nutrition programs are not only necessary to meet a need, but can bring federal dollars into local communities. In addition, local elected officials can boost their community image by ensuring the existence of these programs at minimal cost to the local government. This presentation is designed to assist you in talking to local elected officials about the benefit of ensuring these nutrition programs exist and are supported in your community.

Talking Points for Nuts 'n' Bolts of Advocacy PPT

(include copy of Chronicle of Philanthropy article)

Post-it Note Activity (set up before beginning presentation)

On a nearby blank wall use masking tape to create 2 columns. One is labeled “Real Barriers” and the other is labeled “Perceived Barriers.” Before you begin your presentation, have everyone take a sticky note and write down one barrier to facing advocacy that they as an individual or as part of an organization face. Ask them to write down one or two barriers anonymously and then place these on the wall wherever they feel it belongs. We will discuss the results of this activity later.

Slide 1

_____ (*insert organization name*) provides an extensive array of programs and services to fill a growing need in the community.

And I realize that this invaluable work keeps you VERY BUSY....And this leaves you with very little time to even THINK about advocacy, much less get involved in it!!

So basically I’m here to reassure you that:

- Advocacy is something that every single one of you **CAN** do
- Advocacy and lobbying are **LEGAL** and even **encouraged** by the government!

Advocacy can be a challenging concept because there is no one set of instructions about where to begin, how to begin, and what constitutes effectiveness.

My role here is to clear up any misconceptions you may have about the ins and outs of advocacy, and to give you some ideas of simple things you can do as part of advocacy that do not require extensive time or resources, are easy to pass on to others, and can be **astoundingly effective**.

And of course, I’m here to answer any questions you have about anything related to advocacy. Please stop me at any time if you have a question,

thought or even an example of something I'm talking about from your own experience.

I'm flexible, so it's really up to you what you'd like us to focus on. I've prepared a brief presentation of what advocacy is, means, and can be--sort of a general introduction/ overview, which touches on a wide variety of things. After that, I'd love to hear some input and feedback from you, and begin the discussion about where we want this to go.

Slide 2: The Situation

With the ever increasing need and rapidly decreasing resources to meet the need, **social service agencies can no longer provide the safety net**. As more and more people begin to fall through the cracks, it is necessary to change the approach—charity will no longer suffice, we need to change the policies and structures that perpetuate the cycles of poverty. This is why the time has come for social service organizations to engage in advocacy

Slide 3: Why Advocacy?

Many of the problems we face are so deep and complex that they require a multi-pronged approach to solve them. Donating food to the food bank will not alone end hunger. We must also advocate for changes in policies.

Slide 4: (Whose Job is it?)

Let me introduce you to four people named Everybody, Somebody, Anybody and Nobody.

I'm going to tell you a story about them:

There was an important job to be done and Everybody was sure Somebody would do it.

Anybody could have done it, but Nobody did it.

Somebody got angry about that because it was Everybody's job.

Everybody thought Anybody could do it, but Nobody realized that Everybody wouldn't do it.

It ended up that Everybody blamed Somebody when Nobody did what Anybody could have done.

We cannot expect others to do it. Oftentimes this is what happens with advocacy...we think someone else will do it or take care of it, and then nothing gets done. There are hundreds of thousands of charities working to serve the poor and needy across the nation, and yet things aren't happening, aren't changing on the policy level.

Slide 5

Advocacy does not always mean lobbying. It can be a part of advocacy, but one is not synonymous with the other.

Slide 6: Choices

Advocacy can take so many different forms; everyone can be an advocate. The tactics an organization uses depends on the goals it wants to achieve and what kinds of resources it has.

Slide 7: Educational Advocacy

Includes:

- Outreach
- Research
- Publications and reports
- Raise awareness about hunger in your community (i.e. Empty Bowls event is a fundraiser and education)
- Educate elected officials and voters about issues that affect their constituents so that they are more informed when they act on issues and legislation
- Educate the general public about the issues that exist, and educate the people we serve about self-advocacy

Slide 8: Media Advocacy

- The media can be a very valuable tool
- Earned or free media allows for information to reach the community without financial cost to programs
- Media is viewed by the public as far more reliable than paid advertising.

- Media is an ideal way to reach elected officials who monitor local, regional, and national media sources for issues affecting their constituents.

Slide 9: Grassroots Advocacy

- Be a **Virtual Activist**: email (mailing lists, newsletters, newsgroups, electronic action alerts) is an active form of outreach, websites are a passive form of outreach; both can be effective
- All kinds of **OUTREACH**: Food Stamp outreach, housing support, accessing benefits at Dept. of Human Services
- Building community and **COALITIONS**: there are other organizations in your area working towards same goals-you can accomplish more by working together

Slide 10: Public Policy advocacy

Democracy is not a Spectator Sport!!

The federal government ENCOURAGES the development of informed social policy
Nonprofit organizations have a unique and essential role to play in the policy process.

PP advocacy is especially important in difficult financial times such as these, when funding for social services is at risk. In order to protect this funding, there needs to be an overall awareness among legislators and key elected officials as to the importance of such programs. To do so, a comprehensive, proactive and creative approach must be taken.

Nonprofits traditionally serve constituencies and issues that have a limited voice in the policy process. Nonprofits providing services frequently have the best - or only - information on the social needs they exist to address. In addition, these nonprofit organizations are less subject to self-interested motivations, driven instead by a commitment to a broad community of people or common interests. This essential representative role, unique knowledge, and clear vision are the reasons that policymakers look to the nonprofit sector for leadership, and they are why those public officials have created so many laws that institutionalize the nonprofit sector's role in the policy process

For some nonprofits, this advocacy role is the most important service they provide

Slide 11: Lobbying

Read intro from "10 reasons to lobby for your cause"

"For many of us, lobbying is something other people do---people who wear fancy and buy politicians lunch at expensive restaurants. But lobbying, or mores simply, trying to influence those who make policies that affect our lives, is something anyone can do. And it is something that all of us should do if we believe in a good cause and in a democratic form of government."

Although many Non Profits are unaware of this, Lobbying is something that is not only allowed, but encouraged by the Federal Government. Many organizations feel it is their civic duty to lobby and participate in the legislative process

Lobbying in detail, the different kinds, the specific rules and budget limitations and the why, how and best practices are all part of an aside--we can go into much greater detail about lobbying...IF you think it is something your organization is interested in seriously pursuing further. However, it can often overshadow other kinds of advocacy, which is where the myths come from...so let's focus on what else you can do within the realm of advocacy, and come back to lobbying later...

Slide 12: Alliance For Justice

You can also visit the Alliance For Justice website, which is a great resource for all of your lobbying dos and don'ts

Slide 13: Advocacy =

What kind of results can we expect to see from our advocacy efforts?

Slide 14: Barriers

This is the point in the presentation where you look at the results from the earlier post-it note activity. What are some of the barriers to getting involved advocacy—if it is such an important aspect of this work, why don't we do more of it? Are there common themes among the barriers? Are most of them actual barriers, or are they perceived to barriers? How can we address some of these barriers?

Slide 15: Add these common barriers to the discussion

Afraid of talking to the legislators-why? Afraid of taking a stand for something and publicly siding with an issue-why? The path of least resistance is often easier and more comfortable, but can often be a dead end.

Be creative with funding: It is NOT illegal to use foundation money for advocacy-it can be funded by grants for general operating support. It can be funded by money from individual donors and special events. You can find other ways to describe this work to funders. Because advocacy can lead to changes that help low-income individuals, **in a very real way, advocacy is a service to your community.** Organizing itself is a service: it involves bringing people together regularly, giving people a chance to know their neighbors, **offering people opportunities to acquire useful skills** such as running meetings, thinking strategically and much more. We sometimes forget about these other benefits of our work.

Slide 16: Self Assessment

Distribute the Advocacy Assessment forms and walk through the options at this point if this is a group that is interested in getting involved with advocacy but just doesn't know where to start. Otherwise, just skip over this slide.

Slide 17: Next Steps

This is a type of Advocacy Assessment for organizations that are interested in getting more involved with advocacy, but aren't sure what to do. This also may not be relevant to your audience. If not, simply end with the discussion of barriers and approaches.

Take five minutes to let
your legislator know
what you think!!

Oregon State Legislature
<http://www.leg.state.or.us>

Monday - Friday
8:00am - 5:00pm

Find out who your
legislators are!!

1-800-332-2313
Oregon Toll-free State Legislative
Information Line

Use this as a template
and create
Legislative Hotline
phones for your state!

1-800-332-2313
Oregon Toll-free State Legislative
Information Line

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Take five minutes to let
your legislator know
what you think!!

Stay informed! This is an example of the type of advocacy alert/legislative update you should be signed up for to keep both yourself and your clients up to date. Most alerts can be either emailed or mailed.



Advocacy Alert

OREGON FOOD BANK
OREGON HUNGER RELIEF TASK FORCE

December/January 2003
Volume 11 Issue 14



take five

(actions that take five minutes or less)

Action:

Call or email the President urge him to support \$1 billion in new money for child nutrition programs.

Message:

- ✓ Improve nutrition programs that help our children learn.
- ✓ Include \$1 billion in new federal money to improve and expand child nutrition programs.

Call:

The White House Comment Line:
202-456-1111

Legislative Yellow Pages

State Legislative Information
1-800-332-2313 (outside Salem)
(503) 986-1000 (in Salem)
www.leg.state.or.us/citizenguide

Federal Legislative Contacts
Rep. Wu (District 1)
(503) 326-2901
Rep. Walden (District 2)
(541) 776-4646
Rep. Blumenauer (District 3)
(503) 231-2300
Rep. DeFazio (District 4)
(541) 465-6732
Rep. Hooley (District 5)
(503) 588-9100
Senator Smith
(503) 326-3386
Senator Wyden
(503) 326-7525

One billion ways to leave no child behind

Congress voted to delay action on reauthorizing child nutrition programs — school lunch and breakfast, summer lunch, and after school snacks. As a result, we have another opportunity to push for new money to be added to these programs. The President is expected to finish work on the FY 2005 budget proposal by the end of this year, so calls are needed now. The message is simple, improve the nutrition



programs that help our children learn. An investment of \$1 billion in new federal money will support critical improvements to the accessibility and quality of the Child Nutrition Programs.

Improving educational outcomes and narrowing

the achievement gap are two central goals of the Leave No Child Behind Act. Numerous research studies have shown the importance of proper nutrition in improving student test scores and classroom behavior. The Bush Administration has a golden opportunity to help students, teachers, and schools realize those educational gains by making sure all children are well fed and ready to learn.

(continued on page 2)

The increasing need for nonprofit organizations to engage in collaborative advocacy

'Emergency fatigue' is a term increasingly heard within the social services community. The phrase is used to describe the mindset of social service staff who are growing weary from years of working under the pressure of increasing need and decreasing resources. The story of dwindling food reserves, client loads twice the level of the previous year, a waiting room full of families in search of emergency housing or medical attention is one being played out in communities across the country. As this story unfolds, organizations are scrambling to make up for shrinking donations from individuals, foundations, the business community, and government. It all adds up to an exhausting mix of fewer resources

available to stretch across the growing chasm of public need versus public benefits.

Backed into a corner by urgent need, social service agencies struggle to find the resources to devote to advocacy. However, the challenge we face requires nonprofits to reconsider the role of advocacy in their organization. Given the staggering growth in need due to increasing poverty, decreasing jobs, and dwindling federal assistance, nonprofit agencies will not be able to keep up.

In the October 16, 2003 issue of *Chronicle of Philanthropy*, Mark Rosenman argues that the time has come for social service agencies to take a fresh approach to advocacy cam-

paigns. "What is at stake today are basic questions about the role of government, about our commitment as a society to generate and use government resources to solve public problems, about the need for our elected leaders to reverse policies that erode social, economic, and political justice."

The crucial next, according to Rosenman, outlines in his article starts with looking beyond the immediate agenda and pushing for broad changes in the policies that are impacting low-and moderate-income Americans. Staff, clients, volunteers, board members and supporters must begin to look at the relationship between the cause they care about and the broader

(continued on page 2)

Increasing need to engage in collaborative advocacy

(continued from page 1)

public benefit. Working for policies that increase the economic well being of all low-and moderate-income people may have more impact than working to increase funding for those same families on a program by program basis.

Working toward social justice requires a constant re-evaluation of the tactics and tools we employ to reach our goal. Rosenman makes the case for grass roots advocacy aimed at increasing the political skills and activism of individuals while working to build enduring networks of organizations rather than single-issue coalitions.

The challenge that is set before nonprofit agencies serving the most vulnerable in our society is to take their place at the front of the fight for social justice.

OSU study finds that working does not guarantee food security for Oregon families

Oregon State University researchers Mark Edwards and Bruce Weber spent the past six months delving into the USDA Current Population Survey (CPS) hunger and food insecurity data (the same data that places Oregon near the top of states in hunger) to determine what populations were most impacted by hunger and food insecurity in Oregon. Their in-depth data analysis confirms that Oregon families experience more hunger and food insecurity than families in other states.

Specifically, Edwards and Weber found that three populations stand out as having significantly higher hunger rates compared to the same populations in other states:

- Households with *no* unemployed adults (double-income households)
- Households with at least one full-time worker
- Two-adult families with children

According to the study's results, working Oregonians

in two-income households have a hunger rate almost *four times higher* than those in the rest of the nation (3.9 percent in Oregon as compared to 1 percent nationally). Two-parent households with children have hunger rates *more than three times higher* than the national average (with 7.3 percent in Oregon as compared to 2 percent nationally).

Other populations where Oregon's hunger rate is significantly higher than in other states:

- Households with a man working in a blue-collar occupation
- Households with a woman working in a blue-collar occupation or administrative support/sales occupation
- Households that moved to another house within the same county during the past year

The mobility issue is one researchers want to examine more closely. According to the study, one out of three

people in Oregon who moved within the same county is food insecure. Only one other state had a higher hunger rate among local movers—Connecticut (the only state that had a faster rate of growth in income inequality than Oregon during the 1990s).

Edwards and Weber are working on a companion report that will use Oregon Population Survey data to explore why these populations are struggling with hunger and food insecurity in Oregon. The researchers specifically will explore costs (such as housing, medical, child care) relative to income and whether lack of social supports contributes to higher hunger and food insecurity rates in Oregon. The companion report should be available by spring of 2004.

The full study can be found at: <http://arec.oregonstate.edu/ruralstudies/publications.htm>

The Advocacy Alert is published jointly by the Oregon Food Bank (OFB) and the Oregon Hunger Relief Task Force (OHRTF).

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One billion ways to leave no child behind *(continued from page 1)*

Last year no new funds were made available for child nutrition. Instead, the Bush Administration proposed requiring 12% (instead of the current 3%) of children applying for free and reduced-price school meals to provide school officials with income verification - a burden to families and schools alike. Researchers estimate that each percentage point increase in verification would result in 30,000 eligible children ending their participation. The Bush Administration called for the

"savings" gleaned from the reductions in school meal enrollment to be the only funding available for program improvement and expansion.

Advocates have been working to minimize any new verification requirements while supporting family friendly ways to improve program oversight through proposals such as direct certification. Direct certification automatically enrolls children in the school lunch program based on their

eligibility and participation in other federal food programs such as food stamps.

It is well within the capacity of our country to make a modest investment in childhood nutrition. What we need to do is demonstrate our support through advocacy. For more information visit www.frac.org or www.wrahc.org. Please see this month's "take five."

PANTRY



ADVOCACY

PANTRY



ADVOCACY

One of the biggest barriers to ensuring our legislators create just and equitable policies from the people negatively impact. cycle: Politicians because poor people don't vote. And poor people don't vote because politicians don't pay attention to them.

Never give your elected representatives the right to say, "I never heard from anyone on that issue."

is that they rarely hear who the policies will It's a self-perpetuating don't court poor people

This tool targets recipients of emergency food—those who receive food boxes and who go to community kitchens for meals. While they're there, why not have them pick up the phone and let their legislators know what's going on. With statewide toll free legislative hotlines, this is a free, easy, and effective way to help those who are traditionally voiceless find their voice.

“TAKE 5”

All it takes is 5 minutes of our time to call in or sign a letter to let our representatives know that we're watching them and that we care.

You provide the issue background and talking points; all the clients have to do is talk. Supply one-page fact sheets that are simple and straightforward. Have the legislative hotline number available and give them the bill number and a message to deliver when they call. Make sure they understand why it's important to support the bill-- only give the most pertinent details and keep it as simple and relevant as possible.

This is also an effective way to get folks to write letters on a particular issue or do a postcard campaign. Same structure for write-in campaigns. Have a “Take 5” table set up with pre-made postcards or letters to be signed and BASIC points of legislation—why they should care. It's also good to have sample letters that they can copy.

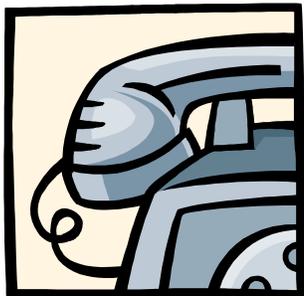
“I start paying attention to an issue when I get 12 letters.”-State Legislator

Strength in Numbers

When done as a group, this kind of advocacy is more fun, easier, and will have a greater impact. Encourage clients to take home a phone cut out, sign up for the advocacy or legislative alert, and continue to do the “Take 5's” on their own.

Pantry Advocacy in 5 Easy Steps

1. **Create a Space.** Set up a “Take 5” table somewhere in the pantry, warehouse, or meal site . All you need is a corner or a small space, even if just a bulletin board on the wall visible to those standing in line to receive their food boxes or meals. Post advocacy alerts, updates on important issues, and actions that take 5 minutes or less. Be creative in how you structure this—the set-up will differ from site to site. The idea is to make advocacy a fixture in the process and get clients to start speaking up and sharing their stories!
2. **Choose an Issue.** If you do not already receive an advocacy alert, sign up for one to ensure that you are receiving frequent updates and alerts. When there’s a call to action around an issue or bill that will directly impact your clients and your community, take action!
3. **Prepare the Message.** Take the most important points and put them into a format that is easy to understand. Create a clear message and simple talking points. Often Advocacy Alerts will include a section with the talking points already developed, so all you have to do is copy them.
4. **Gather Phones.** Borrow cell phones from friends, neighbors, co-workers who won’t need them for a few hours and bring them to the food bank, pantry or meal site. Each call will only take 1-2 minutes, and many clients will have their own cell phones with them.
5. **Encourage Clients to Take 5!** For many this will be there first time calling the hotline—even just to leave a voice message. Some may be nervous about calling, offer to role-play with them. Encourage them to take home a cutout phone and to sign up for the advocacy alert.



Kitchen Table Advocates

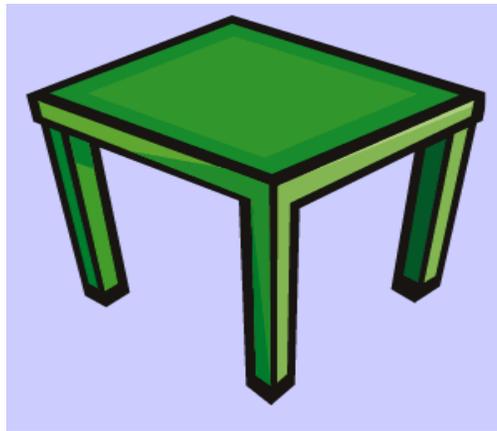


Kitchen Table Advocates

You don't have to go to the capital to be an advocate. Advocacy can be done by anyone, at anytime, anyplace...that includes your own kitchen table. A growing community of concerned neighbors are gathering around the kitchen tables of America.

Why Kitchen Table?

More great ideas have been generated and initiatives launched from kitchen tables than from conference rooms. Why? Probably because the kitchen is a relaxed, unpretentious space where people can get together, have a drink and share a bite, and get to talking about things that really matter. The atmosphere is casual and social, yet stimulating and engaging.



You can use several different approaches to tap the underutilized resources of your community; from folks who are already involved and just need to take that next step of speaking up, to those who may not even know that hunger exists in their community.

I. Hunger Action Team



Form a volunteer advocacy corps of those who have limited time to devote, but are interested in being involved on a regular basis.

Target audience: Volunteers, community members, low income clients, students. Anyone who wants to get involved, does not have a lot of time to commit, and has some level of knowledge of and experience with the issues.

What's involved: A monthly commitment to short advocacy actions and projects. The theory is that basic steps and tasks can lead to powerful collective results as small groups of people gather to complete the same action. The idea is to keep the basic tasks easily achievable so that groups with other projects or groups with limited immediate energy can still manage to complete the Kitchen Table Activity each month. Recruit certain volunteers to coordinate each month's activity ---known as **Kitchen Table Hosts**. They will present the activities and initiatives, lead roundtable discussions, enroll members or volunteers and make contact with other groups active in similar areas.

Ideas for activities can come from anywhere, depending on the relevant issues and current need for action, as well as on the skills and capacity of the group of volunteers. Have each volunteer first take the Advocacy Assessment to give you a sense of their skills and to help them determine what type of advocacy they would most enjoy doing.

The Rural Organizing Project (ROP) is an organization in Oregon that develops monthly action ideas for Kitchen Table Advocate groups, and is a good source of inspiration until you get rolling on your own. ROP often focuses on national issues and policies and how they impact the state of Oregon—you can use this model of national policies/local impact. It is often more effective to engage in activities around local issues and work with local and state officials.

- Visit <http://www.rop.org/activity.htm> for each month's activity, or create your own! (see attached for examples of monthly activities)

One idea is to target specific groups or networks that are already in place. Social organizations, young parents whose children attend school together, bridge groups, book groups, bible study groups, etc.

- **"Moms and More" Advocacy Corps:** for mothers who want to get involved but have restraints of time, family, work, etc.

II. Book Groups and Beyond



1. Coffee and Conversation: Hunger 101

"Problems cannot be solved at the same level of awareness that created them." -Einstein

Target audience: An attempt to raise awareness about hunger and poverty issues by reaching those members of the community who traditionally do not engage in a great deal of public service or volunteerism, much less any kind of advocacy.

What's involved: The first step is raising awareness about the issues, using structures already in place to do this. Use mainstream media to infiltrate book groups, bridge clubs, knitting groups and dinner parties. Use the attached reading list to encourage community members to begin thinking about the issues that exist outside of their realm of consciousness.

You can also encourage folks to use these books to talk with their children about hunger and poverty; a roundabout way of becoming involved themselves. (See Children's Fiction section of book list)

2. The Bigger Picture: From Charity to Change TeamWorks: An Interactive Book Group



Target audience: Those who already have some knowledge of the issues, some experience in volunteering or working with low income folks. Perhaps they are active in charity but do not understand why philanthropy is not an effective approach to eliminating the problems of hunger and poverty.

What's involved: This is the next step in raising awareness and beginning to explore advocacy. It examines hunger from different perspectives, and includes issues of community food security and other poverty-related issues.

The following is an example of the structure this kind of group would follow. It requires somewhat of a long-term commitment, but the events are broken up into short, manageable sessions, and you can tailor the program to meet the needs of the specific group you are targeting.

Suggested Reading for Becoming an Anti-Poverty Advocate

*Highly Recommended

NON-FICTION

Grace at the Table: Ending Hunger in God's World

Beckmann, David and Simon, Art. 2002.

A primer on the causes of international hunger.

***The Call of Service: A Witness to Idealism**

Coles, Robert. 1993.

Coles interviews fascinating people who have dedicated time and energy in service to their communities.



Sweet Charity?: Emergency Food and the End of Entitlement

Poppendieck, Janet

Food Politics: How the Food Industry Influences Nutrition and Health

Nestle, Marion

Affluenza

DeGraaf, John, and others. 2002.

"Affluenza" is more than a clever pun. De Graaf argues that overconsumption is a disease whose symptoms include overload, debt, anxiety, and waste, and he warns of its pathological impact on society and the environment. Much of the content in this book was part of a 1997 PBS special with the same title.

Families in Peril: An Agenda for Social Change

Edelman, Marian Wright. 1987.

Based on Edelman's 1986 W.E.B. Dubois Lectures, this book gives an eloquently argued case for a broad national agenda to fight childhood poverty. (Edelman is the executive director of the Children's Defense Fund.)

***Nickel and Dimed: On (Not) Making it in America**

Ehrenreich, Barbara. 2001.

This book gives us a compelling look at the challenges of being a part of America's growing working poor. Ehrenreich takes a year out of her freelance life to try making it in the low wage work force. *Nickel and Dimed* reveals low-wage America in all its tenacity, anxiety, and surprising generosity -- a land of Big Boxes, fast food, and a thousand desperate strategies for survival. Instantly acclaimed for its insight, humor, and passion, this book is changing the way America perceives its working poor.

The Other America

Harrington, Michael. 1962.

A cornerstone is social analysis, Harrington's story of "hidden poverty" in the United States served as the basis of the War on Poverty.

The Undeserving Poor: From the War on Poverty to the War on Welfare

Katz, Michael. 1989.

Focusing on the last three decades, Katz's historical analysis follows the course of debate over issues of hunger and poverty in America referring to the differential treatment given to the "deserving" and "undeserving" poor.

***There Are No Children Here: The Story of Two Boys Growing Up in the Other America**

Kotlowitz, Alex. 1991.

A powerful personal account of the lives of two families in the Chicago ghetto.

Rachel and Her Children, Homeless Families in America

Kozol, Jonathon. 1989.

A deeply personal analysis of homelessness, which centers on the travails of one homeless family.

***Savage Inequalities: Children in America's Schools**

Kozol, Jonathon. 1991.

A *New York Times* best-seller. Through a strong personal account, Kozol outlines the inequalities in school expenditures and facilities between poor and rich children in America.

Amazing Grace: The Lives of Children and the Conscience of a Nation

Kozol, Jonathon.

Kozol tells the stories of a handful of children who have--through the love and support of their families and dedicated community leaders--not yet lost their battle with the perils of life in America's most hopeless, helpless, and dangerous neighborhoods.

Random Family: Love, Drugs, Trouble, and Coming of Age in the Bronx

LeBlanc, Adrian Nicole. 2003.

LeBlanc provides a profoundly intimate portrait of a teenager, her family and a community in the Bronx throughout the 90's. It illuminates the complicated and many layered challenge of poverty. "The lives of teenagers are demonized in the same way that those of children are sentimentalized. When these lives unfold in places exhausted by poverty and its related burdens, the texture of their real experiences is obscured..." Adrian LeBlanc.

***No Shame in My Game: The Working Poor in the Inner City.**

Newman, Katherine. Vintage Books, 1999.

By intimately following the lives of nearly 300 inner-city workers and job seekers for two years in Harlem, Harvard anthropologist Newman explores a side of poverty often ignored by media and

politicians--the working poor. *No Shame in My Game* gives voice to a misrepresented segment of today's society, and is sure to spark dialogue over the issues surrounding poverty, working and welfare.

Growing Up Empty: The Hunger Epidemic in America

Schwartz-Nobel, Loretta

Race Matters

West, Cornel.

A collection of valuable essays from one of our principal social critics. West allows his readers to see race as a lens through which Americans view life.

FICTION

Another Country

Baldwin, James.

A genius of American fiction, this is one of Baldwin's most eloquent statements about the intersection of race and class.

The Invisible Man

Ellison, Ralph.

A classic novel about the manner in which we refuse to see each other and the effects this has on our lives.

***Love Medicine**

Erdrich, Louise.

Lends insight into life on and off Native American reservations.

Migrant Souls

Islas, Arthur.

A tale of the conflicts of a Chicano family in south Texas.

The Bluest Eye, Beloved, Jazz

Morrison, Toni.

Any work by Morrison speaks to the soul of our nation's character, dealing with the issues of race, class, and gender, as well as the basic struggles of human existence.

The Middleman

Mukherjee, Bharati.

A National Book Critics Circle award winner about recent immigrants' struggle to survive in the United States.

Talking to Children about Hunger and Poverty

CHILDREN'S FICTION

My Fabulous New Life

Greenwald, Shelia. 1993.

An 11-year-old girl adjusts to new neighborhood in Manhattan.(For middle school students.)

Sidewalk Story

Mathis, Sharon Bell. 1986.

The story of a young girl who comes to the aid of a friend and her family being evicted from an apartment across the street. Her compassion causes others to sit up and take notice. This is a wonderful introduction to advocacy.

Almost a Hero

Neufield, John. 1995.

Young boy in Santa Barbara does community service assignment at a childcare center for homeless children.



STORIES FOR THE YOUNG CHILD

Fly Away Home

Bunting, Eve.1991.

A tender story about a boy and his father who live in the airport. This is a good story to introduce children to the issues of homelessness.

The Lady in the Box

McGovern, Ann. 1997.

Two young children aid an elderly homeless woman and in doing so, become her friend. This story is a wonderful way to introduce children to the issue of homelessness and also ways they can be of service in community.

Uncle Willie and the Soup Kitchen

DiSalvo-Ryan, Dyanne. 1991.

The story of a young boy's introduction to work in a community kitchen. He learns from his Uncle Willie about how to help and support those living in poverty in his community.

Movies: Malagro Bean Field Wars, John Nickels

TeamWorks: An Interactive Book Group

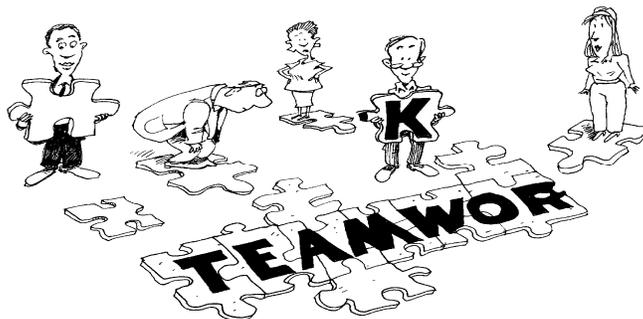
Are you looking for a different kind of volunteer opportunity? Are you concerned about the hunger problem in your community and interested in learning more about the underlying issues? Do you want to develop your capacity to work for positive change through thoughtful personal choices as well as through taking group action? Would you like to build new friendships and contacts?

TeamWorks: An Interactive Book Group will bring people together to help address the issue of hunger in our community on a number of different levels. Participants will not only volunteer at key hunger fighting agencies in the community, but also will also do some readings, come together for discussions, and participate in some thought-provoking experiential activities. Toward the end, the team will organize its own service project, based on its experience and learning together.

Here is the schedule of projects and activities: (most projects/meetings take place in a 2-3 hour block of time, primarily during evenings and weekends)

1. Kick-off meeting: Meet other team members, learn about the upcoming projects, and begin to delve into the underlying causes of hunger. Invite a well-respected local advocate to join the group and lead an eye-opening activity about the hard choices low-income families face.
2. Volunteer at a transitional housing program in the community: The team will plan, cook, serve, and clean up after the evening meal, or do whatever work is needed at this facility. Begin to talk about issues of housing in the community, what affordable housing means, how to ensure there is enough to meet the need, etc.
3. The team will get together for a pot-luck dinner and a discussion of the book *Fast Food Nation*
4. The team will volunteer together to prepare and serve a meal at a local organization that provides emergency services to those in need-a shelter, a soup kitchen, etc.
5. Locate an organization in your community that provides fresh produce to low-income residents and expose the group to this experience. The team will volunteer to help organize and set up the food, moderate the distribution, and clean up afterward.
6. The team will get together for a discussion of the report called *Farming on the Edge* (addressing the disappearance of farmland)

7. Identify a local organization that helps address the problem of access to healthy and affordable food by promoting food gardening and that develops gardens in low-income neighborhoods. The team can volunteer to help prepare for or install a new garden.
8. Team will gather for a potluck dinner and discussion of the growing obesity epidemic and how it relates to hunger and farm policies. Watch 60 Minutes ABC Special Report with Peter Jennings: *How to Get Fat Without Really Trying*. (Aired Monday, December 8th, 2003)
9. The team will get together for a discussion of how policy can address hunger. Invite a public policy advocate from a local policy organization to come and speak with the group. Group will read excerpts from *Nickel and Dimed: On (Not) Getting By in America*, by Barbara Ehrenreich.
10. Identify a local or state advocacy organization that is a leader on advocating around issues of hunger and poverty. Work with them to develop a project aimed at addressing the root causes of hunger and poverty. Specific content may be based on a current legislative issue such as federal reauthorization of TANF (welfare) or long-term tax reform on the state level. The goal is for team members to gain a more thorough understanding of the connection between advocacy and long term change. After the project, team members will go out to lunch together.
11. Identify a local organization that works to protect agricultural land. Team members will have the opportunity to volunteer at a working farm as well as a research and education center to learn more about the link between local sustainable agriculture and hunger.
12. Engage a local community food security/nutrition expert to lead the group through a hands-on grocery shopping activity guaranteed to help you re-think your own personal choices. (State Extension Officers may be a good resource for this)
13. The team will get together to discuss the book *Hope's Edge* and, in keeping with the theme of hope, design its own action project to implement together in the coming month.
14. Implement group action project, as defined by the team itself.



Examples of past Kitchen Table Advocacy Projects

February 2003 Activity

Have a Heart Valentines!

Why This Activity?

February 14th marks Valentine's Day -- a time to get out silly arts and crafts supplies and make cards. Few adults do this anymore but it is a fun way to pass an evening. ROP asks that local groups schedule a time for a card making party to send a "Have a Heart" message to our legislators. In our current climate, our legislators hear from very few constituents. Whether or not they share our perspective, or even get our perspective, they understand the numerical impact if we state our position. Therefore, the February 2003 KTA is to send valentines with a message to our legislators.

What Is This Activity?

Gather supporters for a fun night of crafts with a message. We ask that people set a date to make Valentine's cards for elected reps. Messages under the theme of "Have a Heart" should promote: funding for services, fair raising of revenue, and legislative leadership.

Steps To Complete The Activity

1. Decide whether your group wants to do this activity.
2. Determine who might host a craft party -- you need a big space where people can spread out their art materials.
3. Set a date at least a week before February 14th.
4. Make sure that you have full contact info for your house and senate representatives.
5. Spread the word -- this is the kind of activity that it is fun to invite folks to. There are many supporters who will never attend a local group meeting who would love to be invited to this craft action -- so try and invite the broadest pool of potential supporters! Think of who might be directly impacted by current budget cuts and see if they might join in the fun and get more familiar with your group. Put your turnout plan on paper so that you can clearly see who is taking on which turnout task.
6. Assign someone to gather \$10 worth of craft supplies (glue, glitter, construction paper, markers.) Invitees can bring their own but for many if they have to gather supplies, they may not make it.
7. Consider offering easy refreshments -- this is supposed to be fun.

8. Get them in the mail!!! You can gather them all in one envelope or send them separately but make sure they get in the mail! And the more the better. Each person can make several and then pass them out to allies at work to sign to add to your numbers. Be creative. The more each legislator gets, the more they will smile and reflect on the message and who is tracking their work in Salem. Keep a count of how many you send.
9. Let the ROP know how it goes, what support you might want in advance of your craft session.

Message Samples:

- "Budget cuts hurt people & democracy"
- "No more budget cuts"
- "Fund Services- Promote Justice"
- "We love kids and seniors! Fund schools and services, now!"

Each one should close with the tag line "HAVE A HEART" and either "no more cuts" or "fund services."

November 2002 Activity

Put Your Agenda On Your Legislator's Radar!

Why This Activity?

As progressive rural activists and organizations, we can feel devalued and not listened to by our lawmakers. And sometimes we are right. But sometimes we are also wrong. In our current climate, our legislators hear from very few constituents. Whether or not they share our perspectives, or even understand our perspectives, lawmakers know that our positions can translate into votes. Therefore, the goal of the November 2002 KTA is to be the first group on your block to meet and greet your new legislators! It matters. And it is even easy.

What Is This Activity?

Figure out who won the election for your house and senate districts. Some of our groups cross district lines. (District lines were redrawn this year and are confusing, but the ROP can get your group a map and help you figure out who represents your geographic area.) Once election results are announced, regardless of whether or not you like your victors, pick up the phone and request a coffee date with the politicians. These can be three people meeting at a coffeehouse for 30 minutes or a social for 20 or more people in an activist's living room. The goal is to show that you believe that your elected officials are accountable to your group and the constituency you represent.

Steps To Complete The Activity

- Decide whether your group wants to do this activity.
- Select person to identify districts covered by your group's geography and to find out the election results for those districts.
- Determine style of interaction you want with your newly (re)elected legislators -- small coffee or larger gathering, best site, turnout plan for representatives of your group. (It is best not to combine meetings but to meet with each legislator at a separate gathering.)
- Select person to contact legislators and find a time that will work -- please note: a time between the election and December 15th is ideal. (Local newspapers can provide contact phone info if you need it, or search for your candidates website on the internet.)
- Identify top priority agenda items to review at your meeting with legislators or key questions to ask. You may also want to figure out who should say what during your meeting.
-

Sample Agenda

- Introduce your group to your legislator and highlight its activities.
"We are a group that believes that a functional democracy requires an informed

and engaged voting public -- therefore we take current day issues and deconstruct them for community dialogue. In the last year we organized a forum on the budget and did door-to-door voter education work."

- Let your legislator know what you want him or her to take to Salem.
"As our representative in Salem, we want to talk to you before the legislative session starts about the issues this group sees as priorities."
These might include maintaining democratic commitment to a safety net, or preventing backlash against immigrants and farm workers, or whatever is most relevant to your community. Do focus on issues that will be decided at that level of government (ie. while there may be small ways our State legislators could be influential on U.S. foreign policy, they will be more directly involved in how State agencies work with the INS and the FBI.)
- Propose a plan for maintaining contact as your legislator navigates decision making in Salem.
"Cecilia Jones is our lead contact, and she will be checking in with you as the session progresses."
- Say thanks, and remember to send a follow-up thank you letter reminding your legislator about your conversation.

May 2002 Activity

Postcard Party--It's a Scream!

WHY THIS ACTIVITY?

It's the final countdown for signature gathering on ballot initiative petitions, and there are currently 40 petitions circulating. While there are some good initiatives out there, there are also several that are discriminatory or that would hurt workers rights or the environment. Now is the time to get the message to our friends and neighbors to be very thoughtful which petitions they sign. If we can get the message out to enough people to ask them not to sign measures like the Student Protection Act II (Oregon Citizen Alliance's anti-gay measure) or the latest round of Sizemore's union-busting efforts, we can spare ourselves some of the time and money it will take to defeat them in the fall.

WHAT IS THE ACTIVITY?

Sending out the latest version of ROP's Enough is Enough postcards to as many people as we can in the last month before the ballot measure petitions are turned in. A postcard party is a fun way to make sure the message gets out. Bring some food, maybe some music. Then spend an evening writing personalized messages of our friends, neighbors and contacts.

STEPS TO COMPLETE THE ACTIVITY:

1. Decide whether your group wants to do this activity.
2. Order the latest postcards from the ROP. (See enclosed order form.)
3. Set a date for a postcard party to get people together to address and personalize the postcards. In order to maximize the effectiveness of the postcards, the party should be held some time in May. Be sure to make reminder calls ahead of time and ask everyone bring along his or her address book.

TIPS FOR USING ENOUGH IS ENOUGH POSTCARDS:

- Personalizing the cards makes all the difference. If it's from you, it will get read!
- Attach a small label or stamp with your group's name and contact info to build identity and recognition for your group.
- Use the cards to build a relationship with new or potential members. Keep track of who you send cards to, so you can invite these new contacts to a future group meeting or event.
- ROP can help your group target specific people by generating address labels from your local voting registry. Call the ROP office for more information.
- Doing them together is the most fun and has the best results.
- Everyone loves food, so order pizza, or have a potluck, or host the postcard party at your favorite diner or café.

- If your group members are sending out the cards independently, have a follow-up plan to see how they're doing.
- Your group can develop a plan or brainstorm on the possible ways to begin building relationships between your group and the postcard recipients. If you would like help, an ROP organizer can help you strategize about next steps on how the Enough is Enough postcards can strengthen the capacity of your local group.

World Conference on Racism

thinking globally and acting locally

September 2001

Purpose

This activity is designed to raise awareness of the World Conference on Racism, Xenophobia and Related Intolerance that begins August 31, 2001. Your group will discuss the purpose of the conference and brainstorm local incidents to help link the local and the global. The goal is to raise the visibility of the conference and how it impacts your local climate in the pursuit of human rights. Your group can also gain some publicity by promoting the connections.

Why do this?

Growing out of the Universal Declaration of Human Rights (previous KTA actions have raised the profile of this treatise), the World Conference on Racism seeks to promote the faith in fundamental human rights, in dignity and worth of the human person.

World conferences such as this one usually consist of two portions. One forum is for official governmental exchange and agreement, called the Governmental forum. The second avenue is for non-profit and private organizations to exchange ideas and practices to reduce discrimination, called the Non-Governmental Organizations forum (NGO Forum). Together, both forums seek the common goal of reducing the classification of race to equal treatment under the law and in practice.

As this KTA goes into the mail however, the United States official governmental delegation is threatening to drop out of the conference based on tensions with other nations' focus on the problem of the Israel-Palestine conflict. An estimated 3000 to 5000 NGO participants from the U.S.A. however are pressing forward to attend (and some delegates are from Oregon groups that we can hear back from directly such as CAUSA). The United States is a signatory of the International Convention on the Elimination of All Forms of Racial Discrimination (1994) that requires periodic evaluation and reporting to assure people's rights are being upheld. This activity is designed to help bring the impact of this global conference into our own communities.

Steps

1. Reach consensus on whether your group wants to take on this activity.
2. Review the enclosed articles ahead of time to share with the group (or distribute for people to read at the group meeting itself) to provide some background on the purpose of the conference.
3. Use the discussion questions (on the back of this page) to generate ideas about local and global connections if you need some help to start your exchange.
4. Have someone keep notes about these different examples and review them with the group after several minutes of brainstorming.

5. Decide if you would like to have the whole group write their own letters to the editor, or to submit an opinion piece in the name of the group, or if there were some other media outlet with which it would be appropriate to share the group's local-global.
6. Clarify process for getting the piece out; send a copy to ROP (or post to ROPNET).
7. Congrats! You have literally just been thinking globally and acting locally!

Questions and Resources

Here are the discussion questions that provided the general articles that went snail mail to each local contact. You can check out many more related sites while you are on-line! This is a case where the web can bring the global home.

Discussion Questions

Bringing the global issues home, and issues at home to the global stage.

1. What documents do we use in our own communities to teach about standards of human rights? How do we enforce them? (Explore tradition, moral authority, policy, government, police)
2. What do you see as the most difficult issue in your community about race and racial bias?
3. Do you think the issue you named is similar to one experienced in another part of the state or region? The nation or another country?
4. How do we begin to tackle these sorts of problems in our own communities? Can we learn from other states' and countries' examples?
5. What role can national and international standards play in reducing institutional discrimination?

Based upon your discussion, is there a common action you can take to raise the visibility of this global event in your town?

Resources If you have Internet access, you may be interested in further background material. Go to:

www.un.org/WCAR/ (official conference website) or

As of 8/27/01 the Bush Administration said there would be no official delegation from the United States because of the connections being made between Zionism and Racism. Colin Powell, Secretary of State, issued a release saying that he currently has no plans to attend.

February 2002 Activity

Chicken or the Egg? Cut services or raise revenue?

On February 8, the Oregon State Legislature is meeting in special session to decide on a plan to balance the budget in light of the \$830 million deficit predicted for 2002. Significant cuts in education, Human Services and Public Safety programs are likely, as these make up over 90% of the state budget. Much of the public discussion around the budget crisis has had to do with which programs and services will be cut, while less attention has been given to how to raise revenue or prevent future crises.

WHAT IS THE ACTIVITY? Write a letter to the editor of your local paper and challenge the legislature to look at the revenue side of the budget question and for the public to support them.

STEPS TO COMPLETE THE ACTIVITY

1. Decide whether your group would like to do this activity.
2. Review the talking points and handouts included in this activity.
3. Chose one or two points to make in a letter to the editor of your local paper.
Point out that the budget crisis is the part of a bigger, structural problem that will come up again in the 2003-2004 legislative session.
4. Delegate one person to draft a short letter emphasizing those three points on behalf of the group.
5. Submit it to the paper.

March 2002 Activity

Budget Cuts in Your Community's Schools

WHAT IS THE ACTIVITY?

The state's budget deficit will result in cuts to schools and social services. Set up a meeting with your school district superintendent's office to find out how state budget cuts will affect your schools (they are VERY willing to talk to community members). Share this information with your human dignity group and your base of supporters.

WHY THIS ACTIVITY?

The news is full of information about the state's \$800 million plus budget deficit. However, this news can seem very dry, and confusing too. The purpose of this KTA exercise is to make the number-crunching battle in Salem real to us on the local level. The last ROP KTA gave us the background on why there is a state budget deficit -- how the legislature's ten year policy of tax breaks for the wealthy is finally presenting a bill for PAST DUE. This month's KTA asks you to find out what this means on the ground. Schools are the major battle ground in state politics for one very good reason. The public school is the only place in our communities where everyone's children must spend time together and figure out how to succeed. School budget cuts often affect the most vulnerable students, with the potential of raising the drop-out rate. Dropping out of school has a direct relation to poverty, social insecurity, domestic violence, and crime. Here are some of the social groups most at risk of leaving school:

- English as a second language students.
- Students with learning disabilities.
- Students from lower-income families.
- Students who are sexual minorities.

STEPS TO COMPLETE:

1. Reach consensus that your group wants to do this activity.
2. Call the office of the superintendent in your school district and talk with the communications/public relations person. Introduce your human dignity group, saying that you are concerned about how cuts to the state schools budget will affect your district. Set up a meeting.
3. A small delegation from your group should go (3-4 folks). The meeting can be brief -- 20-30 minutes. Here are some questions to ask:
 - How will the state budget cuts affect the school district? How will the cuts affect class size?
 - What is the drop-out rate in the district today? Will efforts to reduce this rate be endangered by cuts?
 - What does the district see as a fair way to solve the funding issue?

- What would the district want community members to understand about school funding?

4. The purpose of this meeting is to gain information, and to let the district know that there are organized citizens who could be allies on some level. Try to schedule your regular human dignity meeting soon after you meet with the district, so that the larger group can hear what was learned. Brainstorm follow-up steps. But even if all you do is acquire and digest the local impact of budgets we will be better informed to interview this year's candidates for the legislature.

Building Business Alliances



Building Business Alliances



Nonprofit-Business Alliances

Cause related marketing n. (kawz ri láyt d ma'ark ting); the public association of a for-profit company with a nonprofit organization, intended to promote the company's product or service and to raise money for the nonprofit.

An alliance with a business for a specific event or issue is an effective tool for nonprofit organizations to use as an outlet for advocating against hunger and poverty. Nonprofits can seek partnerships with local businesses or national corporations to combine their respective resources in many ways to help meet their needs. **Business-nonprofit relationships are mutually beneficial.** They not only serve to help the nonprofit meet its mission, but they enhance the businesses' relationship with its employees and customers by providing the opportunity to be seen by the public as "kinder, gentler" organizations. It can definitely be a win/win situation.

Benefits to the Nonprofit:

Fundraising Support. In a climate of shrinking public funding and an increasing number of nonprofit organizations, revenue from collaboration with the business sector is attractive. Many corporations are in front of hundreds of thousands of customers every day. Business can serve as fundraising channels for nonprofit organizations, generating funds from the public and their employees, sometimes along with corporate

f i n a n c i a l s u p p o r t .

ADVOCATE

Work with local businesses to plan a fundraiser where the proceeds will be devoted to an advocacy initiative-e.g. providing transportation to take citizens to see their legislators in Washington, DC.

ADVOCATE

Work with corporations who have branches in your community to get volunteers for advocacy initiatives. Bring them onsite for a tour, let them help prepare materials.

Publicity. Nonprofits can also have other objectives.

Partnering with a major corporation or a local business gives the nonprofit's cause credibility and recognition. Partnering with a business that has a strong reputation can increase customer trust in the nonprofit, even if the nonprofit is championing an unpopular cause. It can also lead to increased support of the cause, higher evaluations of the cause's importance.

Benefits to the Business/Corporation:

- Attracting and Retaining Customers
- Market Differentiation
- Outreach to Niche Markets
- Motivated and Loyal Employees
- Reinforced Company Mission
- Community Support

Successful Nonprofit-Business Relationships

Share Our Strength & Walnut Acres Save Our Children & Scholastic, Inc. Habitat for Humanity & Walt Disney, Inc





Your Tool!

This is a space for you to include an original idea for engaging a particular group in advocacy. This toolkit is a starting point, a living document—something that will grow, expand, and continue to develop with time and experiences. Add to your toolbox as you figure out which tools are effective in engaging your community in advocacy.

Resources

We would like to recognize and thank all of the fellow advocates we looked to for inspiration and guidance in creating this toolkit.

Oregon's *Rural Organizing Project* provided inspiration for Kitchen Table Advocacy Activities. See their site for monthly KTA ideas.

<http://www.rop.org/dec03letter.htm>

The *Atlanta Community Food Bank* has developed a terrific educational curriculum that provided guidance in creating the Anti-Hunger Advocate reading list and several clip art pictures and activity ideas.

http://www.acfb.org/projects/hunger_101/

The *Green Festival* provided inspiration for the Kitchen Table logo and structure of the advocacy tool.

<http://www.greenfestivals.com/kitchen.htm>.

The model for the TeamWorks Interactive Book Group was taken from *Hands On Portland*, a volunteer organization in Portland, OR. Contact them for more information about this project.

<http://www.handsonportland.org/>

The example of an Advocacy Alert was taken from the *Oregon Food Bank's* monthly Advocacy Alert newsletter.

http://www.oregonfoodbank.org/research_and_action/legislative_update/

The quote on the front cover is taken from the *Chronicle of Philanthropy* article entitled "Why Social-Services Groups Must Mobilize," By Mark Rosenman, from the issue dated October 16, 2003.