Transcript: Harnessing Community Organizing to Enact Alcohol Policies

Presenter: Traci Toomey
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REBECCA BULLER: Good day, everyone. We'll get started in just one minute. We're looking forward to a great time together during this webinar, with Traci Toomey.

And I want to welcome everyone to the webinar today, "Harnessing Community Organizing to Enact Alcohol Policies," with Traci Toomey. This presentation was prepared for the Great Lakes PTTC under a cooperative agreement from the Substance Abuse and Mental Health Services Administration, or SAMHSA. The opinions expressed in this webinar are the views of the speakers and do not reflect the official position of the Department of Health and Human Services or SAMHSA.

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And now, I'd like to introduce Traci Toomey. She's a professor at the School of Public Health and serves as the Director of the Alcohol Epidemiology Program at the University of Minnesota. Her research focuses on the prevention of problems related to use of substances, including alcohol, tobacco, and marijuana. Much of her research has addressed underage alcohol use and over service of alcohol. Dr. Toomey earned her PhD in epidemiology from the University of Minnesota. And I'll turn things over to her.

TRACI L. TOOMEY: Thank you, Rebecca. I'm really pleased to be here again this week to talk about community organizing. And the title is, "Harnessing Community Organizing to Enact Alcohol Policies," but really what we'll be talking about today is really relevant to doing work in a variety of different public health areas. My example will be from the alcohol field, but I hope that you'll see that there's application for your work outside of alcohol control, if you're working in other areas as well.

So I want to share my slides and get us going. This, I have to say, is one of my favorite presentations to give. I give this presentation in one of my classes every year. And I also am a guest speaker often in another class and talk about community organizing.

It's something that I learned about when I was a student. And many of my friends are community organizers. And it's just, I think, such an important part of the work that we can-- or important tool or method that we can use in public health to effect real change. Along the way today, if you have questions, feel free to put it into the Q&A. And stop me. And I'm happy to answer questions as we go along.

So in public health, our goal ultimately is to improve health. And if we were all in person, I would just be like, well, how many of us went into the work that we did to get nothing done, to improve no one's health? And of course, no one would raise our hands. I mean, we all put a lot of effort and time and a lot of ourselves into trying to improve our communities-- improve the health of people in our states and in our country and broader.

And so we really want to think about, how are we most likely to have the effects that we hope to see in terms of health improvements? Those of you that maybe saw me present last week or the week before will recognize a theme here, in that I really believe that if we're going to create population levels of change and really change rates of problems in our communities and our states, that we really have to change the broader environment that contributes to alcohol use, or problematic alcohol use, or any other types of behaviors or problems that we're maybe addressing as public health workers.

And to change that environment, whether it's excess access to a product or access to health care, really, we have to think about changing policies. And typically when we think about policy, we're thinking about a formal government body, like a city council or state legislature or Congress. But it also can be at an institutional level. And we'll talk more about that.

And once we get policies in place, on the books in terms of statutory language or an ordinance, we have to remember that there's also regulations. So the bureaucracies, whether it's working with health departments or the Department of Public Safety, that some of these agencies are designed to implement the policies.

And we can look at what's happening at that implementation stage and work to create changes that are going to be more likely to be effective at that level as well. We also have to make sure that there's enforcement, whether it's law enforcement or licensing or some other body that has the authority to apply some type of consequence for lack of compliance with the policy, or some type of incentive to promote the likelihood that people will comply with a policy.

And then we can do things like just improving the physical environment. So if we think outside of alcohol control, it could be doing work to make sure that our playgrounds are as safe as possible for kids, so that we decrease the likelihood of injuries occurring. So there's a lot of work that we can do, that requires changing decisions that are being made in our communities and our states-- that require kind of key decision makers to maybe give resources towards doing something-- or, again, put some type of barrier or control in place.

I've already made this point a couple of times, that the level of change can happen at the federal level, state level, local level, and institutional level. So institutional levels-- I'd just like to emphasize this. It can be schools, universities, worksites. I want to use the example of community festivals later in this presentation. And that could be institutional policy change, as well.

And as I said, with implementation, we want to make sure that people are aware that the policy exists and that it's enforced. And so when we're thinking about creating the changes, I just emphasize this because so often historically so much work has been put into getting the policy passed. And then we kind of think we're done, and then no one's aware of the policy. No one faces consequences for lack of compliance. And so it's a policy on the books, but it's really not a policy in practice. And so we always want to make sure that we continue to do the advocacy work to get policies in place, but then also to make sure they're fully implemented afterwards.

So as we identify these changes in the environment, whether it's policies or enforcement or some other type of implementation process, we have to think about, well, how are we going to make that happen? How are we going to influence the key decision makers to make the decision that we want them to make?

And I've been doing some type of training related to community organizing for many, many years. And I can't tell you how many times I've been asked for the manual, or, what's the curriculum for doing this type of advocacy work? And one of the challenges is that there are guidelines. There are stages of doing some of this work. There's trainings that are out there. But it isn't a curriculum in like a programmatic curriculum, where it's you do this, and then you do this, and then you say this, and you introduce the topic like this.

Because you really have to think about the strategies and the methods that are appropriate for wherever you're trying to create the change. So what might work at the University of Minnesota may not be the strategies that are needed, or the same method that's going to be effective at Mankato. Or what works in the city of Minneapolis, in terms of specific strategies that are used, may not work in Saint Paul.

So you have to think about the context in which you're doing this work. And again, there's some steps or stages and some methods and techniques that we use when we're doing advocacy work-- some tools that we use. But you have to think strategically about when to use them-- and even what solutions that you're proposing because it may vary, again, by the context in which you're doing the work.

And I think it's really important as we think about doing advocacy work, whether it's community organizing or another type of advocacy-- we're going to talk about those-- but to recognize, who's the best person to do that work? And I've seen over the years that sometimes we think it can just be somebody that has a little free time in their schedules, or a volunteer that maybe is interested in a particular topic. Those individuals may or may not be right. We have to think about the personality. You have to think about if they're strategic thinkers.

So you need to think about, if we're trying to navigate a political climate, who's going to be comfortable working in this very political arena? And so some people are better at education, which is really important. And some people are going to be better kind of in this political climate.

And so we have to think about ourselves-- am I the right person for it, or should be hiring someone to do that? If we have a volunteer that has a lot of passion for a topic but they're really interested in education, maybe we think about how to use their passion in a way that supports the policy work-- and find those people that can think strategically and are comfortable with conflict and moving things forward.

As we're thinking about making policy changes or enforcement changes, we have to think about the fact that policy makers and other key decision makers are influenced by many different individuals and entities. So certainly, if they're elected officials, they're going to be influenced to a great degree by their constituents, particularly if they want to continue to be in office.

So it's really important, if you're a constituent, that you let a decision maker know that you are their constituent when you're communicating with them, because that's influential-- and/or mobilizing other constituents to let a policy maker know of what's wanted. So that's part of that organizing-- bringing together constituents to put pressure on a policymaker.

We also know that money talks. And so donors certainly can have influence. And certainly, anyone that has financial resources can be an influencer by donating some level of money. Oftentimes in public health that's not the strength that we bring. So we often are focusing on people power. How do we harness the power of a large number of people to put pressure on key decision makers versus money? But we have to acknowledge that there are individuals and entities out there that have more money, and they do have influence.

We also know that there are special interest groups, including businesses, nonprofits. Some of you, probably, who are here today probably are part of nonprofits that are influential, or part of issue-oriented groups. In fact, I was on the board of directors of Mothers Against Drunk driving-- great example of a nonprofit organization that is issue-oriented, focused on drinking and driving. And they've been very, very influential and continue to be influential today.

Sometimes policymakers and other decision makers are influenced by a crisis. So I had a strategist that would come to my class a lot. And he would talk about the 35-W bridge. When that collapsed, there was an incredible sense of urgency.

We need to fix this main artery that's in the Twin Cities area. That needs to be fixed. And so it was very quickly decided that there's money available and making a decision about the contract and moving it forward. So if there's a crisis, that can make people make decisions more quickly and drive the direction of that decision.

Relationships with lobbyists-- lobbyists can be very influential. And so in my class, I talk about, well, what is the image that people have of a lobbyist? And maybe in the chat, people could just kind of put-- I can't see the chat. So maybe [? Alyssa ?] or Rebecca or Jen, one of you could read it.

But just, what are the words that come to mind when you think of a lobbyist?

REBECCA BULLER: This will be fun.

TRACI L. TOOMEY: Yeah, just put it in the chat. What comes to your mind if you think about, who is a lobbyist and what are--

REBECCA BULLER: A lawyer, money, smooth talker, somebody from alcohol industry-- informed, big interest, money, power, influence-- controlling, bossy, salesperson, lots of money.

TRACI L. TOOMEY: Yeah. Yeah, so those are the same types of descriptors that my students come up with, because that's what we see on TV. That's what we read about, especially if we think about in Washington, DC-- you know, slick. I think of the suits, right? And in fact, I'll let you know that I taught a legislative advocacy class for many, many years. And one of my former

students is now teaching it. And many of my former students became lobbyists, working for public health organizations.

And they look like your typical public health person. And they are often soft spoken, and they're just very effective at building relationships. And they're advocating for public health policies. And so I try to kind of recreate the image of what lobbyists look like. And there are some of those that meet our descriptors, and then there's some that are much like us, just doing that kind of work.

I'm going to talk a little bit about what lobbying is at the very end, if there's time. But lobbyists, if they're effective, they're building relationships. And they are going to be able to have influence because they have those relationships. And then of course, we also can influence policy makers through media coverage, whether it's social media or traditional media, and just polls and public opinion-- and again, maybe what their constituents want.

So this is just a partial list. I'm sure there's many other influences, but these are key ones that are relevant to our discussion today.

When we're talking about advocacy, advocacy is really about building relationships with stakeholders. So it's not just for the lobbyists, it's really all of us in public health. It's building relationships with key decision makers. It's building relationships with law enforcement, building relationships with staff in departments of public safety. It's building relationships with each other and engaging our stakeholders-- and identifying supporters who are willing to engage and advocate in support of legislation.

And so we'll talk about that. Again, there's lobbying and then there's just getting information out there and building the momentum to create some of the environmental changes that we want.

When we're talking about advocacy campaigns, these are four that I'd like to talk about. One is grassroots community organizing, which is going to be the primary focus of what we're talking about today-- coalition building, which has a long history in public health. And then I have a few slides. Because, again, I think these are important things. I talk briefly about them in my classes, so I kept these slides.

And if we run out of time, you can at least take a look at the slides after today's presentation. But those are all approaches that kind of complement each other in terms of a large, overarching advocacy campaign.

So the first poll that I have-- poll number one-- is just-- I'm curious. Who's participated in any of these types of advocacy campaigns-- part of a coalition, organizing campaign, lobbying effort, or media advocacy campaign, or nothing? Check all that apply.

REBECCA BULLER: We're at about 75% participated.

TRACI L. TOOMEY: OK. We'll just give like 30 seconds, or a few seconds. If you haven't voted yet or filled out the poll, if you could do that-- a few more people are completing it.

OK. Let's end the poll here. Rebecca, if you could share the results. So not surprisingly, 68% of all of you today have been part of a coalition. That doesn't surprise me. Because again, that's a very frequently used method in public health, or in a variety of different work that we are all interested in. 29% have been part of community organizing campaigns.

Lobbying-- again, probably not surprising, much less. And glad to see that 28% have been part of a media advocacy campaign. So those of you that have done some of this work along the way, if you have something to add, feel free to add it into the chat-- or we can also potentially let you talk, if you have something that you think is really critical to share.

So I'm going to start talking first about grassroots community organizing. So it's really important that when we think about doing any type of advocacy work that we think about collaboration. Problems are not going to be solved by one program, one policy, or a change at one institution. It's really going to take a large number-- I shouldn't say large number. That sounds too frightening. It's going to take multiple changes at multiple levels to systematically drive down rates of problems.

To create these multiple changes, it really requires multiple voices and skill sets. And as I said, we don't typically have tons of money in public health, we have people power, or organizational power. And to build that power, we have to bring individuals together and organizations together. It's unlikely that one person or one organization is going to have enough influence to create any change, let alone changes in multiple levels and multiple targeted endpoints.

So we need to figure out how to, again, mobilize and bring people together. So that collaboration is really, really important.

I'd like to really emphasize this point, that collaborations are incredibly important, but they are not the goal or the endpoint. Collaboration is a means to achieving a significant change. And I emphasize this because I've been around a long time. And I've been parts of groups that like to meet and share with each other and feeling good-- collaborating, right? But nothing happens to move forward to, again, create the change that we're all hoping for.

I've seen recommendations coming from NIH, where it's like one of the things they say is, reduce underage drinking. And they'll list a series of policy changes or strategies that could be used. And in that list, it will also be for college campuses to have a task force. I was part of our university's task force

for many, many years. And again, we just met, and we didn't really create changes.

And so it's keeping that in mind, that it's not like a checkbox-- oh, I got a task for my task force, or I got my team together-- we're magically going to improve everything. It's really thinking about, how do you bring those people or organizations together? How do you stay on track to move to action? And we're going to talk more about that as we work through these slides.

But I want to open up poll number two, just because I'm curious, how many of you like to be part of groups that only give reports to each other and really don't make any real change?

So I think we can share at this point. We've got a few more jumping in. So the vast majority of all of you that are here today don't really like being part of something that doesn't create change. Now, it can be helpful to get together and share. I'm not saying you can't share. But sometimes we could just share by sending out an email update, right? If you actually have people, whether it's virtually or in person, but especially in person, drive someplace and take the time to go there-- but even virtually. We're all on Zoom or on some other platform-- virtual platform-- a lot, and we get tired and fatigued.

If we're going to take the time to get together, it can be really frustrating to give up that time and feel like we're just doing the same thing over and over again. And at some point, you might say, well, why do I keep attending?

So if you're holding meetings and you're not figuring out how to move it forward, you probably risk having people drop out. I certainly drop out. If I find out something's not moving, I'm busy, I'm going to stop going.

The best way to attract people to your work and to your campaign, to join the cause, is to be taking action. So it's really important that we're not sitting waiting for other people to join before we take action. By taking action, you're going to get other people to join your efforts. And you're going to keep and retain people, because people want to feel good about their time. It's valuable time.

So I'm really putting a challenge out to anyone here who is in charge of running meetings and groups of people, that you figure out how to help that group be successful in moving forward strategically to try to create change-- and celebrate those changes as they happen.

So let's talk about grassroots organizing, or direct-action community organizing. So one definition of grassroots community organizing is that people are brought together to act in their shared self-interest.

So self-interest is a really key concept. So self-interest means-- it could be kind of like what I value. It can be what drives me to do something. It's what I

care about, what I have passion about-- that there's some reason for me to be involved.

And the other key feature of grassroots community organizing is that the people who are directly affected by the problem take the action to solve it. So it's not about professionals coming in and solving everything for a group of people. It's about building the leadership among those people that are affected so that they can identify the solution to the problems they want to solve and take the action to solve it.

So community organizing is about collective action. So again, bringing groups of individuals together to put pressure on key decision making. I put external pressure because that's really key. So when you're thinking about organizing and bringing individuals together, many would recommend not putting key decision makers-- incorporating them into the decision-making body of the group that you're organizing. Because again, they're influenced by a lot of different other organizations.

It doesn't mean you don't talk with them. It doesn't mean you don't talk to the alcohol industry, if you're working on alcohol control. It doesn't mean you don't reach out to others. It just means that you're having a group of people brought together that are going to be the decision makers for this work. And they're going to put pressure on.

And it's external pressure, so that it's not trying to put pressure on someone that's inside that inner circle. That inner circle plus their base of support is putting pressure on a decision maker. Sometimes those key decision makers are totally on board with you, and it's all great. And then sometimes, you're going to have to figure out, how do you exert more pressure to push them to make a decision that you want them to make?

Community organizing is about being community driven. So again, the problems are identified by the community, and the solutions are driven by the community. And they should be appropriate for that community.

So again, you have to think of that context. What is the problem that needs to be solved? What are the potential solution? Which solution is the best fit for that community, or that population? Which solution is politically feasible? Which solution is just viable at that particular time?

As I mentioned in the previous slide, it's about building leadership skills. So a really good community organizer, again, is identifying people in the community who have a self-interest to work on a given issue, and working with them to give them the confidence and the skills to do the work-- the advocacy work.

So if you're doing a community organizing campaign and you're the organizer, and you're the sole spokesperson for that effort, I would argue that you're not

fully doing the organizing work because you're not building that leadership-- because the voice is. You help it. You influence the messaging. But the voices should still be coming from the community.

The work is also about being strategic and action oriented. So it's doing steps that are not just activities, but rather activities that are put together in a strategic way, moving towards some type of policy change. And the focus is really on taking power. And sometimes when I'm in person and I talk about, let's seize the power, people get sometimes uncomfortable with that.

But there's a lot of people that have power. The alcohol industry has power. A lot of the people with money have power. I'm talking about harnessing the energy of people to take back some of that power, to say, these are the changes that this community wants-- and demanding those changes and using that collective power to influence the likelihood of the change coming about that they want.

I also had mentioned that there's some recommended key steps, or stages that are part of direct action organizing. These are the six steps that the Midwest Academy has used for many years, where people identify a problem, the organization turns the problem into an issue-- so an issue that's solvable.

So you might care about underage drinking, and you may care about where kids are getting access to alcohol. And you find out that, oh, they're getting it at parties. Well, then a solution may be to have social-host liability implemented in your community.

And so then your group is going to develop a strategy to try to get social-host policies in place. And so you're going to have to figure out step four, which is bringing people together to face the decision maker-- in this case, maybe the city council, or alderman, or local-level decision makers. You're going to present the case, the problem, and the solution, putting pressure on them to pass it. They're going to react. They're going to vote a certain way. And then you either have won, you regroup, or you go on to the next campaign.

So that's one model. I'm going to talk about another model that I've been connected to as part of a few different projects. But you'll see that the stages are named something else, but they're very similar.

So the first step is just assessing the community. What's the problem? What needs to be fixed, and looking at that specific community. Building a base of support. Finding the individuals that have the strongest self interest to focus on that issue and the potential problem and solution, or help identify it. And who's going to not be a necessarily part of the day-to-day decision making, but are there to lend support to build that pressure.

You're going to continue to expand that base of support. The group that you bring together, that inner circle-- I like to come an action team-- they develop the plan of action, to figure out, what is the plan to get the solution in place?

And then they're going to implement the action plan. And then you're going to, ideally, maintain this ongoing effort. Because again, underage drinking isn't going to be solved just by passing one social-host policy. So how are you going to create ongoing effort and institutionalization to continue this work?

And then, ideally, you would evaluate the efforts along the way. And both of these models look linear, but it's important to understand that you're often going back to earlier stages. You're continuing to do assessments, continuing to expand the base-- identifying other people to come in to that inner circle, that action team.

And sometimes, you have strategies and you try and they don't work, and then you regroup. And then you're going to have to think about other strategies to try to move your issue and propose policy solution forward.

The role of the organizer in the organizing efforts is so absolutely critical. That person really should be adept at building relationships-- be adept at conducting community assessments. Here, I label it a strategy team. That's the other term that's often used-- so an action team or a strategy team.

So they identify those people that they think are going to be really passionate and effective at moving something forward. They're really good at building that leadership among the community members. And ultimately, they help the team be successful. They're in the background, helping to make sure that everything is moving forward. And they help the team be focused, action oriented, and strategic.

So the organizer is really key in making it all happen, even if they may not be as visible to the public. So many years ago, there was a community organizer in Minnesota that did a lot of work around tobacco control. And I got to know him. And he was just a really soft spoken, quiet man. And he was just so effective.

And his team was very successful in getting some of the early smoke-free policies in place at the local level. And his team was being recognized at an event. And I was just kind of sitting in the background, and I was just watching him. And he was going over, and he talked to this person here, and he talked to this person over here and then this person and this person.

And when his team got called up for the recognition, he didn't go up on the stage. It was his team that went up. And what I realized is he was doing that organizing work even at this recognition event, making sure that they all knew to go up and that they all knew what to say-- and felt comfortable doing that. And the spotlight wasn't on him. It was on his team.

But it was clear, if he hadn't done some of that work-- they might have been fine at the recognition event. But it was very clear how he does that organizing work and supported his team in the background.

I want to stop. Are there questions that have come up for anyone so far, before I go into my example?

REBECCA BULLER: Not seeing any in the Q&A, but would some of them like to pop one in quickly? I'd be happy to address it. Nothing so far.

TRACI L. TOOMEY: OK, then I'm going to keep going. But again, stop me if you have questions.

So this is a project that I worked on years ago. So it's an older project. I'll be upfront about that.

But I still use it because I think it's a really great example of a very straightforward yet complicated one-year community organizing campaign. So it was focusing on preventing illegal alcohol sales at community festivals.

And it was a demonstration project. And so it's going to help me to kind of highlight some of these stages, that I was just talking about.

So it was called Changing Alcohol Policies at Events, or CAPE. And we randomly selected four communities that had community festivals. And keep in mind those festivals are just-- every community has it, right? It's a one or two, maybe three or four-day event, where there might be art booths and parades and rides for the kids. And oftentimes, they also sell alcohol.

And so we've just randomly selected four community festivals, that exist in different communities. And we hired two community organizers. And so each organizer focused on two of these randomly selected festivals.

When we talk about assessing a community, it can be a variety of things. It can be collecting data. It can be doing surveys of individuals, focus groups, community observations.

And so that's one part of it, is collecting just, what is the problem? What are the specific issues that might help address the problem that you're focusing on?

There's also power mapping. And power mapping is understanding, who are the key decision makers? Who has influence over those decision makers? What is kind of the interconnection across kind of the power brokers or the leaders in a community, or in a state-- and just kind of understanding those connections.

And then there's something called one on ones. And I'm going to talk more about one on ones. But I do want to make the point with this particular project that we did collect data but, it was prior to this one-year organizing demonstration project. We had gone out and looked at the likelihood of illegal alcohol sales at community festivals in Minnesota.

And we found that 50% of the time, they were likely to sell to someone that was underage, without checking age identification. And 89% of the time, they were selling to someone that looked obviously intoxicated. So both were illegal sales in Minnesota.

And often, we found that they were volunteers that were doing the service. And some of the volunteers were told, your job is just to get as much alcohol out there as possible, because it's a fundraiser.

And so we knew that there was a problem with the likelihood of these illegal sales. But that was the only type of assessment that we had done ahead of time. So we hadn't done anything with power mapping. We hadn't done anything with these one on ones.

So let's talk about, what are one on ones? This is an absolute essential part of community organizing. These are conversations with individuals throughout the community.

So at least in the beginning, the community organizer is going to set up meetings with a variety of people throughout a community, or an institution, or wherever you're doing that community organizing work. And it's not about just collecting data. It's not going out and doing an interview or doing a survey. It's having a conversation where information is shared back and forth.

So the community organizer is going to learn about the concerns of the people they're talking about, or what motivates them? What are they passionate about? What are they concerned about? What are their self-interests?

So they may sit down with somebody and find out that they're really concerned about underage drinking because they have a 16-year-old, and they're worried about the safety of that 16-year-old. Or they may-- this came up with one of my colleagues. It may be someone who lives in Prospect Park, where a lot of university undergraduates live.

And maybe there's a lot of underage drinking parties. And maybe they have a baby, and those underage drinking parties keep waking up the baby because they're so loud. And so they care about underage drinking because they want to get rid of those underage drinking parties in their neighborhood.

A community organizer may learn that someone is like, well, my self-interest is that I own a bar. And so I care about kids, but I also care about whether my

bar survives or not. And so it's really collecting information about individuals that you might put in a database and kind of say, OK, this person's a likely supporter, this person's not.

But it's also the organizer explaining why they are meeting with that person. If they were funded to work on underage drinking, it would be up front to say, this is why we are funded to focus on underage drinking. And it's a two-way street. And so the idea is that there's some connection that is built.

And then the organizer is also thinking, OK, this person-- ah, this person might actively fight against this issue. Make note of it. This person might be a great person to be part of that action or strategy team-- that inner circle.

This person, maybe not for that action team, but maybe they are part of that broader base of support. You can call on them to call on their city council member, or to come to a city-council meeting, to show that there's really strong support for a given issue.

REBECCA BULLER: Traci, we do have one question.

TRACI L. TOOMEY: Yeah, great

REBECCA BULLER: It says, "How do you get policies passed if a good amount of the community doesn't see an issue-- i.e., giving alcohol to kids before they leave to go to prom, or a prom send-off party is a huge is a huge issue in my area. So trying to get a social-host law passed would be challenging."

TRACI L. TOOMEY: Yeah, so it's a really great point. With the organizing, you might only find five people for your team that are passionate about this policy change. And you're going to bring those five people, or those eight people together to work on it.

And you're going to have to think about, it may be a longer-term campaign, if you have to create quite a bit of change in your community. That's where some things like the media advocacy might come in, to let people know about the problems that are occurring around that particular event-- and broader concerns around underage drinking.

It may be that you continue to go out and talk with people and do presentations, to make sure that people are aware of what the problem is. And you're going to try to find those advocates within the city council or alderman's, and see if you can find an advocate within that arena who will also put pressure on some of their other colleagues.

And one thing that we haven't talked about yet is sometimes part of the organizing work is finding people to run for office, that support the issues that you care about. And so within what's legal for within organizations, or what

you do as a private citizen, or run for your office yourself, is getting people in there that care about the issue.

So I'm not saying it's always easy. It's just that you're going to have to continue to, again, think about, what is strategies to shift the key decision makers, but also shift and continue to build that base of support? But the first step is just trying to find those that are with you right now and bring those people together and kind of do this ongoing work to expand that base of support.

REBECCA BULLER: Thank you, Traci. We also had a quick question. Someone's very interested in that power mapping and wondered if you could share an example. They're not quite sure.

TRACI L. TOOMEY: I think the example I'm going to get to will kind of help-- literally, I don't have an example anymore, but it used to be like almost like a web. Like, here are all these people, and then you could draw lines to them.

So literally, you can create a visual diagram of who-- this person is married to this person, and this person's best friend, and this person lives in this person's district. So you can do that kind of thing. But I'm going to talk a little bit about some of the complexities of figuring out who the decision makers are with my community festival example. And it won't be at the diagram, but I think it'll illustrate some of that work.

REBECCA BULLER: Great. That's it

TRACI L. TOOMEY: OK, terrific. So continuing on with the one on ones, is that the recommendation is that you do a 100 to 301 one on ones in the first three months of a community organizing campaign. And this can sound daunting. If you're a manager overseeing an organizer, you need to give the space to your organizer to say, I'm going to have coffee with 100 people-- and say, that's great. Because that's about building those relationships.

And again, it's trying to find those people who do care about the issue. And if it's not supported throughout the community, it might be take some work to find those people that are going to have the self-interest to do the work that it takes to try to push something like the social host forward.

So you start out by maybe meeting with some people that you know. And don't assume because you've talked to them about a different issue that you know where they stand on this particular issue. It's also when you're doing an assessment. I was curious about billboards in my own area. And I was like, oh, I think there's billboards. But we drove around and it was like, oh, actually there aren't billboards-- because I didn't really like pay attention.

So when you're working on a new issue you want to look with-- kind of take through a fresh filter, to say, I'm going to I'm going to look around and collect information specific to this new thing that I'm talking about. And if I meet with individuals that I already know, I'm not going to make assumptions about what they think about this particular problem or issue.

And you might also meet with key leaders. Maybe it's the head of the local health department. Maybe it's going to be the principal of the elementary school, or it's going to be the police chief. There's key decision makers that you might start to meet with.

And at the end of the meeting, you're going to say, who else should I be meeting with? And typically, when you start getting referred to the same people is when you kind of know that you're done with that kind of first level of doing one on ones. And again, through these one on ones, you're going to be building these relationships. You're going to identify your supporters and your opponents, or the ones that are just kind of neutral, that you might have to try to figure out how to move forward-- if you're trying to expand your base of support.

Now you might say, well, is this really feasible? So as I said, we had one year to do this CAPE project. And one of my community organizers left the project after two months-- complicated story. The person didn't really want the job, but took it and then moved on.

And so one of my organizers actually only had 10 months instead of 12 months. And they went out and they did one on ones, either through phone calls, door knocking, or setting up coffee, or just a meeting one on one. And so if you look across these four communities, one we labeled urban. One was rural. One was new suburb. One was an older suburb. You can see in the older suburb, that organizer completed 301 one-on-one contacts-- in the rural area, over 200. In the urban and the suburban, it was 100 to about 175 or 80, or something in that range.

So they did that within the first couple of months. Now the community festival is an interesting focal point because it's a specific geographic area. And so they did a lot of door knocking right around the community festival, because those are the people most likely affected by people getting drunk and getting in fights, or urinating in their yard, or causing some type of property damage or other disruption.

And they also, again, met with community leaders and festival planners and a variety of different people in each of the communities. Through those contacts, they we're building awareness. Because again, doing those one on ones, they're sharing information about the commune festival. We had the data that says, look, kids can easily purchase alcohol at these festivals. They're over-serving alcohol-- that's why maybe people are peeing in your yard, if that's what they cared about.

And so it was just making people aware of this problem and identifying those people who cared about the issue. And then the organizers started to build their team. And when you're building your action team, or your strategy team, it's not sending out an email or a flyer saying, who's interested? This is much more strategic than that. After doing those one-on-ones, you've identified those people that-- the organizer has identified those people that they think are really important, that they really care about this issue and have the skills and the motivation to move it forward.

So again, the inner circle, making decisions and figuring out the strategy. And you've hopefully through that one on one made that contact and started to build that relationship. Because I tell you, if someone sends me an email out saying, oh, you know, this is happening-- even if I really care about it, I'm really busy. I got a lot going. I'm really into pickleball at the moment, I'll tell you. And if I had to choose a pickleball game or go to some type of meeting that I don't know what's happening, I'm probably right now going to choose pickleball.

But if I've met with somebody and they've started to build a connection with me, and they contact me and they say, Traci, you were saying something that was so important to this issue. Your understanding of underage drinking is so critical to the work that we're doing, and I can't imagine us moving forward if you're not there. Please, do you have the time to join this? We're going to make a difference.

If someone says that to me, that I know and I've had a conversation with, I'm probably going to show up. So being strategic in who you invite and how you invite them to be part of this team. So you're going to build out that team. Again, you're going to continue to identify the people that are going to be there to support the team, if needed. This was one of the teams-- one of the communities focusing on the festival, by the way.

So that team tends to be small. I think it's like six-to-10 people. Then the team will put together that action plan, that's going to be specific to that community-- with a policy focus, or enforcement focus, or changing the environment. And it's going to be strategic. It's, how are we going to get something changed in our community?

And we had ideas by the way. So I've worked with some people who are kind of purists in terms of community organizing. And they'll say, well, we're not going to share ideas, that's the work of the community.

I personally think if we have some information out there about what might work, why wouldn't we share that? It doesn't say what you need to do. It doesn't say that there aren't other possible solutions. It's just saying, here are some ideas that some people have identified. So we identified potential

categories of policy changes for underage sales and social provision, preventing intoxication, management issues, protecting the community.

So we had policy recommendations that we shared. And these policies could be implemented at multiple levels. So now kind of think about the power mapping question, right? So when you're thinking about something like the community festivals, it's looking at, who are the decision makers?

So at a festival, the alcohol providers are often controlling the booth level. And so they may make decisions of who's serving the alcohol, who gets training, who doesn't get training.

Then there are decision makers at the festival level. The decisions that are made at the festival level affect all the alcohol providers at the festival.

And then there's community level. And the community level can make decisions about temporary licenses, which is what community festivals have that are selling alcohol. They have a temporary license.

So at the community level, if there's a policy change, it's likely to affect all of the events that have temporary licenses in a community. And so there are different decision makers at each of these levels, and they're influenced by different people, and they have different self-interests and different concerns. And that played out differently across those four communities, which I'll talk about.

So what happened in these four communities? So with 10 months to 12 months across the four communities, our organizers and their teams were able to change policies in all four communities. For one of the festivals, the change happened at the festival level. And at three of the communities, it changed at the community level.

So at the festival level, part of it was that those decision makers at the festival level, they were all attorneys. And they had had problems in the past. And they were concerned about liability issues.

So when the organizer and the team were meeting with decision makers at different levels, they quickly found out that these festival planners, they got it. They wanted to put more in place to prevent problems from occurring because they were concerned about liability. So they could work with those festival planners-- get the policies in place.

At the other level, in one community, the booth level were really interested in making some policy changes. And so they started working at the booth level. But at the same time, they were also looking at the community level.

And another community, they met with the festival planners. And they initially said they were on board. And if the team had only continued to work with the

festival planners, who then just kind of killed everything, stopped everything, nothing would have happened. But simultaneously, they were recognizing that there were other key decision makers that were interested about temporary liquor licenses at the community level.

And so they continued to have strategies that kind of focused on multiple levels-- multiple decision makers. And so ultimately, it kind of fell apart at the festival decision-maker level, but they were able to get something passed at the city-council level.

So again, it's looking, who are the decision makers who are with you-- who are not? And by the way, in one community, they initially said they were going to vote for something, then did 180-degree turn and said that they weren't going to support. There was some pressure from the team and the community and some media coverage. And then ultimately the community-- the city council changed and put the policies into place.

So key to the success of this work was that there was local media coverage. The organizers worked with the team members to do the media work. So they did training on how to do the media work. They helped with the messaging. But ultimately, the public face of the teams were the team members, who were from the communities.

They had very community-specific solutions. So again, who was on board and who wasn't? What specific policies to control alcohol sales at the events kind of varied from kind of the list of things that we had recommended. There was leadership development, and really active involvement of team members.

So the team members did the talking with city-council members, the vendors, and the festival planners-- kind of post one on ones. They did the presentations to the city councils. Again, the community organizers helped help them put together the presentations and helped them practice, but it was a team members who did it.

The team members chaired the meetings. They took the meetings, the scheduling of rooms, drafting media announcements, et cetera.

The organizer would call them in between meetings and say, at the last meeting one of the action items was that you were going to do this. Do you need any help getting that done? And so then the organizer helps keep things on track and supported them and helped them be successful doing the work.

Some of the challenges we face is that the communities were randomly selected. So it wasn't like a situation where there were known problems around these festivals and thus could kind of go in knowing that there was some level of support for changes.

So the organizers had to go in, again, and identify those people and say, we're going to try to prevent those problems from occurring. And selling prevention is sometimes harder than going in and trying to address problems that people can see.

Again, we had one year, so we couldn't make observations about whether the policy changes resulted in a decreased likelihood of sales. And if we had another year, we could have done that and then fed into maybe looking at implementation of the policies. And so I don't think they really got to the enforcement, or full implementation of the policies within that year.

Some challenges for doing community organizing work is providing sufficient time for those one on ones-- that relationship building-- maintaining engagement of the core team members and bases of support, building leadership and avoiding burnout. So if you continue to do this work month after month, year to year, it's always looking for who are kind of the new leaders that are going to step in as some people burn out and need to stop or take less of a leadership role.

So things to consider if you're doing an organizing campaign-- should you yourself serve as the organizer? I often say, I believe in organizing. There's some things I could do well as an organizer. And then there's some parts of my personality, it's like, ah, I'm OK with some conflict, but in general there might be other people that would be better at some of the conflict that might come up around some of this political work.

So I'm a really good supervisor, or manager of organizers. The qualities of an organizer personality-- good sense of humor is really important, good people person, good team member. Whether they should be from the community is debatable. I think being able to build strong relationships within a community is most critical. And having experience, ideally, would be really important.

I could teach someone content. It's hard to teach someone to have the instincts of a community organizer. So keep that in mind, if you're hiring an organizer, that it's OK if they don't know alcohol-control policy. Give them some articles and some books and they can learn that. If they come from an organizing background, I would give preference to that. Make sure you give organizational support to the organizer, really looking at that leadership development.

Again, it's not about doing busywork-- oh, we're doing this and we're doing that and we're doing that. It's like, we're doing this to move to this to move to this to move to this. Your teams and your organizers should be able to articulate why they're doing these activities-- why they think it's going to help in the progression towards a real change.

And then finally, there's some question about agenda-based organizing versus bottom-up approaches. Agenda-based organizing is when you're

funded to work on underage drinking. Then be clear, right up front-- this is what we're funded to do. This is why we're doing this. In the purest form of community organizing, you would give funding to a community. And they're going to identify whether it's underage drinking, cannabis, opioids, violence, and then generate solutions.

I would say oftentimes in public health, we do agenda-based organizing, because our funding often works that way. But at least be upfront about it. I'm just going to let this-- I included this for my class because I had to develop a budget and implementation plan-- just some things to think about if you're building an organizing campaign and what you should think about with your implementation plan and budget.

The Midwest Academy does do community organizing training, so that is at least one place to look, if you need to send someone out for training, or training for yourself.

I'm going to just take a breath for a second. Any wrap-up questions around organizing before I do a quick piece about coalition building, that kind of show the contrast with organizing?

REBECCA BULLER: I'm not seeing any in the Q&A.

TRACI L. TOOMEY: OK.

REBECCA BULLER: Take your breath. [LAUGHS]

TRACI L. TOOMEY: I can take my breath. I took my sip of water.

REBECCA BULLER: Well, wait a minute, here comes one.

TRACI L. TOOMEY: Great.

REBECCA BULLER: How do you delegate? Stephanie wants to know, "How do you delegate?"

TRACI L. TOOMEY: So if you're the organizer, how do you delegate to one of your team members, to schedule a room, for example? I think it's like any time you're doing management work, you're just saying, this is your project. I'm here to support you.

We need someone who can book the room. We need someone to take minutes. And you look, and you pause-- wait. Or talk to someone ahead of time and say, are you willing to do this? Because it's really important that the community take ownership of this work.

I will be there as the organizer to support you, because I'm being paid to do that, but it's really about making sure that it's driven by all of you in the

community-- and then helping them succeed-- reminding them that they said to do that, asking them how they need help to do it.

REBECCA BULLER: And one other quick question is, "How do you engage folks after the one on ones?"

TRACI L. TOOMEY: Yeah, so really good question. So some of the engagement is going to be with those that you invite to be part of the team, with kind of that broader base of support. Maybe you send out regular updates to them-- calls to action. Maybe you or one of your team members swings back to some of the people that showed more interest, to engage where they are now-- letting them know that what happens.

But certainly, you want to think about ways to stay connected with them, and let them know when something is happening-- whether it's an event or something's happening at the city council-- asking them, inviting them directly to be part of that effort-- at various points along the way, to stay engaged.

REBECCA BULLER: Thank you. That's it for now.

TRACI L. TOOMEY: OK. Let's talk about coalition building. I know many of you said you were part of the coalitions-- have been part of it? With organizing, as I mentioned, that's kind of bringing individuals together with coalitions. We're usually talking about an organization of organizations coming together to work on a common goal. Sometimes it's just coming together to work on one policy issue, and sometimes it could be a coalition exists for 10 or 20 years-- continued to work on multiple issues and policy outcomes.

We build coalitions because usually one organization can't win alone. It increases the resources that are put towards an advocacy campaign. It increases the impact of individual organization's efforts. And especially, this is important when we're talking about state-level change or federal-level changes, that it broadens our geographic scope.

So we have more connection. We have connections to a greater number of elected officials representing different geographic areas.

Some considerations that I think are important when developing coalitions is identifying organizations that have the shared interests, that they come together to choose this common issue. If possible, it would be great to have neutral staff, so that one organization doesn't have more influence than others, because it's their staff person. Sometimes that's possible, sometimes not.

I think it's important that coalition members agree to disagree. They focus on common goals, but there might be some things that they don't agree on, that

are outside of the work of the coalition. And it's going to be really important to figure out how to make decisions.

So is it consensus based? Does everyone have to be in agreement? Or is it going to be a 50% plus one, of the people who are present? If there's a quorum, what is the quorum?

So if it's really clear up front how the decisions are going to be made, everyone can buy into that decision-- the decisions that are made. And hopefully that helps the coalition from getting stuck-- not being able to move forward because they're not making some kind of decision. That was an extra slide. Sorry about that.

A challenge of coalition work is that I often have seen some coalitions fail to take action. So I've been part of coalitions that say, well, we're going to take action when we get this organization on to the coalition, or when we get this elected official on board.

And first of all, maybe the elected officials shouldn't be part of the coalition-- because again, you want to put external pressure on decision makers. But it's also again like the organizations that are there can try to think about what actions they can take. And if they're showing movement, it may make other organizations want to join the coalition.

So moving forward in the organizing, with the individuals that you've identified-- same with the coalition-- even if it's just a few organizations that are together working on an issue, how are you going to kind of start to push things forward-- whether it's with media advocacy or just meeting with elected officials? And then letting other organizations know the success and movement that you're taking and inviting them, again, to join the work that you're doing.

Some of the challenges, I'm sure some of you have run into, is that it may distract from your organization's other work, if you get fully drawn into a coalition. If you're part of a coalition, you may be passionate. Your organization wants to really put something really strong in place. And the rest of the coalition members aren't willing to push for that strong of a change.

And so you may have to-- your organization may have to support something that's a little weaker than what you would have worked n on your own. And of course, if the coalition is out front, the coalition will probably get credit for some of the work in your organization, that maybe did a lot of work on this issue, may not get the credit. And so that's something that, I think, organizations have to reconcile.

These are some key ingredients, I think, for successful planning of a coalition, including how much effort for the director, time for building the coalitoin, et

cetera. Again, I just kept it in. I use it for my students. But in case it's useful, I left that in.

Some considerations for both coalitions and organizing-- again, I'm going to really emphasize this being action oriented. So going back to my poll, most of you don't want to go to meetings where nothing happens. And so with these coalitions, I think it's just very easy to get together and say, well, this is what my organization is doing. This is what my-- I'm part of a group right now that's doing this sometimes, right? We spend so much time hearing about what the other organizations are doing, to be useful. But it may not be that critical for the coalition work to move forward.

And again, maybe it could be an update in an email. Maybe it's just five minutes at the end. The bulk of the meeting time should be, what do we need to do? Who needs to meet with whom? How do we get a lobbyist on board? How do we-- what is the messaging that we're going to use? How are we going to pretest the messaging, to see if it's effective with key decision makers or with the general public, to get them to buy in to this issue that we're focusing on?

So it's thinking of the activities. It's the delegation. At the end of the meeting, what are the things that we decided to do before the next meeting? And who should be responsible and held accountable for getting it done before the next meeting?

So again, not just activities, but strategic actions that move towards your goal. And sometimes you're going to hit a dead end and you're going to come back, and you're going to start over. But it's always trying to think about how to move towards that change.

I think, actually-- oh, no, this next one. I also will challenge all of you doing this work to-- if you're going to spend all this time building a coalition, or doing community organizing work, that you don't waste time on interventions that do not work.

So I'm going to bring up DARE. DARE has been around forever. There's not a lot of evidence that DARE works. So I wouldn't spend a lot of that valuable time trying to figure out how to get DARE in your schools. Look for something that at least is promising, or has been shown to be effective. And it's going to be effective at the population level.

If you're going to bring together all this collective organizational or individual power, use that power to create change that affects a whole population. So let's do poll number three now, which is-- since my challenge is to do something that's effective, how many of you feel like where to find information about which strategies are most promising to address the problems you're working on?

So let's share these results. So those that participated in the poll, just over half feel like they know where to go. That means almost half are not sure or don't know. And so I think that there's work for me as a researcher. I think for training centers in federal government, we have to do a better job of trying to get information out there and sources.

I've mentioned the Community Guide the last two presentations. Just do a search on Community Guide, and you'll find recommendations on alcohol-control policies, but also a variety of tobacco-controlled drinking and driving-- a whole range of topics.

They do get dated. The last review for alcohol control was 2010. So that's a challenge. But we need to seek out-- at least search for those type of places that do systematic reviews, because that can provide some guidance.

And then those of us that control some of access to information from the research side, we all have to continue to work to do better, I think, to get information to people, so they know where to look. And we have to be able to say, you know, this strategy really does not look promising, put your energy someplace else-- to provide better guidance.

I think we all get a little bit hesitant to do that, and we have to, I think, challenge ourselves to do better. Because time is precious and financial resources are very precious, and we should use them as well as we can.

So thank you for doing that poll. This is again reiterating something I've said a few times, which is moving towards action. This is adapted from Aristotle. "Talk alone moves nothing. Only talk that is tied to action can do so."

So we can talk a lot to each other. But if we don't take action, we're not going to create the change to meet our goal of improving the health of our communities and populations we're working with.

So that's a real pretty quick overview of community organizing-- a quick snapshot of coalitions and trying to push coalitions, I think, to be even more effective. I mentioned that I had a few slides focusing on lobbying and media advocacy, and I just have a few minutes left, so I'm going to cover them.

One definition of lobbying is carrying on propaganda, or otherwise attempting to influence legislation. And as we already talked about, what we picture is kind of on the left. And in reality in public health, there's many, many lobbyists that are really doing important work and trying to change public health policies, or health-related policies.

With lobbying, again, it's about building relationships with elected officials and administrators or staff members at various policymaking levels. And it's becoming a resource for decision makers. And really, the emphasis is really on providing accurate information.

That relationship is so valuable. It's meeting with them regularly. They understand that you have some expertise. So if they know that I am an expert on underage drinking, then there's a vote coming up about a policy focusing on underage drinking, they might call me up and say, well, Traci, this is what the policy is. Do you think I should support it, or not support it? They might do that to me as a researcher. But if I was a lobbyist, they might do that.

And I'm going to provide them the most accurate information I have and say, yes, I think you should support it, or no, and this is why, or why not. I've heard people say, you get one lie. And if you lie and they catch it, you're done. And that happened with one of the alcohol lobbyists in Minnesota many years ago.

I will tell you, he misled a lot, but he got caught once. And it was like the next day he was gone and working someplace else. So that ability to build a connection, a relationship is going to be really important. And then following through, getting the information to them quickly-- because time is very critical for decision makers, usually. And you, again, provide as accurate information as you can in a timely way.

A lobbyist is also a strategist, typically. So they understand how a bill gets introduced and/or a policy proposal gets introduced-- understands the system, whether it's the city council, whether it's the state legislature or congress. They understand the policymaking process-- the rules-- ways of maneuvering around the rules-- and understand how to influence decision makers and how to work with staff. You have staff influence decision makers, because they're really good at building relationships.

I used to match my students with a professional lobbyist, who's just really, really a wonderful human being-- really great mentor to many of my students. And my students would tell me that everybody knows him.

And when they follow him around the Capitol, everyone-- the person sweeping the floors-- everyone knows him. And he is kind and friendly with every single person, because he's very good at building relationships and very strategic and knows how to move a bill through the state process.

And keep in mind that a lobbyist can be executed director of a small nonprofit. It can be a staff person at a nonprofit organization. It can be a volunteer.

I helped create a citizen action group. And so my co-developer was a citizen lobbyist. He registered as a lobbyist and was a volunteer.

And-- then we had the contract lobbyists. And some of them might meet the stereotypical image. But many of them, again, are working on education, or public-health issues-- and probably don't look like what you're picturing in your mind when you think of a lobbyist.

There are two types of lobbying-- direct lobbying, which is direct communication with any member, employee of a legislative body, and any government official who may participate in formulation of legislation. This is not education. This is not going in and talking about an issue, or a general idea of how to address underage drinking.

This is when there is a specific policy drafted. There's a bill number. And you go in and you say, please support bill number blah, blah, blah. Please vote for bill number whatever. That is direct lobbying-- very distinct from education about an issue.

Grassroots lobbying is if I am the head of an organization-- I have members. And I send out a message to my members. And I say, please call your legislator or your city-council member and ask them to vote yes or vote no on a specific piece of legislation. That is also lobbying-- the grassroots lobbying.

And if you have a 501(c)(3), these are things that you need to track and understand. And it's really important that you understand, what is lobbying, and what is education-- and what the line is. Because you don't want to go over the line. But you might be able to go up to the line in a very legal and appropriate way.

So that's really important. And my fourth poll is, do you know where to go to find-- and I don't have the answer. I'm just doing this because we're part of a training. And so some people may be able to help you find the answer-- which is, do you know how to find help in figuring out what is allowable in terms of lobbying?

So just a matter of time-- I'm going to share the results now, even though not everyone has participated. But if those who did complete the poll-- a little over half do know. But that means just under half don't know, or aren't sure. I think that's really important information that we can try to get out to organizations, so that what is allowable from a funding perspective, as well as from a nonprofit status. And there's a certain amount of lobbying that is allowed depending on your funding source-- and again, knowing what is education versus what is lobbying.

REBECCA BULLER: Traci, we did have one question. Do you want to take it now?

TRACI L. TOOMEY: Let me do these slides. And then, yes, I'll take it real quick.

Just the other thing I wanted to mention is media advocacy. The story will be told with or without you, so take the opportunity to take shape. Decision

makers, like officials, do pay attention to media, whether it's social media or traditional media.

So just take a look at these couple of slides. They're just some ideas for how to influence the agenda. How do you move your issue higher up on the agenda? The media is one way to move it higher up on the agenda, to make it like, we need to address this issue.

I will say too that it's always sad to me when I hear of a story of a tragedy that occurs, often with underage drinking-- going back to the question about, how do we get people to pay attention? If there is an unfortunate tragedy, doing media advocacy to make people aware of, like, where did they get the alcohol? What are some things we could have done to maybe prevent this from occurring, to draw people's attention to it, to move it up on the agenda? I certainly hope we don't have many of these tragedies, but unfortunately we still do. And we need to make sure that people are aware that these are preventable things from occurring.

And finally, I'll answer that question now, and people can take a look at my website, but I'm going to stop sharing. What was the question?

REBECCA BULLER: The question was, "What do you do if youth themselves-- the target audience-- suggests scare tactics? They like to mock our craft." [LAUGHS]

TRACI L. TOOMEY: Yeah, I think it's really important that they understand-- to let them know-- to have them share their ideas and say, that might grab some attention. But we know that it just grabs people attention for a short amount of time. And what we really want to do is keep young people safe. So we need to do some other things.

And so maybe help acknowledge why they might want to do that, but then help-- educate them. Let them know that we've tried that-- and we value their opinion, but we also want to bring them into making something that's going to be effective.

And with the scare tactics, we also know in the research, if we give a scare tactic, we have to give some kind of solution for people. So that's the other thing. If you do use the scare tactic, make sure it's tied to some other solution, so people don't just shut down and don't pay attention.

REBECCA BULLER: Well, thank you so much. I'm excited. I'm going to share a few slides here, too. But thank you for the information. It's been helpful.

And we're going to just end with some things that are coming up. The Great Lakes PTTC has trainings coming up-- one about putting the engage back in

engagement, on October 27, another on harnessing the power of humor and facilitation. And we're going to do a data series, looking at developing capacity to gather local data, overcoming mistrust in rural communities, and overcoming parents' and schools' resistance to school surveys.

We invite you to follow us on Facebook, and like us. That's helpful. And it's another place where you can get information about what's happening and other resources.

And then finally, you should be redirected. But in case you want to act on your own, here is the link to our evaluation survey, or the QR code. But that we will follow up with you. And you should be redirected.

And that's it. We are right at the end of our time together. I want to thank everyone for being here. And we will be sending out certificates of attendance at the end, within two weeks, to your email addresses. Thank you, Traci.

TRACI L. TOOMEY: Thank you.