

## leadership matters

**advocacy** \ 'ad-və-kə-sē\

**noun** the act or process of supporting a cause or proposal

### MAKE YOUR VOICE HEARD

by *Marj Fleming*

As we head into the fall legislative session, several of us on the Mayor's Council on Women will be advocating for one cause or another.

While what we have to say is extremely important, it also matters how we say what we say. Here are five tips that can help you be heard in a positive way.

1. Words make up 7% of our communication. Choose yours carefully to gain the most impact. Be clear in tone and enunciation.
2. Non-verbal cues make up 55% of our communication. What does your posture look like? What does it feel like? When you stand or sit up straight, your diaphragm has a chance to do its work so your breathing is easier and your message is more powerful.
3. Follow the Basic Speech Model – What? So What? Now What? State your case briefly, explain why it is important, and tell what you would like to have happen.
4. Use the right words every time: change “I feel” to “I think” (when appropriate), change “like” to “such as” (to keep from overusing the word like), avoid “do you know what I mean”. In other words, listen to yourself as you speak so you don't waste someone else's time and your intent is clearly understood.
5. Ask pertinent questions such as: “what do you mean when you say ...?“, “would you mind answering a question?“, “what is the time frame for ...?“, “who else should I be talking to?”

---

### CHANGING COMMUNITIES THROUGH ADVOCACY: An Historical Overview

by *Linda Moss Mines*

I'm a historian and the role of women in advocating for change has long intrigued me. Perhaps my interest began with those words in one of Abigail Adams' letters to her beloved husband imploring him to “remember the ladies” as the Founders pondered the future nation. But, whatever sparked the interest, the history of women and advocacy is a fascinating study and five women provide a valuable lesson in effective advocacy.

Many remember the stories of **Dorothea Dix**, vocal advocate for the indigent mentally-handicapped in the mid-19<sup>th</sup> century. Dix conducted a Massachusetts statewide survey, based on personal visits, to determine the condition of hospitals for the mentally ill. Armed with detailed observations and drawings, she then began an intense lobbying program in the Massachusetts legislature that grew to a nationwide movement under her leadership. She demanded that state officials visit the facilities they funded, imagine their own families cared for in a similar manner and then act based on their personal conscience.

*(continued on following page)*

---

## CHANGING COMMUNITIES THROUGH ADVOCACY *continued*

Dix was tireless in her crusade and the members of the U.S. Congress soon found themselves compelled to sponsor legislation designed to improve medical treatment in mental hospitals. Through the use of patients' personal stories and effective lobbying techniques, Dix changed the world of the mentally ill.

The lives of the Grimke sisters, **Sarah and Angelina**, have fascinated me since I first read about their journey from members of a Southern slave-holding family to writers, orators and educators immersed in a Philadelphia Quaker community. I marveled at the roles they took on as the first female advocates for abolition and women's rights, two political and social issues locked together in their sense of rightness. Confronted with ridicule, scorn and threatened expulsion from the Quaker community, they persevered in their quest. Devoutly religious even after their expulsion from the church, their writings addressed the inequities, often with strong biblical arguments. I was also intrigued by the fact that these two change advocates were not without raw courage. When Sarah and Angelina were in their 80s, they tested the validity of the 15<sup>th</sup> Amendment, which prohibits government from denying citizens the right to vote based on color or race, by attempting to vote.

If you have not viewed 'Iron-Jawed Angels' or read the story of **Alice Paul**, then you have an assignment for next weekend. Paul, one of the main strategists advocating for the Nineteenth Amendment, was fearless in her fight for women's equality. She focused on women's legal rights, not social issues, because she believed strongly that equality could only be achieved through legal and political means. While advocating for change allowing women equal access to 'the vote', Paul was arrested seven times and imprisoned three times. In prison, she rallied the other suffragettes in a hunger strike utilizing the new methods of civil disobedience, only to have the warden force-feed the inmates. Paul refused to retreat from her goals and ultimately gained national attention by organizing a 1913 Women's March in Washington, DC, followed by numerous other public demonstrations. Her efforts, along with the efforts of numerous other leaders, resulted in the passage of the Nineteenth Amendment giving women the right to vote. What is even more difficult to believe is that Alice Paul continued her advocacy, playing a major role in adding protection for women in the 1964 Civil Rights Act.

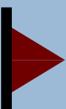
Finally, as a historian and a retired teacher, I have a special affection for **Mary McLeod Bethune**, educator and civil rights activist. Bethune believed that education was the key to racial advancement, Bethune spent over fifty years founding schools and advocating for legal and social change, often utilizing her role as president of the National Association of Colored Women. Working as a special adviser to Presidents Coolidge, Hoover and Roosevelt, Bethune challenged the norms for African-American women through her advocacy for civil rights, equal housing and wage treatment and expanded educational opportunity. In her 1955 'Last Will and Testament', Bethune noted that "If I have a legacy to leave my people, it is my philosophy of living and serving." What a legacy for those of us who know that advocacy for change is truly our role in society.

Why know the history of advocacy? It's simple. We can learn from our early advocates. We are obligated to pick up the mantle and continue the work.

---

*"It can be difficult to speak truth to power. Circumstances, however, have made doing so increasingly necessary."*

— **Aberjhani**



*Leadership Matters* is published quarterly by the **MCW Leadership Committee**.

Contributors to this issue include Ashley Conrad, Marj Fleming, Linda Moss Mines, Whitney Standefer, and committee chair, Jelena Butler. *Leadership Matters* is edited by Dominique Brandt.

---

## ADVOCACY CASE STUDY: UnifEd

by Ashley Conrad

Chattanooga is often referred to as a success story of development and change. However, this narrative does not fully capture the history and lived reality of many in our city. Social and institutional discriminations still ensure that certain groups prosper in our city while others continue to be pushed out and left behind. After living and working in this community for several years, I have seen the need for investing in grassroots organizing which promotes effective advocacy. If we do this, we will ensure that our whole community is being served, specifically those whose voices are most affected by policy decisions but are historically most marginalized from the policy making process.

Advocacy can take many forms but its success relies heavily on grassroots community organizing in favor of a specific cause or issue. UnifEd launched the “Fund Our Future” Campaign early in the year to gain community support for prioritizing public school funding. After extensive community outreach which resulted in over 2,000 community members contacting their representatives and over 150 community members attending a rally in support of prioritizing funding for our schools, the county commission ultimately voted against increasing funding for Hamilton County public schools.

So what went wrong? While thousands of community members supported the cause, it was not enough to convince local representatives that our schools are in great need of additional funding in order to provide a safe and successful learning environment for all of our students. In advocacy efforts and grassroots organizing we often ask ourselves, “Is it more important to have high turnout or fewer deeply engaged and educated advocates pushing for a cause?”. In an ideal world, we would be able to accomplish both, but in reality advocacy and grassroots organizing entities do not have the capacity or funding to accomplish both goals simultaneously - so a choice has to be made. More often than not, we choose high volume over deep relationship building and education initiatives that will result in an informed citizenry willing and able to hold elected officials accountable to the vision of their communities. Based on the history of our county and prior campaigns, we know it is time to embrace a different approach. Now is the time for advocates to embrace an authentic grassroots organizing model that moves past transactional methods to one focused on deep relationship building. This will be the model that leads to community-driven policy change and implementation.

---

### ► Nominate an Exceptional Woman

Girls Inc.’s UnBought & UnBossed Awards honors women in the greater Chattanooga area who, through their career achievements or community leadership, have improved the lives of girls and women.

*The strongest nominees have been trailblazers in their careers, made an impact through exceptional community service, and/or volunteered with girls to make a difference in their lives.*

Girls Inc. is accepting nominations from the community now through **September 30, 2017**. Please visit <https://www.girlsincofchatt.org/nominations> for more information.



**February 8-9, 2018**

**The Mayor's Council for Women: Public Policy Conference**

**Changing the Present / Impacting The Future**

**Check back for more details!**

---

## Translating the Local Effect of the Proposed Federal Budget

by *Whitney Standefer*

President Trump's proposed budget for the 2018 fiscal year would completely eliminate 66 federal programs, saving \$26.7 billion. While subsequent House of Representatives' proposed appropriations bills are less draconian, citizens' voices must be heard prior to Congress voting on the budget in September.

How could the elimination of these programs affect our community? Some potential effects are easy to discern based on the name of the program, such as the Minority Business Development Agency, or the nature of the department from which it is being cut, such as the Education Department. Others are less obvious.

Below is a list of some of the federal programs the proposed budget would completely eliminate, whose mission, and/or connection to the area is not as clear on its face.

The purpose of this list is not to persuade but to inform. Furthermore, this list does not suggest that the complete elimination of a program which supports a local service or project would necessarily mean the likewise elimination of that service or project because another entity could choose to fund it.

Please contact the individual agency to learn more about how the loss of federal support would affect them. A complete list of the 66 programs proposed for elimination can be found on most major news network websites.

### Independent Agencies

- ◆ Corporation for Public Broadcasting — WTCI & WUTC
- ◆ Legal Services Corporation — Legal Aid of East Tennessee
- ◆ Institute of Museum and Library Services — All libraries and museums in the U.S.
- ◆ Neighborhood Reinvestment Corporation — Chattanooga Neighborhood Enterprise
- ◆ Appalachian Regional Commission — Engages in development and education in Appalachian counties including Hamilton County. Helped fund US 27 from Chattanooga to Soddy Daisy, Hamilton County Business Development Center, and last year made a grant of \$750,000 to The Company Lab (Co.Lab).
- ◆ Corporation for National and Community Service — AmeriCorps (which affects Habitat for Humanity), Senior Corps, Social Innovation Fund, Volunteer Generation Fund
- ◆ National Endowment for the Arts — Awarded \$1,054,900 for Arts Projects in TN in 2016 including Chattanooga State, Chattanooga Symphony & Opera, and City of Cleveland.
- ◆ National Endowment for the Humanities — Hunter Museum of American Art
- ◆ Chemical Safety Board — Independent federal agency charged with investigating industrial chemical accidents for example Hoeganaes Corporation Flash Fires which ended in five fatalities in Gallatin, TN.

### Federal Agencies

- ◆ Economic Development Administration, which provides small grants — \$3 million grant in 2009 to Hamilton County, the City of Chattanooga, and the Hamilton County Railroad Authority to improve railroad access to the Enterprise South Industrial Park. \$362,000 grant in 2010 to Chattanooga to generate electricity for the Volkswagen Automotive Assembly Plant by making infrastructure improvements to the Summit Landfill Gas Generation Facility.

*(continued on following page)*

---

## Translating the Local Effect of the Proposed Federal Budget *continued*

- ◆ Federal funding for Manufacturing Extension Partnership program — subsidizes state centers that provide consulting services to small- and medium-size manufacturers; 10 projects across Tennessee since 2014 including services to Suburban Manufacturing Company in Dayton, TN.
- ◆ Transportation Security Administration Law Enforcement Grants — Shifts burden for funding police in airports to state and local governments
- ◆ HOME Investment Partnerships Program, Choice Neighborhoods — Approved a plan to administer more than half a million dollars in federal funds to the creation of 16 affordable housing units in Chattanooga.
- ◆ Self-help Homeownership Opportunity Program — Habitat for Humanity
- ◆ State Criminal Alien Assistance Program — Reimburses states for costs of incarcerating certain criminal undocumented immigrants
- ◆ Office of Education — NASA's Marshall Space Flight Center Educator Resource Center- U.S. Space & Rocket Center in Huntsville, AL
- ◆ National Infrastructure Investments, TIGER program, which awards funding for projects — TIGER grant of \$10 million to TDOT for Foothills Parkway Capstone Project
- ◆ New grants to Community Development Financial Institutions — Assistance to Chattanooga Neighborhood Enterprise in 2000 and 2007, Appalachian Fund for Growth II, LLC in 2005, and River Gorge Capital, LLC in Chattanooga in 2012 and 2015

Congress is in recess through Labor Day. Members are in their districts and now is the time to make our voices heard.

---

## Mayor's Council for Women

In 2015, Mayor Andy Berke established the Mayor's Council for Women (MCW) to make policy recommendations about issues affecting women in Chattanooga and across the region. Co-chaired by State Representative JoAnne Favors and Chattanooga City Councilwoman Dr. Carol Berz, MCW was structured to ensure the participation of women from all walks of life and professions. The Council is made up of six working groups: Economic Opportunity, Education, Leadership, Health, History, and Justice.

[Chattanooga.gov/councilforwomen](http://Chattanooga.gov/councilforwomen).

TIMESFREEPRESS.COM/LOCAL  
FRIDAY, NOVEMBER 18, 2016

### Women meet to set goals for progress

BY YOLANDA PUTMAN  
STAFF WRITER

A diverse group of women met at the Bessie Smith Cultural Center on Thursday in an effort to boost the lives of women across Chattanooga and the state.

They discussed plans to improve the health of all people in Patten Towers, develop a program to rehabilitate women who commit violent offenses and one to help women overcome barriers that prevent them from achieving career goals.

"We're not marching," said

See WOMEN | B5



STAFF PHOTO BY ANGELA LEWIS FOSTER

Councilwoman Carol Berz speaks during the Mayor's Council for Women luncheon Thursday at the Bessie Smith Cultural Center.

**ONLINE**  
For more information on the Mayor's Council for Women, visit [connect.chattanooga.gov/councilforwomen/](http://connect.chattanooga.gov/councilforwomen/)

---

**MCW Leadership Committee** meets at 8:30 a.m. on the first Friday of each month at Chattanooga City Hall (101 E. 11th Street).  
All are welcome to join!