



SECTION 1 HOW TO USE THIS TOOLKIT

Welcome to Mothers Out Front!

IN THIS SECTION, YOU WILL FIND:

- An explanation of how this toolkit is organized and how to use it
- A table of contents for the toolkit
- Acknowledgements and Restriction of Use
- How to become involved with Mothers Out Front
- Why we are building a movement of mothers and how we do it



In the first section, you will find a Gas Leaks Campaign Case Study around which the rest of the Toolkit is built. This case study is a story based on an actual campaign organized by mothers in Massachusetts. It provides concrete examples of the practices involved in each step of organizing a campaign in your community. It is not meant to be followed exactly, and your campaign may focus on a completely different issue. But the principles described in it, such as hosting House Parties, tracking the people you engage in a database, and meeting with elected officials, are ones that will be applicable to any campaign you undertake.

For each section of the Toolkit, you will find an Overview that describes what this step entails and some Worksheets to help you take action.

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At the end we provide “Supporting Organizing Tools”: additional tools such as talking points you can use when meeting with decision-makers, graphics to download and use on documents you create, communications checklists for actions you organize, and so on.

The order of the sections represents the order you are likely to follow when organizing your Community Campaign and we recommend following the sequence. However, the process of organizing is not a straight line, and you will likely find it useful to refer back to previous documents as needed.

Depending on your particular learning style, some of you will find it useful to read about the whole process from beginning to end when you start, while others will find it easier to read each section that meets your campaign's stage of development as you need it.

Finally, social movement scholar Marshall Ganz (a long-time organizer and professor at the Harvard Kennedy School of Government whose work guided much of our organizing framework and tools) reminds us that learning to organize is like learning to ride a bicycle. You can read about how to ride a bicycle, someone can tell you how to ride a bicycle, but this will only get you so far. The best way to learn to ride a bicycle is to ride it, and so it is for organizing. Thus, we have designed this Toolkit to help you get on the “organizing bicycle.” The Toolkit will get you on the right path, but you will figure out how best to walk the road as you walk it. It's our intention that these tools will be supported through meetings and conversations with other moms who have followed this path, providing guidance as well as more formal trainings around specific skills as they are needed. May you enjoy the journey!

ORGANIZING TOOLKIT

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I. ACKNOWLEDGEMENTS

This organizing manual is based on the first four years of successful organizing at Mothers Out Front. This success is a direct result of the combination of two factors:

The hundreds of Mothers Out Front volunteers who donated countless hours of their time, passion, energy, and skills to organize in their communities in Massachusetts, New York, Virginia, California, Wisconsin and Ohio. They have drawn from best social movement building practices to develop their own unique organizing framework.

The coaching, training, access to learning materials, and support we have received since inception from Marshall Ganz of the Harvard Kennedy School of Government, Joy Cushman of PICO, Hahrie Han of the University of California Santa Barbara, Mark Diaz Truman, Uyen Doan, Art Reyes, and the many other talented organizers from the Leading Change Network.

This manual is a distillation of Mothers Out Front's best organizing practices. Its purpose is to provide a guide for women who are ready to grow our movement so we achieve our mission of building a diverse national movement of mothers, grandmothers and caregivers powerful enough to convince elected officials and business leaders to work aggressively for a swift, complete, and just transition away from fossil fuels to clean and renewable energy.

True to form, its creation was spearheaded and guided by a group of dedicated and talented mom volunteers from across the country, including Massachusetts, Ohio, Illinois, Wisconsin, and California. Our deep appreciation goes to Anne Wright as Co-Coordinator of the Learning and Expansion Team who brought to bear her years of activism and experience as Director of Affiliation and New Site Startup for YouthBuild USA; Liz McGowen, Nina Dillon, and Linda Hutchins-Knowles, who copy-edited; Julie Wernke and Sue Stafford who lent their experience on Massachusetts community organizing and leadership teams; Robin Ganahl, Linda Hutchins-Knowles, and Laura Skidmore who gave the perspective of moms organizing in new communities and states without the benefit of on-the-ground organizers or previous experience with Mothers Out Front. Thank you also to Jessica Garrett, Shira Lion, Linda Hutchins-Knowles, and Laura Skidmore for their creative work on the House Party Toolkit; to Marcia Gray, who volunteered her artistic expertise to create the basic design of the Toolkit; and to Niko Segal-Wright for his meticulous and creative layout work. And our deepest thanks to Vanessa Rule, co-founder of Mothers Out Front and Director of Expansion and Learning, whose endless energy, strategizing acumen, kindness, and passion for our children and the planet inspired us all as we created this Toolkit.

II. RESTRICTION OF USE

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III. CASE STUDY: FIX THE GAS LEAKS CAMPAIGN

Why this Campaign Matters

- There are over 3,000 methane gas leaks in the greater Boston area and over 20,000 across the state.
- Lost and unaccounted for gas (UAG) is valued conservatively at \$90 million dollars a year for the greater Boston area alone.
- These costs are being charged to the consumers.
- What the gas companies call “natural gas” is 95% methane. Methane, in its first 20 years of being released into the atmosphere, is 86 times stronger in trapping heat than CO₂, making it a significant cause of climate change.
- Methane also has the potential to explode. There have been several explosions that destroyed buildings and hurt people in Boston and other Massachusetts cities.
- Other chemicals, such as benzene, mixed in with methane are harmful to our health.
- Methane pollution exacerbates asthma and other respiratory illnesses.
- Methane leaks also kill trees by depriving them of oxygen.
- Natural gas is promoted as a “bridge” fuel between other fossil fuels (like coal and oil) and clean, renewable energy. It’s important to take away the social sanction for natural gas, because it’s both dangerous and unnecessary.



Moms Get Involved

In the spring of 2013, mothers and grandmothers in downtown Boston attended a Mothers Out Front House Party and decided to form a Community Organizing Team. They started working on Mothers Out Front's statewide effort to get Massachusetts households to switch their electricity source to renewables through their utility bills. The purpose of this campaign was to show utilities and elected leaders that residents are choosing clean renewable energy and that they want political and business decision-makers to do the same at every opportunity.

This effort, though worthwhile, proved to be challenging and slow-going, so the Boston Community Organizing Team searched for something they could do in addition to be more effective in addressing climate change. At their January 2015 meeting they discovered what that was. One of their members shared an article from the Boston Globe that introduced the issue of the thousands of gas leaks in Massachusetts. The spew of toxic gases that are leaking from old and rusting pipes across the state is harming public health, killing trees, wasting enough gas to fuel 200,000 homes, and is a major contributor to global warming. To add insult to injury, Massachusetts ratepayers were being charged for the cost of this lost gas, adding up to 90 million dollars in the greater Boston area alone.



WHY SWITCH TO CLEAN ENERGY?



• CLEAN AIR TO BREATHE AND SAFE WATER TO DRINK



• THE SECURITY OF RENEWABLE ENERGY FROM SUN, WIND & WATER



• CLEAN ENERGY SUPPLY INCREASED BY DEMAND AS WE CHOOSE CLEAN ELECTRICITY IN OUR HOMES

OUR GOAL: Massachusetts to be the first state to commit to meeting its new energy needs through conservation, efficiency, and renewables.

Organizing Toolkit **SECTION 1** – Welcome to Mother's Out Front! (continued)

a. DO YOUR RESEARCH, MEET WITH ALLIES AND ELECTED OFFICIALS, AND DEFINE YOUR GOAL

The Downtown Boston moms were outraged and their outrage galvanized them to act. They embarked on a steep learning curve. They met with allies Joel Wool from Clean Water Action and Audrey Schulman from HEET, a non-profit organization that had mapped all the leaks reported by the utilities. Both had been immersed

Definition: “Allies” are people or organizations who share the same main goals as Mothers Out Front, who can lend support and power to your campaign

in the issue of gas leaks, shared their expertise and introduced the moms to scientists, members of environmental organizations and others who had been involved with this issue. Audrey and Joel described two bills before the legislature, H2870 and H2871, that would mandate that the utilities immediately fix any

leaks whenever roads are opened for repair and that would require the utilities, not their customers, to pay for the lost gas. This would incentivize the utilities to fix leaks effectively and efficiently. The moms met with the sponsors of these bills, Representative Ehrlich and Senator Eldridge, introduced them to Mothers Out Front, and learned what they could do to support the bills' passage.

b. JOIN FORCES WITH OTHER LOCAL COMMUNITY ORGANIZING TEAMS AND IDENTIFY “CHAMPION” ELECTED OFFICIALS

Feeling more confident and armed with gas leak maps provided by ally Audrey Schulman, the Boston moms began meeting with their City Councilors, one by one, asking for their support for the two bills. At the meetings, they shared their stories as mothers concerned for their children, and gave a presentation on the causes and consequences of methane leaks. They tried to have at least one constituent present whenever they met with an elected official. They joined forces with another Boston Community Organizing Team from the Jamaica Plain neighborhood, who helped set

Tip: For a first campaign, working to develop a relationship with a “champion” elected official is an important ingredient of building power and achieving a campaign win

Organizing Toolkit **SECTION 1** – *Welcome to Mother's Out Front! (continued)*

up a meeting with their district city councilor, Matt O'Malley. In that meeting they found a champion for their cause. As chair of the Committee of Environment and Parks, O'Malley listened to their gas leaks presentation and stated that he would call a hearing for people to testify on whether to support a resolution asking the legislature to pass the two bills.

The moms were elated! With Joel Wool, Audrey Shulman, and other allies, they put together a panel of people to testify in support of the resolution and coordinated with Councilor O'Malley's Chief of Staff in preparation for the hearing.

c. A SUCCESSFUL HEARING INSPIRES OTHER TEAMS TO JOIN THE GAS LEAKS CAMPAIGN!



The hearing took place on September 21, 2015, and [Claire Humphrey](#), a mom from the Jamaica Plain team, testified for Mothers Out Front. A few months earlier, Claire had attended a Mothers Out Front “Storytelling Workshop” to learn to craft and tell her story in order to inspire decision-makers and others to action. Her passionate speech at the hearing captured the attention of the Council members and helped sway them to the cause.

On the day of the hearing, Mothers Out Front members, many wearing Mothers Out Front T-shirts, packed the hearing room. One of the reasons for the huge turnout was that mothers from other Community Organizing Teams beyond Boston came to visibly show their support. The moms' outrage and inspiration had been passed on to many other mothers and grandmothers, through house parties, one-on-one meetings, and community meetings. This groundwork secured these mothers' deep commitment to Mothers Out Front and its mission. Showing up in such numbers made an impression on the Council and helped the cause significantly. And showing up at all the hearings that followed captured the attention of elected officials.

d. SUCCESS: BOSTON DECISION-MAKERS MAKE THE CLIMATE-RESPONSIBLE CHOICE!

The Boston City Council approved a resolution urging the Massachusetts state legislature to pass the two bills! The team that testified along with five Boston and Jamaica Plain Mothers Out Front members formed a Gas Leaks Allies Group. This group continues to meet regularly and to grow, adding representatives from other environmental groups and neighborhood civic associations. At a September 2016 hearing the group heard from utility workers who were eager to have the leaks fixed for their own health and safety. Community Labor United joined the Allies group adding their valuable perspective to the work.

e. THE GAS LEAKS CAMPAIGN AND MEDIA COVERAGE GROW

Along the way, other Community Organizing Teams in Massachusetts became inspired to work on gas leaks in their communities. Two Boston-based volunteer mothers, Ania and Claire, with allies, guided them through a similar process, providing materials and support.

Several local Mothers Out Front teams figured out other creative ways to draw attention to, and mobilize people around, the gas leaks problem in their towns. Brookline created a “social media scavenger hunt” and had people take pictures of gas leaks they identified and then post them on Twitter. Teams of parents and kids in Cambridge and Arlington walked through their towns, hanging laminated flyers and tall flags at the location of each of their leak sites, which drew media attention and sympathy for the cause.



Organizing Toolkit **SECTION 1** – *Welcome to Mother's Out Front! (continued)*

These campaigns were very effective in getting local City Councils to act. By the end of 2016, 37 Massachusetts cities and towns had passed resolutions in favor of the two gas-leak bills, H2870 and H2871.

All this work, and the successful passage of the city resolutions, drew broad media coverage: the national podcast Living on Earth, the regional New England Cable News, and local papers including Brookline Wicked Local, Cambridge Wicked Local, the Daily Hampshire Gazette, Jamaica Plain Gazette, Dot News, the Beacon Hill Times, and others.

Some of this media coverage resulted from building relationships with local newspapers. In Boston, one of the supporters with a background in journalism wrote an article for the Beacon Hill Times on the hearing and has continued to write other articles about what the team is doing. Now these media outlets know about Mothers Out Front and are likely to cover subsequent events. This media coverage is raising awareness about climate change, is changing the perception that natural gas is a safer alternative to coal and oil, and is showing that regular people can create important change when they come together and organize. It is also inspiring others to join Mothers Out Front.

f. LOCAL GRASSROOTS POWER BUILDS THE POLITICAL WILL FOR STATE LEGISLATION

The political will and people-power built across the region at the community level is providing the support needed for state-level policy changes. Several state hearings related to gas leaks legislation and rulemaking took place in 2016 and Mothers Out Front showed up in full force. Moms joined and organized rallies in front of the State House. They testified at hearings and packed the hearing chamber with Mothers Out Front supporters to the point of standing room only.

While the two bills, H2870 and H2871, did not become law, an omnibus energy bill passed by the legislature and signed into law included some of the key provisions that Mothers Out Front and allies have been fighting for. Until now, the utilities had only been required to repair leaks based on their danger of exploding. The new bill requires the utilities to consider the volume of leaked gas and the impact on the environment in prioritizing which leaks to be fix. The groups and legislators who worked on these

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bills will re-introduce the failed provisions in legislation next year, and they will continue building their ranks and their leadership so that during the next legislative session there will be even more pressure for all the problems to be fixed. (See Section 6 on “Action” for more details on how a bill moves toward becoming law, at the state level, and at the federal level.)

Now that recent research indicates that seven percent of the leaks, referred to as super-emitters, are responsible for 50% of emissions, fixing the biggest leaks first could reduce emissions significantly. That has been an important focus of Mothers Out Front's attention at both the state and city levels.

The work on the local level continues: The City of Boston passed a groundbreaking Ordinance to ensure that utilities fix leaks while any street is opened for repairs for any reason and to make the utilities responsible for trees damaged by gas leaks. It also addresses issues of worker safety. You can listen to the public radio coverage about the passage of this ordinance [here](#).



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g. NEXT PHASE OF THE CAMPAIGN: CASCADING SUCCESSES, REACHING THE UTILITIES

In the fall of 2015, after careful research, Mothers Out Front Massachusetts volunteers decided to focus on the utilities as the decision-makers with the most power to make their statewide campaign goal a reality: for Massachusetts to become the first state to meet all new energy needs with clean, renewable energy and draw the line on fossil fuels.

The local campaigns described above focused on the legislative power of city and state governments to force the utilities to repair methane gas leaks and to cover the cost of this out of their own pocket, without passing it on to consumers. The groups that worked on the campaign chose legislation because it was a good path to some wins that would limit the harm done by methane gas and that would educate the public and elected officials about the problem.

Teams also worked on raising public awareness of the dangers of methane gas and built public support for fixing leaks through their gas leaks tagging events. These represent different strategies that create more incentives for the utilities to move away from their reliance on gas toward renewable energy sources such as offshore wind.

In addition to local and statewide resolutions and laws, Massachusetts mothers wrote letters, sent messages through social media, and placed calls to Eversource utility officials. Along with mothers from around the state, they planned a social media “superstorm” for December 10th, 2016, when people from around Massachusetts would flood the gas utilities with messages demanding answers about the gas leaks.



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Five days before this planned action, they were invited to a meeting with the Eversource President and Vice President. From the bucket of requests and concerns they wanted to broach with the officials, they narrowed it down to one simple request: for Eversource to participate in a study of the “super-emitters,” since fixing these would result in the greatest cuts in methane released into the atmosphere.

Mothers Out Front volunteers from Cambridge, Massachusetts, and Audrey Schulman from HEET attended the meeting. There, the utility president admitted that his own children are concerned about the dangers of climate change, and that he was worried about the public perception of his company. The mothers shared their stories as well, and by the end of the meeting, Eversource committed to working with Mothers Out Front and HEET. They agreed to work on a Super Emitters Gas Leaks Study.

h. FORGING A RELATIONSHIP COMES FIRST; THEN, MAKING STRATEGIC ASKS

As they prepared for the meeting with Eversource, Cambridge Mothers Out Front members had thought carefully about what would make sense to ask for at this first meeting. They made a choice NOT to bring up the need to stop building gas pipelines and to invest in renewable energy infrastructure instead, which was their ultimate goal. Rather, they prioritized building a good relationship with the utility now and “getting a foot in the door” with an initial request or two.

Once Eversource agreed to their demand, the state-wide social media campaign organizers halted all social media targeted at Eversource, but continued their social media blitz aimed at the other gas utility, National Grid. Moms and others from all over the state generated over 2500 “tweets” to National Grid that Saturday. National Grid executives tweeted back. Mothers followed up with a request to meet with the President of Massachusetts National Grid, which she agreed to.



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Now that they have secured an agreement from Eversource to work with them, and a promise from National Grid to meet with them, Mothers Out Front will move on to the next asks in the future. They plan to use the relationships they've built (with the utilities, with their representatives, with allies, and with each other), along with the wide experience of their members, to convince decision-makers to support a swift change towards safe, renewable energy, and an end to the production and use of fossil fuel plants and pipelines.

Throughout our Fix the Gas Leaks campaign, Mothers Out Front has used several smaller campaign goals focused on a variety of targets to get the utilities to drop their support of new gas pipelines in favor of offshore wind: bills passed by the state legislature, resolutions and ordinances passed by city governments, and increased public awareness resulting from the gas leaks tagging and Twitter storms. The utilities have realized this issue is of great concern to moms who are also their customers. We're changing laws and the general perception of natural gas as a necessary "bridge fuel." We're making a difference on this critical issue!

i. LESSONS LEARNED:

1. Do your homework: be prepared, be informed (but you don't have to be an expert).
2. Be clear in what you are asking for.
3. Consider where the win is for both sides.
4. Build alliances with those who share your goals and your values.
5. Build relationships with elected officials and their key staff.
6. Sequence your asks from easy-to-agree-to requests to more demanding ones.
7. Always write thank you notes. It is not only appreciative of people's time, it is also an opportunity to reiterate your ask and state your understanding of next steps.

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8. Don't give up — making change requires slow and persistent work.
9. Slow and steady engagement through community meetings, one-to-one conversations, house parties and training of lots of mothers in several communities helps build the leverage to achieve your campaign goals.
10. Be sure to diligently and carefully enter contact information for everyone you engage with into Mothers Out Front's central database, Nationbuilder, so that you can reach your people when you need them. Remember that a lot of groundwork takes place before a campaign "catches on" and the impacts can be seen.
11. Don't just target decision-makers: raise awareness and enlist the support of the general public through media coverage to put a spotlight on the issue.
12. Anticipate next steps.
13. Celebrate successes!



IV. INTRODUCTION TO MOTHERS OUT FRONT & HOW TO GET INVOLVED

We are mothers, grandmothers and other caregivers who believe that we can no longer be silent and still about the very real threat that climate change poses to our children's and grandchildren's health today and livable climate tomorrow.

We are building a movement of mothers, grandmothers and others whose collective voice will be so strong that leaders will have no choice but to listen.

Every day that passes with our continued dependence on fossil fuels imperils not only our children but all living things. Therefore, we call for a swift, complete, and just transition to renewable energy across the United States.

There is power in our collective voices declaring our mission so loudly that our business leaders and elected officials have no choice but to listen. We are determined to move swiftly away from fossil fuels and toward clean and renewable energy sources in order to give our children a livable climate. As members of Mothers Out Front, we use our voices to shape the world that we want for all children.



Mothers Out Front are:

1. Building a movement of moms of diverse backgrounds
2. For clean and renewable energy
3. Working against new investments in fossil fuels
4. Supportive of leaders who have climate change at the top of their agenda
5. Protecting our children from foreseen consequences of climate change
6. Combining our forces in ways powerful and hopeful

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We are not:

1. Partisan
2. Anti-business
3. Exclusive – we welcome everybody who wants to join us!
4. Guilt trippers
5. Afraid to push for change or make changes in our own lives
6. Supportive of leaders who ignore the increasing threat of climate change.



Below is some information about how we work. Please note that our organization began in Massachusetts, and as a result these examples relate to work done in that area. Mothers Out Front has now expanded to additional states, and we are currently gathering information to illustrate how our members are organizing in those areas, too.

Read and watch to find out more about who we are and what we do:

- [Declaration of Protection For Our Children Against Climate Change](#)
- [Meet Mothers Out Front](#)
- [Power Up for Our Children's Future Campaign Launch – See mothers and elected officials in action](#)
- [Mom testifying in front of Boston City Council](#) – Our stories and voices are one of the most powerful tools we have to engage decision-makers. Claire Humphrey of the Boston Community Team testifies at Boston City Council Hearing to call on them to fix the gas leaks.

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Mothers Out Front is currently organizing in Alabama, California, Massachusetts, Nevada, New Jersey, New York, Ohio, Virginia, Washington, Wisconsin. If you live in one of these states, we would love to connect you with a chapter in your area or explore the possibility of starting a new chapter if one doesn't exist where you live. To get involved in one of these states, [click here](#).

If you live in another state, we would still love to connect with you. We are planning to expand into other states soon, and we also have other ways you can volunteer with us until that happens, including responding to legislative alerts and online information. To help us learn more about you and what you'd like to do, please take a moment to tell us a bit about yourself by filling out this [form](#).

Thank you again for your interest! We look forward to working with you building a movement for a just transition to a national infrastructure based on clean, renewable energy.

a. HOW WE ARE CREATING SAFER COMMUNITIES AND A LIVABLE CLIMATE FOR ALL CHILDREN

Society's dependence on coal, gas, and oil presents one of the greatest threats to human well-being, due to their health and environmental impacts as well as their role as the main driver of climate change. If not reduced, this dependence promises to worsen so many existing forms of human suffering, particularly among the most vulnerable – from disease, to physical displacement, to impacts on water and food availability, to psychological and emotional distress. As a society, we are not taking sufficiently aggressive action to ensure that all of our children and grandchildren aren't faced with almost unimaginable consequences.

Climate change is the most critical issue of our time. It can be difficult to know how to solve such a complex issue. Yet, time and again we hear that mothers coming together to build community and use their power to fight for child-centered climate and energy solutions provides hope and inspiration to those who did not know where to begin. Together, we can, we must, and we will hold decision makers accountable for choices in business and policy that do not work towards a healthy environment today and a livable climate tomorrow. If we are to be effective, we must understand that the fossil fuel industry has a vested interest in "business as usual." Their profits are tied up in the drilling of fossil

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fuels. These are the technologies of the past! If we work together we can leverage our influence as mothers, tell our stories and urge our leaders to do the right thing by investing in the technology of today.

Mothers Out Front believes that if we are going to address the challenges around our consumption of fossil fuels, leadership needs to start at the community level. Smart policy and communications efforts need to be complemented by organizing efforts that address community concerns and answer the question: “How does this solution make my kids’ and grandkids’ lives better?” We need community- level leadership and action, and we need it in a range of communities in states all across the country. We are not a single-issue advocacy group; instead we give moms the materials, training, and support they need to make local and state changes that become the building blocks of a national change in the energy infrastructure of our country. Each local Mothers Out Front team chooses its own tactics that will feed into their state’s strategic goals.



Mothers are powerful change agents. They are passionately determined to protect their children, and they are involved and influential forces in their communities. They are often the primary purchasers in their households. They vote, and their shared desire to protect the next generation can unite those who might be normally divided by politics, geography, race, and socioeconomic status.

At Mothers Out Front, we engage, empower and organize mothers. We use a time-tested organizing framework refined and taught by Harvard Kennedy School’s Marshall Ganz, whose decades of experience in social movement organizing include the civil rights struggles and Cesar Chavez’s United Farm Workers Movement, and more recently the success of President Barack Obama’s 2008 and

Organizing Toolkit **SECTION 1** – Welcome to Mother's Out Front! (continued)

2012 grassroots presidential campaigns. The heart of this strategy is to bring people together to share their stories and discover shared values, and to empower them to work together for social change as leaders in their communities and beyond.

It is our belief that if enough mothers engage in concrete campaigns at the local and state levels, they will become a cohesive, empowered and activated constituency that will (a) bring about change in their communities; (b) focus greater attention on issues related to our energy habits by making it about our kids, plain and simple; and (c) ultimately alter the political landscape, providing both the outside support and pressure for our elected officials to take bold action on climate change, while making it far more challenging for polluters and climate change deniers to continue their destructive actions unchecked.

b. HOW WE BUILD OUR MOVEMENT

Taking Action at Three Levels



Organizing Toolkit **SECTION 1** – *Welcome to Mother's Out Front! (continued)*

Individual — Mothers make the choice to get involved and take concrete steps to choose clean renewable energy in their own lives when they can.

Community — It is at the community level that moms have a chance to work together to get elected officials and business decision-makers to take concrete steps that will move us toward a swift, complete, and just transition off fossil fuels.

State — Most significant changes in this country, from the areas of civil rights, to abolition, to marriage equality, and health care, have first taken place at the state level. Moms organizing in communities across a state can build enough power to affect state-level choices.

As we organize and grow in communities and states across the country, we are building a deep and powerful movement of voters and purchasers that will have the power to effect the change we need at the national level.

Community Campaigns: the Heart of our Power



Organizing Toolkit **SECTION 1** – *Welcome to Mother's Out Front! (continued)*

Moms come together to build the power needed to create a national movement through **Community Campaigns**, the building blocks of our national movement. This toolkit is designed to help you build such a campaign.

c. HOW TO USE THIS TOOLKIT

As stated in the “How to Use this Toolkit” section, the purpose of this toolkit is to give you basic direction, best practices, and tools to get you started organizing your community campaign. We recommend that you draw on the sections that address the state of development of your effort one at a time as opposed to trying to take it all in at the outset. It may feel like a daunting task ahead, but remember that you will not be doing this work alone and that it will take place over a significant amount of time. The tools in the toolkit will be complemented by one-to-one coaching from staff organizers or volunteers, workshops, and peer-learning that takes place through group check-ins. The most important thing is to start and trust that you will learn as you go.

“Whatever you can do, or dream you can do, begin it. Boldness has genius, power, and magic in it.” - Goethe

The toolkit is illustrated by a real life case study of Mothers Out Front community campaigns against gas leaks, which resulted in change at the state level. Please read this case study before diving into other sections of the toolkit. We want to give you an idea of what this work looks like, but it is by no means the only way to go about this, and the focus of the campaign in your community might be different than that of the one in the case study.

There are six major steps to building and winning a community campaign:

1. Understanding why and how we build people power
2. Engaging moms in your community
3. Keeping track of who you engage
4. Forming a team
5. Developing a community campaign
6. Taking action

Organizing Toolkit **SECTION 1** – *Welcome to Mother's Out Front! (continued)*

Each section contains an overview of the step at hand, plus some worksheets and supporting materials to use with your team to turn these steps into action. Though the steps are laid out in a linear fashion and none of them can be skipped, they will continually need to be revisited and build on each other. So let's dive in!

