ORGANIZING TOOLKIT



LET THE LITTLE

LIGHT SHINE

A FILM BY KEVIN SHAW





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INTRODUCTION

In the documentary **LET THE LITTLE LIGHT SHINE**, a small but mighty group of parents, students and educators mobilize to fight for The National Teachers Academy (NTA), a top-ranked Black elementary school facing threat of closure by way of transformation into a high school that caters to the neighborhood's newer, wealthier residents.

Bringing to life the famous Margaret Mead quote—Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has—the film's story is a blueprint for community organizing as it follows everyday parents-turned-organizers alongside NTA students and staff as they advocate to keep their school, a community safe-haven, intact.

Organizers gain their experience on the ground. The word radical, Angela Davis wrote, simply means grasping things at the root. Rather than experts in a given social issue, organizers are close to the ground, to the roots of an issue at hand. Organizers often have a personal stake in the issue they are tackling, and gather allies and friends to witness, support and advance their cause.

The NTA organizers join a rich legacy of mobilization for social issues including abolition, civil rights, women's rights, disability rights, workers rights and more in the United States. Like the NTA community, these groups often sprung from the grit, inspiration, anger and experimentation of everyday people seeking a more just and equitable existence. To learn more about this incredible history, THE UNIVERSITY OF WASHINGTON'S MAPPING AMERICAN SOCIAL MOVEMENTS PROJECT offers a comprehensive guide to communities of change in United States history.

Taking cues from the tactics NTA's community used to organize for change, as well as many other groups across history, the following kickstarter organizing toolkit offers inroads for mapping your own organizing campaign through the following guided activities:

ONE: LOCAL HEROES: BUILDING YOUR

ORGANIZING PROFILE

TWO: IDENTIFYING THE ISSUE

THREE: WHO HOLDS THE POWER? MAPPING

TARGETS, ALLIES, CO-CONSPIRATORS AND

KEY HOLDERS

FOUR: CONDUCTING A LISTENING TOUR

FIVE: DEFINING YOUR TACTICS

Learn more about **LET THE LITTLE LIGHT SHINE** and download the Companion Discussion Guide at **LIGHTSHINEFILM.COM.**

This organizing toolkit is in part inspired by and directly adapted from the NATIONAL LATINO COUNCIL'S TAKE ACTION, CREATE CHANGE COMMUNITY ORGANIZING TOOLKIT.



A SPECIAL MESSAGE TO

NEW ORGANIZERS



My dear fellow community members,

First, I want to acknowledge that community organizing to fight against injustice is hard. There will be days when you feel like you aren't succeeding, and the obstacles are too great to overcome. There will be days when you are exhausted, and there will be days when you are so angry at the need to fight all these battles that you just want to scream. However, I want to tell you that it is all worth it, and when it comes to the battle of David versus Goliath, David sometimes wins.

How did you do it? How did you fight back against City Hall and the Board of Education and win? I am frequently asked these questions. The general answer is with a lot of hard work and some luck, but here is some specific advice on how you can build community power and voice in order to effect change:

- least one person who knows everyone and who (frequently) knows everyone's business. They could be a grandparent, a person who volunteers in the school, a security guard, a secretary, a neighbor who likes to sit on the porch when the weather is nice. Find that person. Talk to them. Get to know them as people. Remember that community organizing is about connections and relationships. Build trust with those who have a longstanding and deep relationship with the community and talk about how you can work together to fix what needs fixing. That person will introduce you to others who want to help, and you will build your army from there.
- **2. Plan your outside strategy.** I define "outside strategy" as the public, highly visible pushes against injustice. These include the protests that take place in the streets as well as social media pushes on all

platforms. The goal for the outside strategy is to be loud, to bring attention to your issues and demands, to expose corruption and wrongdoing, and to apply public pressure to those in power. You want to engage the media and to be out in front of the cameras as much as possible when conducting your outside strategy. There should also be an escalation strategy in place-for example, first protest in front of the mayor's house, and if that doesn't work, then get a permit and block a busy street with your protest. If that doesn't work, then disrupt a meeting at City Hall in conjunction with holding a press conference. Engage everyone in your army for your outside strategy. Some people like marching with signs, while others aren't comfortable doing that. The quieter members of your army might be great keyboard warriors, though, so put them to work the social media strategy.

- 3. Plan your inside strategy. While your army is applying external pressure, there should be a small group of people working on your inside strategy. These people can file Freedom of Information Requests (FOIAs) to get access to communications by those in power who are perpetuating the injustice. Find lawyers who will work with you pro-bono or at a reduced cost. Cultivate relationships with friendly journalists who will tell your side of the story. Seek out connections with those who work inside the system who are equity and justice minded. They may be able to quietly apply internal pressure on the system in order to change it, or at the very least, they may be able to slip you some intel now and then.
- 4. Don't give up hope! Fighting against systems of oppression is exhausting and can drag on and on. Our fight to save National Teachers Academy (NTA) took almost two years. Many times, I was almost eaten alive with worry that we might lose. During those times, I leaned on my community to keep my spirits up. The wonderful thing about having an army is that there are many arms to hold you when you feel like you might fall. Be there for each other. Stay fighting, and know that winning is possible.

In the following pages, you will learn more about organizing strategies and ways to build power in your community to support issues you care most about.

Yours in the fight for an equitable and just society,

ELISABETH GREER

Organizer and Film Participant, LET THE LITTLE LIGHT SHINE

WARM UP:

QUOTE EXCHANGE

Swap and discuss the following quotes to generate inspiration, excitement and stoke the fires of change, with words of wisdom from famous activists and organizers from U.S. history and beyond.

"Activism is my rent for living on the planet."

Alice Walker, American writer & social activist

"Do it! What are you waiting on? Do it! Stand up for what you believe in. The world needs your voice. Whoever you are, you have something to say. Say it."

 Kerry Washington, American actress, director, and activist "Start where you are. Use what you have. Do what you can."

 Arthur Ashe, American tennis athlete & civil rights activist

"Human progress is neither automatic nor inevitable... Every step toward the goal of justice requires sacrifice, suffering, and struggle; the tireless exertions and passionate concern of dedicated individuals."

– **Martin Luther King, Jr**., American civil rights leader "I am no longer accepting the things I cannot change. I am changing the things I cannot accept."

 Angela Davis, American political activist & academic "Pick up the battle and make it a better world. Just where you are."

 Dr. Maya Angelou, American poet & civil rights activist

"Do your little bit of good where you are; it is those little bits of good put together that overwhelm the world."

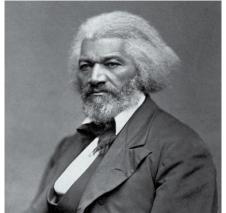
 Archbishop Desmond Tutu, South African Anglican bishop & human rights and anti-apartheid activist "We must always take sides. Neutrality helps the oppressor, never the victim. Silence encourages the tormentor, never the tormented."

Elie Wiesel, Human rights activist and author

"I'm for truth, no matter who tells it. I'm for justice, no matter who it is for or against. I'm a human being, first and foremost, and as such I'm for whoever and whatever benefits humanity as a whole."

Malcolm X,
 Civil Rights Activist





"You may never know what results come of your actions, but if you do nothing, there will be no results."

 Mahatma Gandhi, Lawyer and iconic human rights activist



"Protest beyond the law is not a departure from democracy; it is absolutely essential to it."

Howard Zinn, Author,
 Historian, Activist

"If there is no struggle, there is no progress. Those who profess to favor freedom and yet deprecate agitation are men who want crops without plowing the ground. They want rain without thunder and lightning. They want the ocean without the roar of its mighty waters."

- **Frederick Douglas**, American Abolitionist and Author

"Every crisis, actual or impending, needs to be viewed as an opportunity to bring about profound changes in our society. Going beyond protest organizing, visionary organizing begins by creating images and stories of the future that help us imagine and create alternatives to the existing system."

Grace Lee Boggs,

Chinese-American social activist, feminist, and author.

"Every moment is an organizing opportunity, every person a potential activist, every minute a chance to change the world."

Dolores Huerta, American Labor
 Leader and Civil Rights Activist



ONE: LOCAL HEROES-BUILDING YOUR ORGANIZING PROFILE

"When I started doing community organizing, at first I didn't feel comfortable with that because I was like, I am just a parent who is angry about something. But then I realized, well, really that's what a community organizer is, a person who is angry about something and who wants to stand up and say something about it." – Elisabeth Greer

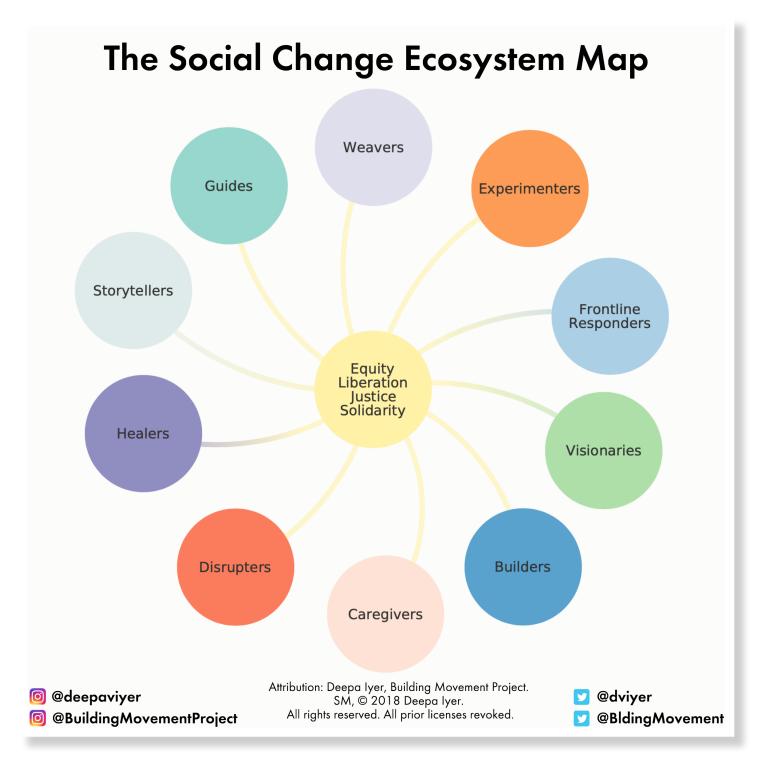
STEP ONE:

Based on this quote by Elisabeth Greer, everyone and anyone with a fire inside and a position to speak on can become a community organizer–everyday heroes who care about their community, and work to change it. Using the graphic below, create your own organizer profile.

MIND: What mental and intellectual skills do I bring to the table? What am I good at that utilizes the brain? How do I identify? Who do I know in my network **BODY:** that could be an ally? What tools are in my How do I best hands? communicate? What skills are at my fingertips? What physical strength do I bring to the table? **SOUL:** What exercises can I Who and what do lead? I love? What are my social roles? Where do I feel my emotions? What issues light a fire in my belly? What books and films have inspired me? What spiritual practices do I engage? What keeps me feeling grounded?

STEP TWO:

If working in a group, share out your local hero profiles. What skills and assets does the group bring as a unit? Share The Social Change Ecosystem Map. Where on the chart do you best fit? Invite your peers to help situate you in one of the following categories. Label your profile with the role that best fits.



Source: BUILDINGMOVEMENT.ORG/OUR-WORK/MOVEMENT-BUILDING/SOCIAL-CHANGE-ECOSYSTEM-MAP/

TWO: IDENTIFYING THE ISSUE

STEP ONE:

What is the issue you want to work on organizing around? Begin by identifying five personal problems you and/or your group struggles with. Then, translate each problem into the issue it belongs to. An issue affects a larger group of people. List as many problems and issues as needed to create a solid bank to choose from. Narrow down to three options by voting as a group.

ISSUE: Larger, communal or systemic expression of problem
Example: Chicago Public Schools have closed an obscene amount of public schools that affect predominantly Black communities

STEP TWO:

Check your three issues for viability. Which will have the most potential to create change? Use the chart below, adapted from the Midwest Academy, to first answer each question in relation to the proposed closure of NTA in **LET THE LITTLE LIGHT SHINE**. Then, apply to each of the identified issues. Review as a group and decide which issue has most promise for lasting change, and is most viable for your group of local heroes to tackle.

Issue One	Issue Two	Issue Three	Will the issue
			Result in a real improvement in people's lives?
			Give people a sense of their own power?
			Alter the relations of power?
			Be worthwhile?
			Be winnable?
			Be widely felt?
			Be deeply felt?

Issue One	Issue Two	Issue Three	Will the issue
			Be easy to understand?
			Have a clear target?
			Have a clear time frame that works for you?
			Be non-divisive
			Build leadership?
			Set your organization up for the next campaign?
			Raise money?
			Be consistent with your values and vision?

THREE: WHO HOLDS THE POWER? MAPPING TARGETS, ALLIES, CO-CONSPIRATORS AND KEY HOLDERS

STEP ONE:

Who holds power-making decisions? Identify key players who can help advance your movement, using the film as case study. Who are the important people in your community to engage in this topic? What do they bring to the table? Are they a target—someone who will need to be convinced and campaigned to/against, or are they an ally who can be leveraged and invited into the fight? Practice by finishing the chart examples as connected to **LET THE LITTLE LIGHT SHINE**, then, begin the processing of mapping your own community.

Institutions:	Individuals:	Describe the Power They Hold	Targets and Allies?
What are the groups and institutions that hold power in your commu- nity?	Who are the specific individuals who hold positions of power in that group or institution?	Decision making, power in numbers, knowledge of issue, etc.	Who can you partner with for change? Who do you need to target in order to make change?
Examples from LTLLS: National Teachers Academy Community	Student Activists Parent Activists Principals and Teachers	Direct experience in and first hand knowledge of impact / personal stake in school community	Principal Issac Former Principal Amy Elisabeth Greer Audrey Chance the Rapper
Chicago Public Schools (CPS)	*Names of actors in film? Need to enter here CPS CEO Chicago Board of Education	Ability to pass propos- als and bills that directly affect school closings	
Prairie District Neighborhood Alliance	President of Alliance Local families Gentrifiers/ new families		

Institutions:	Individuals:	Describe the Power They Hold	Targets and Allies?
Local Government	City Mayor Neighborhood Aldermen		
Stakeholders In Your Community:			

TAKE IT FURTHER: Engage a Liberatory Design Process

Liberatory Design is an approach to addressing equity challenges and change efforts in complex systems. It is grounded in an integrated part of NEP's Leading for Equity Framework, which meshes human-centered design (aka design thinking) with complex systems theory, and deep equity practice.

Learn more about bringing a Liberatory Design Process lens to your organizing work at **THE NATIONAL EQUITY PROJECT WEBSITE**.

FOUR: CONDUCTING A LISTENING TOUR

When Principal Amy Rome joined National Teachers Academy, the local community advised her, "in order to make this school work you've got to get with the community, open up the doors for the families to come in." Audrey Johnson, an NTA parent, employee and longtime community member, organized community walks, introducing the Principal to various stakeholders in the neighborhood.

Listening Tours are often utilized in company contexts to help leaders understand their work community, but the questions are easily applicable to organizing. Who do you need to listen to in order to create a supportive environment for organizing around your issue? Use the following questions to develop a list of people to deeply listen to, and then, develop a list of questions to help guide your conversations. These questions below, adapted from 21 LISTENING TOUR QUESTIONS from an organizational context, provide a basis to begin the process. Answer the questions below, and feel free to add more of your own:

BEFORE THE LISTENING TOUR:

- What is most perplexing and frustrating about [issue]? What don't we understand... or wish we could figure it out?
- What's the 'elephant in the room' regarding [issue]?
 What do people think, but don't talk about openly?
- With this in mind, what are three good, open-ended questions we could ask to get people talking (and thinking) about [issue]?
- Who will we talk to? Who is involved in [issue]? Who
 has the most to say about [issue]? Are there folks
 who are often overlooked? How can we include
 them?

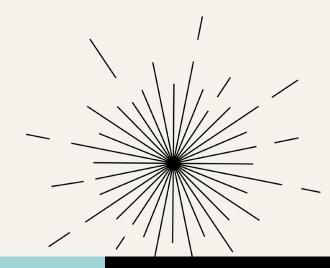
GOOD LISTENING TOUR QUESTIONS:

- How have you been affected by [issue]?
- What's most frustrating or difficult about [issue] for you?
- When did we get [issue] right? Tell me about a time when [issue] wasn't an issue.
- Who handles [issue] really well?What do they do that makes them stand out?

- In your opinion, why is [issue] important?
- What's the thing people in power don't get about [issue]?
- What would you do about [issue] if you were in charge?
- What's your role in [issue]? What do you need to change to address [issue]?
- Who has the biggest influence over the way people think and feel about [issue]?

AFTER THE LISTENING TOUR:

- How did it go? How many conversations did you have?
- How did people react? What did you learn from the way this went?
- What did people say? What stood out to you? What themes did you notice?
- What could we change about the way we work in order to change the way people think about this issue? We're too busy for any new or extra work... what are we already doing that we could do differently?
- What other questions do we have? What else do we want to learn about [issue]?
- What new assets, allies and targets have we discovered in this process?



FIVE: DEFINING YOUR TACTICS

PROTEST

In **LET THE LITTLE LIGHT SHINE**, we see NTA allies organizing into multiple protests that infiltrate various settings, mostly targeting local politicians at City Hall, Chicago Public Schools steering committee meetings and in front of Mayor Rahm Emanuel's house, where Elisabeth Greer reads the following script into a microphone:

"Forced eviction of our high achieving students is a result of a political ploy by Rahm to court his wealthy white voters. I'm not here to speak about how the closing of all the public high schools in Englewood is the result of systemic disenfranchisement that paved the way for gentrification. Instead I am here to give Rahm one simple message. This latest round of attempted school closings marks the end of your term in office."

Analyze this protest tactic using the following questions:

- Why did they choose this location to protest?
- Who was present at the protest?
- Who was most equipped to speak?
- What is the power of Elisabeth saying what she is NOT speaking on?
- What is the power of Elisabeth's "one simple message?"

Determine your own protest tactics using the following questions:

- What are the most effective potential locations to hold your protest?
- Who needs to be at the protest, and how can you get the word out?
- Who was most equipped to speak out at the protest?

- What key points are you speaking on in relationship to your issue?
- Can you boil this down to one simple message?

At the protests, notice the use of visuals and posters. Your simple messages might also make excellent sign cards that can be held up. If protesters aren't on the microphone, this is another way to show support and voice.

FURTHER RESOURCES FOR DEVELOPING PROTEST TACTICS

Writing Your Protest Speech

- Speaking at a rally? Here's how to make it count. by Rob Cottingham
- Preparing Testimony by the National Parent Teacher Association
- Six Tips for Writing a Persuasive Speech by Time magazine

Design a Compelling Protest Poster

- How to design a great protest sign by Matthew Price
- Research protest poster art with links curated by Cultural Politics
- Get inspired by Amplifier Art's visual campaigns

Learn Out of the Box Creative Protest Options

- A Mini Guide to Creative Protest by the Boston Institute of Contemporary Art
- 11 Creative Protests That Took Things to the Next Level from Global Citizen
- <u>Learn about 13 protests that changed the course of history from LiveScience</u>



MEDIA LEVERAGE

Elisabeth Greer speaks in front of the National Teachers Academy (NTA) to invited press about a lawsuit being filed to protest the closure of NTA. The media can be a powerful ally in the dissemination of a message; elevating the issue to a broader community. Choosing to share this news at the 8th grade student graduation was a powerful tactic for showing the power, pride and success of the school community.

How can you leverage media attention for your issue? Use the following questions as a guide:

- Who in the media do people in your group have personal connections to? News anchor? Journalist? Editors?
- What is an event you can anchor a demand or action around?
- Do you need to create a community action?
- What local media can you invite, and how will you use the coverage to your advantage?
- Is there a story you can pitch to local media, inviting a journalist into your fight?

Further Resources for Leveraging Media:

- Working with the Media by the National Parent Teacher Association
- Op-Ed Writing: Tips and Tricks from the Op-Ed Project
- The Guide on How to Pitch Media from Publicize.Co



EXAMPLES OF OTHER

ORGANIZING AND ADVOCACY TOOLKITS

The successful litigation in the film came directly from a community connection. Who in your local community can provide other answers? What other tactics do organizers use? The following resources offer a variety of entry points into an array of options for making your voice heard.

Dive deeper by reading the following guides and mapping the best organizing tactics to add to your roster:

REAMP GRASSROOTS TACTICS AND PLANNING

GUIDE: A thorough guide to various tactics organizers can use to forward their campaigns. RE-AMP is an active network of over 170 nonprofits and foundations across eight Midwestern states working on climate change and energy policy with the goal of reducing global warming emissions economy-wide 80 percent by 2050.

POWERSHIFT NETWORK'S CAMPAIGN PLANNING

401: Tactics and Escalation: Know the difference between service-based, education-based, and changebased campaigns, Understand the three types of power (power over, power with, and power within), Understand the components that make up a strategic campaign, Understand the difference between tactics and strategy, Learn how to plan strong long- and short-term campaign goals, Learn how to use the spectrum of allies tool, Understand the theory behind mobilizing allies to build power, Learn the components of a strong tactic, Understand how to plan escalating tactics in a campaign, Know the difference between tactics and strategy, Learn how to work backwards on a timeline to plan a campaign.

SECRETS OF A SUCCESSFUL ORGANIZER: EDUCATORS TRAINING GUIDE: Produced in

partnership with Labor Notes, this Trainers Guide has been customized to use school-based examples; and focuses on three key modules in the Secrets of a Successful Organizer book: "Beating Apathy", "Assembling Your Dream Team", and "Turning an Issue into a Campaign"

C40 FUNDAMENTALS OF ORGANIZING TOOLKIT:

A basic primer on What is Organizing, One-on-One Conversations, Issue Identification, Mapping the Workplace, Bargaining Issue Campaigns, Campaign Planning, the Campaign Debrief, and Organizing for Community Support.

NATIONAL YOUTH RIGHTS ASSOCIATION: Even though most young people can't run for office or even vote, we can make a difference in our schools and communities. Whether you are fighting the drinking age, your local curfew, dress codes, or other ageist policies and institutions, the pages of the NYRA Activist Toolkit can help you strengthen your activist muscles and build

DEFENDING THE EARLY YEARS mobilizing toolkit for parents and teachers concerned about: What's Happening in Our Early Childhood Classrooms (Preschool through 3rd Grade)?

PARENT TEACHER ASSOCIATION Advocacy Toolkit: This toolkit is designed to help child advocates speak up for the health and wellbeing of all children. Use this resource for everything from writing your legislators to scheduling Capitol Hill visits-even to reach out to the media.

BLACK LIVES MATTER organizing and activist toolkits for black community, non-black POC and white allies.



ORGANIZATIONS

AND RESOURCES TO LEARN MORE





POV's LET THE LITTLE LIGHT SHINE: Dive Deeper Reading List, view here PBS.ORG/POV/WP-CONTENT/ UPLOADS/2022/11/LET-THE-LITTLE-LIGHT-SHINE-DELVE-DEEPER-1.PDF

THE UPROOTED PROJECT is a joint initiative of faculty with The University of Texas School of Law and the Community and Regional Planning Program at the University of Texas at Austin. The Project aims to support more equitable and inclusive development in Texas cities by increasing awareness of what gentrification is, where it's occurring, and the best policy interventions available in Texas.

THE UNITED NEIGHBORS IN DEFENSE AGAINST DISPLACEMENT is a coalition of community collaboration formed to prevent the displacement of residents in South Central Los Angeles and to improve the health and economic well-being of low-income communities of color through responsible development.

CONGRESSIONAL BLACK CAUCUS FOUNDATION

seeks to advance the global Black community by developing leaders, informing policy and educating the public. We bring together subject experts, industry leaders, elected officials, students and concerned citizens to engage in meaningful dialogue and incite positive change.

DIVERSITY WITHOUT DISPLACEMENT: Lessons from Gentrification for Integration in a Changing Racial/Ethnic Contect. Research by Diana Cordova-Covo examines the experiences of Black and Latinx families across New York City to explore routes to prevention of cultural displacement as City schools undergo seismic demographic shifts as a result of gentrification.

UNIDOS US: Latino Housing Policy Priorities fact sheet illustrates the priorities of Latinos in the housing market including barriers to homeownership and gentrification induced displacement. It is intended to serve as a resource to policymakers and stakeholders.

STRATEGIC ACTIONS FOR A JUST ECONOMY (SAJE):

Since 1996, SAJE has been a force for economic justice in Los Angeles focused on tenant rights, healthy housing, and equitable development.

CHICAGO HOUSING INITIATIVE is a coalition of eleven community organizations working directly with low-income renters in the city of Chicago who came together to forge a citywide organizing vehicle for low-income families, seniors, and people with disabilities to increase our social, economic, and political power.



THE NATIONAL LOW INCOME HOUSING COALITION

is dedicated to achieving racially and socially equitable public policy that ensures people with the lowest incomes have quality homes that are accessible and affordable in communities of their choice.

NATIONAL URBAN LEAGUE - For 110 years, NUL has been collaborating with community leaders, policymakers and corporate partners to elevate the standard of living for African Americans and other historically underserved communities.

THE ALLIANCE TO RECLAIM OUR SCHOOLS (AROS) is

an unprecedented alliance of parent, youth, community and labor organizations that together represent over 7 million people nationwide. We are fighting to reclaim the promise of public education as our nation's gateway to a strong democracy and racial and economic justice.

EMPOWER DC has been advancing racial, economic and environmental justice by investing in the leadership and organized political power of DC's lowest income residents and communities.

COMMUNITY MOVEMENT BUILDERS (CMB) is a Black member-based collective of community residents and activists serving Black working-class and poor Black communities. CMB emerged out of a need to respond to encroaching gentrification, displacement and overpolicing. CMB organizes in Atlanta, Detroit, and Dallas to bring power to Black communities by challenging existing institutions and creating new ones that our people control.

THE OAKLAND REACH hits the streets in the most underserved communities to organize and mobilize parents of children attending our lowest performing schools and so much more.

THE CONGRESS OF COMMUNITIES improves the quality of life for Southwest Detroit residents by working to improve multi-organization collaboration so that individual organizations can be more effective.

MILE HIGH CONNECTS is a broad partnership of foundations, community nonprofits, and businesses in the Denver region focused on preventing gentrification and displacement while supporting thoughtfully-designed, transit-rich neighborhoods.

RIGHT TO THE CITY is a national alliance of more than 90 community-based racial, economic, gender & environmental justice organizations growing grassroots power to halt gentrification and displacement, and build democratic, just, and sustainable communities.

JANE PLACE NIEGHBORHOOD SUSTAINABLITY

INITATIVE is a Community Land Trust and housing rights organization committed whose mission is to transform unjust housing policies, discriminatory practices, and inequitable development schemes by engaging in strategies that create permanently affordable housing, advance tenant rights, expand housing security, and uphold equitable housing patterns and land use planning.



CREDITS AND ACKNOWLEDGEMENTS

For more information about **LET THE LITTLE LIGHT SHINE** and to download educational materials, including the Discussion Guide visit **LIGHTSHINEFILM.COM**.

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