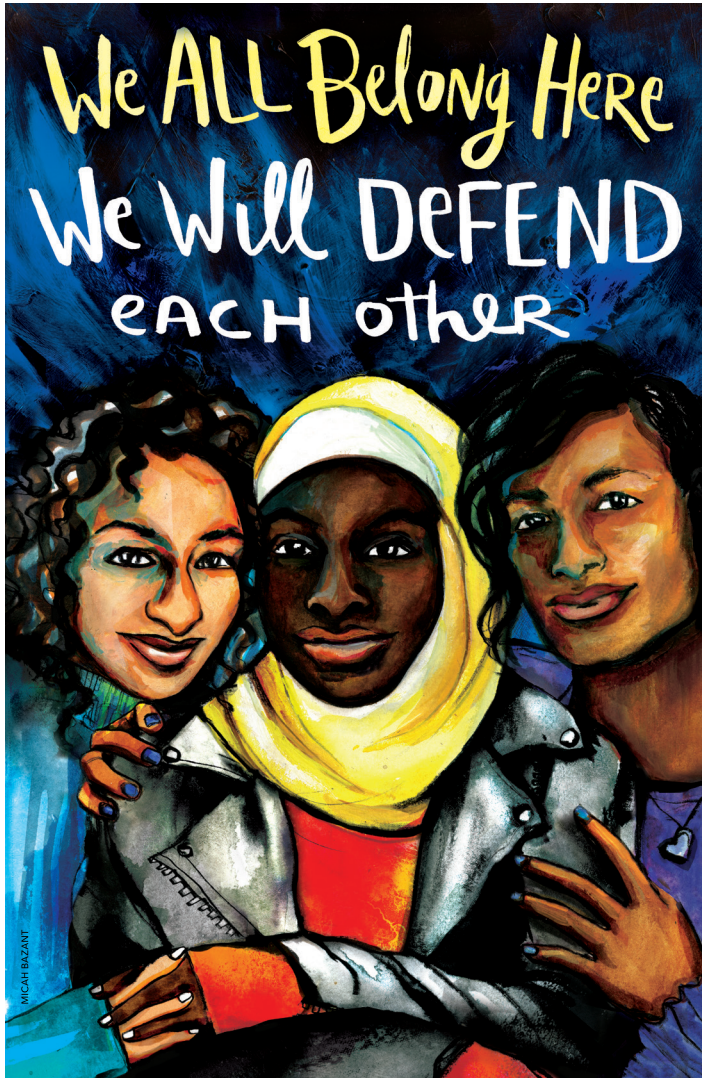




# POLICY ON BELONGING TOOLKIT



**WE THE PEOPLE HAVE THE POWER TO ENSHRINE THE RIGHT TO BELONG AS PUBLIC AND PRIVATE POLICY.**

A policy is a kind of pledge to guide future action. When an agency or institution adopts a policy, they are saying, “Hold us accountable to this.”

Join us in promoting and piloting the Policy on Belonging and make full belonging real for everyone.

Image by Micah Bazant

[www.micahbazant.com](http://www.micahbazant.com)

**THIS TOOLKIT WILL GIVE YOU EVERYTHING  
YOU NEED TO CAMPAIGN FOR A  
POLICY ON BELONGING FOR YOUR  
COMMUNITY OR ORGANIZATION.**

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## U.S. DEPARTMENT OF ARTS AND CULTURE

HELLO@USDAC.US | USDAC.US

Dear Citizen Artist,

Thanks for supporting the USDAC's call for a **Policy on Belonging**. You're joining thousands of people across the U.S. who understand that to thrive, democracy needs all our voices and all our creativity. Belonging is a human right.

The Policy on Belonging is one of ten points in ***Standing for Cultural Democracy: The USDAC's Policy and Action Platform***, launched at CULTURE/SHIFT 2016 in November 2016. It has special resonance right now, when the administration in Washington has proposed such policies as travel bans on visitors from majority-Muslim countries and a 1250-mile wall along the border with Mexico.

The U.S. Department of Arts and Culture is a *people-powered department*—a grassroots action network inciting creativity and social imagination to shape a culture of empathy, equity, and belonging. Your participation makes our collective work for culture shift possible. Thank you!

Please feel free to contact us with questions. You can always reach us at [hello@usdac.us](mailto:hello@usdac.us).

Together we create!

*The USDAC*

TOGETHER, WE CREATE.





# ABOUT THE USDAC

**THE U.S. DEPARTMENT OF ARTS AND CULTURE (USDAC) is a network of artists, activists, and allies inciting creativity and social imagination to shape a culture of equity, empathy, and belonging.**

To create a just and welcoming world, all of us need social imagination, the capacity to envision and enact change. Yet as a society, we've failed to prioritize the programs and policies that cultivate creativity, empathy, and collaboration. Social institutions seldom allow us to show up as whole, creative humans. Too often, the stories we're asked to accept limit possibility, depicting us only as consumers and workers rather than creators and communicators.

**Together, we can rewrite these stories. We affirm the right to culture and pursue cultural democracy that:**

- welcomes each individual as a whole person
- values each community's heritage, contributions, and aspirations
- promotes caring, reciprocity, and open communication across all lines of difference
- dismantles all barriers to love and justice

**To advance this vision, the nation's only people-powered department\*:**

- Engages everyone in weaving social fabric and strengthening communities through arts and culture
- Builds capacity and connective tissue among socially-engaged artists and cultural organizers
- Generates momentum and public will for creative policies and programs rooted in USDAC values
- Infuses social justice organizing with creativity and social imagination

Art and culture are powerful means of building empathy, creating a sense of belonging, and activating the social imagination and civic agency necessary to make real change. When we feel seen, when we know that our stories and imaginations matter, we are more likely to bring our full creative selves to the work of social change. That not only makes our work more effective, we have more fun.

Our national actions invite everyone to perform a future infused with the transformative power of arts and culture. Our local organizing helps communities dream aloud and turn their dreams into reality. We connect people across regions in an ever-expanding creative learning community by sharing vital information, generating inspiring actions, and devising cultural policies and programs to catalyze a profound culture shift in the service of social and environmental justice. Together, we're creating new narratives of our power and possibility and scaling up strategies for equity and belonging.

The USDAC is not an outside agency coming in; it's our inside agency coming out! Radically inclusive and vibrantly playful, the USDAC offers pathways of engagement for any individual or organization eager to deepen a commitment to creativity and social change.

Culture shift is an all-hands-on-deck effort: whether you're already performing this work or new to creative organizing, join the people-powered department today!

**THIS IS AN ACT OF COLLECTIVE IMAGINATION. ADD YOURS.**

\*The USDAC is not a government agency.

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# POLICY ON BELONGING ROADMAP

We recommend reading the entire Toolkit, but if you need to prioritize, here's a brief summary of what you'll find in each section, and how you might use the information.

## **SECTION 1. WHAT IS THE POLICY ON BELONGING?.....PAGE 1**

This section describes the aims, potential impact, and origin of the **Policy on Belonging**. *Useful context for anyone taking part.*

## **SECTION 1. QUICKSTART GUIDE AND FLOWCHART .....PAGE 7**

Dive right into this national **#RightToBelong** campaign. *For anyone using this Toolkit.*

## **SECTION 3. YOUR POLICY ON BELONGING CAMPAIGN.....PAGE 9**

Two ways to frame your campaign, followed by a compendium of art-based actions you can host to promote and enact a **Policy on Belonging**. *Essential for anyone planning a **#RightToBelong** campaign.*

## **SECTION 4. PLANNING & PROMOTING YOUR CAMPAIGN.....PAGE 14**

This section offers tips for making people feel welcome and engaged, for building on your events and actions, and for sharing images and ideas from your events and actions. *A must for those planning events and actions.*

## **SECTION 7. DOWNLOADABLE RESOURCES.....PAGE 21**

Links to a free downloadable flyer, social media, instructions, and handouts promoting the **Policy on Belonging**. *Especially for anyone doing promotion or running elements of a **#RightToBelong** campaign.*

## **APPENDIX A. MODEL POLICY ON BELONGING.....PAGE 22**

## **APPENDIX B. USDAC WORKING AGREEMENTS.....PAGE 25**

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## 2. WHAT IS THE POLICY ON BELONGING?

How would things be different if belonging were official policy in your community? Let us help you make it so!

### WHY DO WE NEED A POLICY ON BELONGING?

Every day in the United States, people are denied the fullness of belonging on account of race, religion, gender, orientation, disability, immigration status, and other characteristics. Instead of true cultural citizenship—belonging without barrier, requiring no legal papers, no border walls—sanctuary is denied, travel is limited, people are expected to silently accept disrespect for their heritages, their contributions to history and community life, and their right to culture.

Mostly, communities fight for full belonging on dozens of different fronts: proposing or opposing legislation, speaking out against restrictive orders from on high, standing with the most vulnerable through direct action or public awareness campaigns.

We the people have the power to enshrine the **#RightToBelong** as public and private policy. A policy is a kind of pledge to guide future action. When an agency or institution adopts a policy, they are saying, “Hold us accountable to this.” We can hold ourselves accountable for full cultural citizenship, instituting the **#RightToBelong** as a standard to be used to assess all public actions, and to halt or amend those that infringe these rights.

The USDAC’s **Policy on Belonging** says that we need community organizations, local and state agencies and governing bodies—eventually the federal government—to adopt policies declaring that the right to culture is a core human right, and requiring that all public statements and actions assert, protect, and embody the primacy of belonging, guaranteeing full belonging to each and every community and resident.

### WHAT IS THE POLICY ON BELONGING?

On 19 November 2016, at CULTURE/SHIFT 2016, the USDAC’s national convening cosponsored by the St. Louis Regional Arts Commission, the U.S. Department of Arts and Culture launched ***Standing for Cultural Democracy: The USDAC’s Policy and Action Platform***. The platform is a ten-point compendium of ideas and approaches to nurture cultural democracy, a social order which embodies and affirms the right to culture in every aspect of our public and private policies; welcomes each individual as a whole, creative person; values each community’s heritage, contributions, and aspirations; promotes care, reciprocity, and open communication across all lines of difference; and dismantles all barriers to love and justice.

The platform points address issues that stand in the way of cultural democracy, offering powerful policies and interventions to create culture shift:

1. Instituting a new public service jobs program;
2. Supporting cultural equity;

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3. Supporting arts-based interventions to make democracy real;
  4. Reforming the culture of punishment that has created Incarceration Nation;
  6. Integrating the work of artists throughout social programs;
  7. Supporting artistic response to national and civil emergencies;
  9. Infusing education with creativity;
  10. Instituting a basic income grant.

## TWO PLATFORM POINTS IN PARTICULAR SPEAK VERY DIRECTLY TO THE CHALLENGE OF BELONGING.

Point 8, which we summarized as follows:

**8. ADOPT A CULTURAL IMPACT STUDY.** *Community development policy is marred by a widespread proclivity to see communities of color and low-income communities as disposable in the face of economic “progress.”* Longstanding neighborhoods and cultural and social fabric are demolished to make way for new freeways or sports stadiums. Longtime residents are displaced by gentrification. The disturbing fact is that culture has no legal standing in such decisions, no grounds for protection.

We call on all agencies and organizations with public planning responsibility to adopt a Cultural Impact Study (CIS) for every project with potential negative cultural impact, assessing impact on cultural fabric just as do Environmental Impact Studies with respect to the natural environment. A model Cultural Impact Study resolution appears as an appendix to the full platform.

If you are working with a public agency—Planning Commission, City Council, State Legislature, or any other official policymaking body with authority over the built environment and would like to explore adopting a Cultural impact Study process, please contact us at [hello@usdac.us](mailto:hello@usdac.us). We'll be delighted to help!

Point 5 is the focus of this Toolkit. We summarized it as follows:

**5. INVEST IN BELONGING AND CULTURAL CITIZENSHIP.** *Our chief cultural deficit is belonging.* How many Americans feel deprived of full cultural citizenship on account of race, ethnicity, religion, social class, ability, orientation, or other categories that experience social exclusion? To sustain a functioning civil society that even aspires to this aim, the challenge of belonging and dis-belonging must be acknowledged and addressed.

We call for five innovations: (1) Public and private entities should adopt a Policy on Belonging (a model policy appears as an appendix to the full platform); (2) Support long-term artists' residencies at the neighborhood level by artists with experience and skill in community cultural development, engaging both local culture-bearers and visiting artists who share the values of placekeeping; (3) Support community-based centers that engage people directly in art-making and art experiences; (4) Support creative use of underused spaces such as schools, houses of worship, and public plazas; and (5) Repurpose disused spaces such as vacant lots and empty storefronts as pop-up community cultural centers. All of these initiatives should explicitly include meaningful roles for young people, who will make our collective cultural future one of belonging or dis-belonging.

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## WHAT CAN A POLICY ON BELONGING DO?

Imagine adopting a **Policy on Belonging** as a first step to full inclusion, participation, and welcome in every community. Imagine shifting a culture that targets otherness to a culture that pledges allegiance to pluralism, valuing the richness of difference as much as the strengths of commonality:

- **WHAT IF** the Planning Department in your town was required to review proposals to rezone neighborhoods, assessing their impact on the **#RightToBelong**? They might consider how adding commercial zones (for instance) could impact belonging by attracting newcomers who patronize trendy bars and boutiques, driving up rentals and driving out longstanding residents. Planners guided by the **Policy on Belonging** could modify the proposal, introduce residential rent control, create a subsidy or tax credit for long-term renters, or take other actions to ensure that increasing commercial opportunity doesn't result in displacement of those who helped to create the neighborhood's vibrancy and interest.
- **WHAT IF** a group of local School Board members opposed to immigration began lobbying for an end to bilingual education in a community with many Spanish-speaking newcomers? If the School Board had adopted a **Policy on Belonging**, they'd have an obligation to ensure that all students felt equally welcome and all understood that the **#RightToBelong** applied to themselves and their families, giving them grounds to reject the lobby's program.
- **WHAT IF** church leaders in your neighborhood wanted to stand in solidarity with Jewish and Muslim neighbors whose houses of worship has been vandalized? They could adopt a **Policy on Belonging** in response to what's happening in their own community, then go further and propose that the state and national governing bodies of their faith do likewise, spreading the **#RightToBelong** far and wide.

The model **Policy on Belonging** which appears as Appendix A to this Toolkit does the following:

- The preamble asserts five key reasons that full cultural citizenship and the **#RightToBelong** are core human rights that should be enshrined in policy.
- The next section is the main resolution: "Therefore be it resolved that (the City of, County of, etc., or organization name) \_\_\_\_\_ hereby adopts a policy requiring all public statements and actions to assert, protect, and embody the primacy of belonging to the health of local culture and community, and mandating that all public actions and statements reflect the letter and spirit of this resolution, guaranteeing full belonging to each and every community and resident within our borders, including each of the sections and procedures described below.
- Section 1 defines the key terms: "The Right to Culture," "Belonging," "Cultural Citizenship," and "Policymaking Entity."
- Section 2 lays out the requirement for a review of actions that affect belonging and the conditions under which it may be triggered.
- Section 3 spells out the requirements, process, and time requirements for public review and comment under this policy, then describes how the review must conclude: "Each response will either: reject the proposed action for negative impact on the right to culture, belonging, and/or full cultural citizenship; recommend one or more of the alternatives set out in the request

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for review or a superior alternative emerging from the review process, indicating approval if the recommended alternative is substituted for the original proposed action; describe mitigating action necessary for resubmission of the proposed action for approval; or approve the action as proposed.”

What if enough communities, agencies, and organizations across the United States adopted a **Policy On Belonging** to ensure that the **#RightToBelong** gained national recognition as a fundamental human right? Join us in promoting and piloting the **Policy on Belonging** and making the **#RightToBelong** real for everyone.

Start by filling out [this form](#) to give us an idea of what you’re thinking about, even if you aren’t sure of specifics, and we’ll keep in touch. We can brainstorm with you, provide technical assistance, promote promising efforts through our blog and social media, and offer ongoing moral support.

## WHAT INSPIRED THE USDAC TO PROPOSE A POLICY ON BELONGING?

The **#RightToBelong** became a central focus of the USDAC’s work as result of our annual civic ritual and participatory art project, the **People’s State of the Union** (PSOTU). In November of each year, we invite people across the U.S. to hold Story Circles during a ten-day period beginning in late January, sharing stories that reveal something of the state of our union as they experience it. The stories are uploaded to a web portal where they inspire both poetry and policy.

A Story Circle is a small group of individuals sitting in a circle, sharing stories—usually from their own experience or imagination—focusing on a common theme. As each person in turn shares a story, a richer and more complex story emerges. By the end, people see both real differences and things their stories have in common. A Story Circle is a journey into its theme, with multiple dimensions, twists, and turns. Theater makers such as Roadside Theater and John O’Neal have been central in developing the practice for use in creating original performance and community telling and listening projects.

The simplicity and power of Story Circles embody real belonging. USDAC Story Circles equalize time and attention, so the middle-school principal and the sixth-grader sitting on opposite sides of the Circle experience real equality. The principal may start out by feeling, “Oh, no, now I have to listen to this kid!” while the sixth-grader may come in feeling, “No one told me the principal would be here!” But in the telling and listening those feelings change.



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The spine of the Story Circle and the People's State of the Union is the conviction that everyone has the #RightToBelong. Each of the three PSOTUs thus far have been full of people sharing stories of belonging and what Secretary of Belonging on the USDAC National Cabinet Roberto Bedoya has called “dis-belonging,” the things that make people feel less than, other, and outside, rejecting the truth that everyone deserves the experience of belonging without barrier. Consider this 2017 story uploaded by Shelle from Albuquerque, New Mexico:

The question of belonging hit me very hard today. Generally, I have always felt like I belong to many groups—belong as an artist, belong as an educated white woman, belong as a bilingual New Mexican. My children are biracial so I feel like I belong in the conversation about black identity and racial equity—it concerns me every day. I am married to a Hispanic man, so I belong to his family and culture and I feel that deeply. But now, today and lately, I feel that sometimes I belong to a group, and other times I don't belong to any of those groups.

I think of my biracial boys, as youngsters, who are now teenagers. They say what I said to my parents like, “You don't understand what I am going through.” And when my boys were very young, I realized this would be true for my boys in a way that was much deeper than it was when I said it to my parents. And during this election cycle, I carry this sense of being sure where I belong.

The morning after the election, my husband and I were getting ready board an early morning flight to Chicago (and I was sad and fearful to leave my black teenage boys that day). My seventeen year-old son got up after a long night of election results (he was checking on his phone throughout the night), and he says to all of us (my sisters-in-law were also there), “Let's all share our biggest fears this morning after this election!” He says he'll go first. “I'm most afraid of National Stop and Frisk.”

No one said anything for a full minute. What could we say? And I was afraid, too—of that (and of so many other things) and afraid that my beautiful young man/son was afraid. He grew up with a black president and sense of empowerment—and on the verge of his adulthood, it all feels and sounds completely different. And I don't know how to hold those two realities in my mind—my elementary school biracial boys watching the inauguration of the first biracial president and my young adult black sons living in a rise of racism and hateful, public rhetoric.

Analyzing the yield of all three PSOTU iterations to date—so many different stories speaking of the same fears and desires—led us to the opening sentence of Platform Point 5: “Our chief cultural deficit is belonging.”



# 1. QUICKSTART GUIDE & FLOWCHART

**STEP ONE: REVIEW THE POLICY ON BELONGING.** In Section 2 of this Toolkit—"What Is The Policy on Belonging?"—you'll find information on the need for a **Policy on Belonging**, how it works, and what it can do. Also, the complete text of the model policy resolution can be found both at the end of this Toolkit as Appendix A and in the [Policy On Belonging Public Folder](#).

## **STEP TWO: PLAN YOUR CAMPAIGN**

Assemble a team of allies and identify the public or private entity you'll persuade to adopt a **Policy on Belonging**, such as a city council, county planning commission, state agency, community center, house of worship, school, museum, tribal government—any group that should be supporting the **#RightToBelong** as a core human right. Choose teams to research the relevant policymaking process and timeline, then use the resources in this Toolkit to plan your strategy. Use the [Policy on Belonging form](#) to let us know what you're doing.

## **STEP THREE: PLAN YOUR KEY EVENTS AND ACTIONS**

Depending on your strategy, your campaign will include events (e.g., community meetings, performances to raise awareness or funds, public actions to attract media attention, etc.). Download the Event Checklist from the [Policy On Belonging Public Folder](#) and follow the relevant steps, finding volunteers as needed to help with setup, takedown, and other tasks.

## **STEP FOUR: PROMOTE YOUR EVENTS AND ACTIONS**

Download the Media Promotion Checklist from the [Policy On Belonging Public Folder](#) and follow the steps. Download, adapt, and use the press advisory, model flyer, and social media buttons also available in the [Policy On Belonging Public Folder](#). Be sure to tag all your campaign social media posts with **#USDAC** and **#RightToBelong** so everyone can find them.

## **STEP FIVE: HOST YOUR EVENTS AND ACTIONS**

Welcome people, being sure to capture their names and emails to share with the USDAC at [hello@usdac.us](mailto:hello@usdac.us). There's a sign-up sheet available from the [Policy On Belonging Public Folder](#). Be sure to thank everyone for taking part!

## **STEP SIX: SHARE YOUR DOCUMENTATION**

Encourage everyone to post images and short texts documenting your **#RightToBelong** events and actions to social media using the hashtags **#USDAC** and **#RightToBelong**. You will inspire others to create and document their own projects.

## **TO DOWNLOAD POLICY ON BELONGING MATERIALS**

**Policy On Belonging** materials are available for download from the [Policy On Belonging Public Folder](#). When you go to that link and find something you want to use, download it to your computer. Click on the document you want. If it's a PDF, when you click on the document, on the upper right of your screen, you'll see icons to print or to download. If it's a Word or similar file, once you open it, under the File menu you'll see "Download as," giving you all available options. Choose one, then download to your computer.

How would things be different if belonging were official policy in your community?

Let us help you make it so!

READY TO MAKE THE #RIGHTTOBELONG OFFICIAL POLICY?

**YES!**

**REVIEW THE POLICY ON BELONGING.**

You'll find it in Appendix A and in the [Policy On Belonging Public Folder](#).

**PLAN YOUR OVERALL STRATEGY**

**FIRST ENGAGE YOUR OWN GROUPS & COMMUNITIES**

What groups are you already connected to that could adopt a **Policy on Belonging**? Pull together allies and investigate the policymaking process and timeline.

**SECOND, EXPLORE LOCAL PLANNING PROCESSES**

Get to know planners, learn their mandates and processes, and work with them to advance the **Policy on Belonging** in their agencies.

**THIRD, PICK YOUR STARTING GOAL**

Based on your research, decide where to start: a PTA, faith community, nonprofit organization, planning commission, city council? Start small and work up, building on victories.

**USE THE [POLICY ON BELONGING FORM](#) TO LET THE USDAC KNOW WHAT YOU'RE DOING AND GET HELP WITH BRAINSTORMING, PLANNING, AND STRATEGY.**

**CREATE KEY EVENTS AND ACTIONS**

Check Section 3 of the Toolkit for ideas and details.

**ART-BASED GATHERINGS**

Pull people together to imagine a **Policy on Belonging** in practice. Host a Story Circle or participatory artmaking event.

**PUBLIC ACTIONS**

Attract attention with flash mobs, a booth at markets and festivals, a beautiful poster campaign, public performance.

**FRIEND & FUNDRAISING**

Host an Open Mic to raise funds and engage people. Use social media and postcards to spread your message.

**PROMOTE YOUR EVENTS AND ACTIONS**

Download, adapt, and use the press advisory, model flyer, social media buttons, and media checklist from the [Policy On Belonging Public Folder](#). Tag all your posts with **#USDAC** and **#RightToBelong**. Share your documentation with the USDAC at [hello@usdac.us](mailto:hello@usdac.us).

**MAKE SURE YOUR ALLIES SHOW UP FOR KEY VOTES AND POLICYMAKER DISCUSSIONS. CELEBRATE YOUR VICTORIES AND BE SURE TO THANK EVERYONE!**

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### 3. YOUR POLICY ON BELONGING CAMPAIGN

There are many paths to promoting adoption of a **Policy on Belonging**. The steps described in this section can be replicated or adapted to local aims and conditions. You can use any venue, artform, or mode of interaction to catalyze engagement and support. What matters most is that your project be congruent with **Policy on Belonging** values and objectives:

- nurture meaningful connection and conversation about the **#RightToBelong**;
- embody the connections between issues of social and environmental justice and belonging as a human right;
- highlight unjust policies that promote dis-belonging as well as the actions people take to put them right;
- disrupt narratives of hate, uplifting love, connection, and equity;
- activate a sense of agency and encourage participation in public life;
- remind us that democracy depends on our voices being heard.

As you plan your campaign, you may find it helpful to consider these questions:

- **What aspects of the #RightToBelong do you want your project to communicate?** Your message will help to shape your activities. In some circumstances, immigration is the issue that gets most attention; in others, dis-belonging may be grounded in race, economic status, religion, gender, orientation, ability, etc.
- **Whom do you wish to involve and how?** This Toolkit and the materials in the **Policy On Belonging Public Folder** will help you reach out to the people you hope will take part. Wholesale forms of engagement such as creating an online petition and seeking signatures can run up the numbers if you want to impress decision-makers with the sheer volume of support

for a Policy on Belonging; so can making it very easy for supporters to tweak and send form messages to policy-makers.

- **What arts-based skills and techniques will be involved?** Will your campaign include a performance or exhibit? Do you want to use music to create memorable moments? Knowing who possesses and is willing to share skills will help build your actions.
- **If events are part of your strategy, where will they take place?** And what does that say about accessibility, transportability, and the need for assistance in setting up and taking down?
- **What materials and supplies will you need,** and where will you get them?
- **How will people interact with your Policy on Belonging campaign?** Is it a one-off project or do you want to stay connected in future? There are ideas in this Toolkit about welcoming and engaging folks and about following up after your event(s).
- **How will you document and share what emerges?** Images or messages posted to social media—Facebook, Twitter, Instagram—with the hashtags **#RightToBelong** and **#USDAC** will reach the USDAC. We hope to use as much as possible in our own blogs and social media, and ask you to repost, retweet, or otherwise share **#RightToBelong** social media when you see it. Please keep us posted when you share, and we'll amplify.

**THIS PART OF THE TOOLKIT INCLUDES TWO SUB-SECTIONS:** The first is about framing your campaign through research and collaboration with allies; the second includes arts-based action ideas.

**WE ARE HERE TO HELP EVERY STEP OF THE WAY!** Start by filling out the form [here](#) to let us know what you're considering or doing. Feel free to write anytime to [hello@usdac.us](mailto:hello@usdac.us).

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# FRAMING YOUR CAMPAIGN: START WITH YOUR OWN GROUPS & COMMUNITIES



## THE IDEA: BE ABLE TO SAY “WE DID IT, SO SHOULD YOU.”

What groups are you already connected to that could adopt a **Policy on Belonging**? You could start with the PTA, a faith community, an arts organization, a community center, an activist organization, or any group that has a commitment to the **#RightToBelong**.

Most organizations that have bylaws or other rules governing decision-making processes have a procedure for introducing new resolutions. Find out what your group's procedure is, thinking about these options:

- **Who has the power to introduce a new policy?** You may need to ask someone in leadership (e.g., a Board or staff member) to introduce a resolution adopting the **Policy on Belonging**, or you may be able to raise the issue as a member. If you need support from leadership, be positive and strategic, seeking out someone likely to be sympathetic and asking that person's advice on the best way to proceed. A powerful ally is definitely a success factor, so give some thought to how each person might be approached and why each would be likely to support the **Policy on Belonging**.
- **Line up supporters.** Showing that you already have significant support is one of the best ways to establish a foothold, demonstrating that a substantial group within the community is working for the **Policy on Belonging**. Use some of the suggestions in this Toolkit to gather potential allies, share the potential power of the policy with them, and enlist them as active supporters. If you have ways to connect with individual members of bodies with public responsibilities such as members or employees of planning or arts commissions, invite them to talk with your team about their aims and processes.
- **Think about the best way to make use of support** (e.g., an open letter to decision-makers after the **Policy on Belonging** resolution has been introduced, signed by many people; a campaign to ensure that each decision-maker receives multiple endorsement letters; a request to allies to phone decision-makers' offices and register their support; an online petition that supporters can sign and help you circulate).
- **Call on the USDAC for tools and technical assistance to help build engagement.** We can assist you with online petitions and other action tools. Just contact us at [hello@usdac.us](mailto:hello@usdac.us).
- **Once you have an active campaign underway, make use of every outlet** to share information and attract allies. For example: local radio talk shows; op-eds in local papers and weeklies; posting on neighborhood bulletin boards (on and offline); setting up a booth at a fair, festival, or farmers market; canvassing door-to-door; presenting at neighborhood council meetings; public spectacle such as a flash-mob dance to call in media attention and generate viral video, etc.
- **Find creative ways to thank supporters and reward decision-makers once the campaign has been successful.** In art-based organizing, you may have allies who would be willing to create a beautiful thank-you card or certificate of appreciation, write a tribute poem or a thank-you song you can sing at a future event.
- **Build on your success by asking allies to share it with others who might adopt a Policy on Belonging.** Think of your own group as a seed-bank: ask people to help you plant seeds in as many other places as possible. If you succeed with the city council, go to the county level; if you succeed there, move on to the state.

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# GET INVOLVED WITH PLANNING PROCESSES



## THE IDEA: GET TO KNOW PLANNERS, LEARN THEIR MANDATES AND PROCESSES, AND WORK WITH THEM TO ADVANCE THE POLICY ON BELONGING.

Most communities have a planning department with an appointed policy-making commission and professional staff. A comprehensive plan requirement is common, mandating that a city or county create a document dictating public policy concerning transportation, utilities, land use, recreation, housing, and sometimes other dimensions of the environment. Often, public hearings or other forms of community participation are features of the planning process.

Many cities and counties are required to produce annual updates to their comprehensive plans. What comes most strongly to their notice may find its way into the plan update. If you can focus planners' attention on the **#RightToBelong**, you may have a real opportunity to persuade planning authorities to adopt a **Policy on Belonging** to guide their work toward maximum inclusion and participation.

Many cities and counties take on cultural planning processes, developing plans to guide future arts support, provision of cultural opportunities for community participation, arts-in-education, live/work zoning, space for cultural organizations, and related matters.

Here are a few ideas on how to engage with planners:

- **Get the information.** Contact your city or county planning department. Obtain the schedule of planning hearings and other opportunities for public response. If your community is in the midst of an annual plan review or a process that will yield any sort

of plan, get the planning documents and schedules and review them for opportunities to get involved. If your community has an arts commission or department of cultural affairs responsible for cultural planning, contact them and follow the same steps to learn more.

- **Review a copy of the current comprehensive plan and/or cultural plan**, identifying those values and aims that are congruent with the **Policy on Belonging**. These will be strong assets in your campaign: you can show authorities that the **Policy on Belonging** is a great way to pursue some of planning agencies' own key goals.
- **Look into meeting and learning opportunities for planners.** The American Planning Association (APA) has 40,000 members nationwide. In many places, they sponsor forums, continuing education programs, and meetings for professionals in the field. Find out more to see if you can be invited to present the Policy on Belonging at relevant events. If your campaign succeeds locally, seek recommendations upstream with the aim of being invited to present at statewide or national forums.
- **Offer your help.** Planners as a class tend to like public processes: design charrettes and other interactive, participatory planning modes are popular. What art-based modes of participatory planning can you share to inspire local planners? How can you team up? Feel free to call on us for ideas: [hello@usdac.us](mailto:hello@usdac.us).

# ART-BASED ACTIONS: HOST AN OPEN MIC PERFORMANCE



**THE IDEA: INVITE PEOPLE TO SHARE POEMS, MUSIC, READINGS, AND OTHER PUBLIC OFFERINGS THAT PROMOTE THE #RIGHTTOBELONG.**

Put out a call for performers to take part in a **#RightToBelong** Open Mic event to create awareness and identify allies. People sign up for specific time slots to read poetry, share spoken word, sing a song, perform a brief skit or scene, or offer a short dance piece relevant to belonging.

To host effectively, you need to set the parameters, put the word out to prospective audience members, provide the venue and basic equipment, maintain order and keep time, as well as handle setup, emceeing, refreshments, security, and clean-up—depending on the venue and scale.

At one end of the scale is a house party, with participation limited by the size of your living room; and at the other, a theater-type venue with fixed seating, stage lighting, and high-quality sound. In between could be facilities such as a gym, a community center meeting-room, or a church basement.

You can focus on poetry and spoken word, or on music or dance, or include individual performers and ensembles of multiple types. Get a few folks together, think about what will resonate best in your community, figure out the best venue, and have an amazing time.

Sign people in to capture their names and emails. If your campaign involves using a petition or otherwise seeking endorsements, be sure to have a station for people to sign on. Be ready to recruit new volunteers: prepare a handout that offers a concise invitation and guide to volunteer opportunities in your campaign, giving people a choice of appealing tasks.

A complete guide to organizing an open mic event is available in the Event Resources section of the [Policy On Belonging Public Folder](#). You'll also find Media and Promotion information and everything else you need to plan an Open Mic in support of the **#RightToBelong**.



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# HOST A STORY CIRCLE



## THE IDEA: INVITE PEOPLE TO SHARE STORIES THAT BRING THEIR OWN EXPERIENCES TO THE NEED FOR A POLICY ON BELONGING.

A Story Circle is a small group of individuals sitting in a circle, sharing stories from their own experience focusing on a common theme. Every story has a beginning, a middle, an end, and a teller. Imagine starting this way: "Let me tell you about the time..." Whatever story each person wants to tell is just fine. As each person in turn shares a story, a larger, richer, and more complex story emerges. By the end, people see both real differences and things their stories have in common. A Story Circle is a journey into its theme, with multiple dimensions, twists, and turns.

Each Story Circle has a facilitator (to moderate and engage everyone in the Circle) and a scribe (to record stories and help people share them).

Story Circles are often understood as deriving from indigenous traditions. There are many variations. Theater makers such as Roadside Theater and John O'Neal have been central in developing the practice for use in creating original performance and community telling and listening projects.

You can invite a half-dozen friends to your home on for a single Story Circle, or host a large-scale event where multiple Story Circles take place at the same time.

To support the **#RightToBelong**, invite people taking part in Story Circles to share their own experiences after reflecting on the following prompts:

- Share a story about a time you felt a deep sense of belonging—or the opposite—in your community, state, or nation.
- Share a story about something you experienced that showed you the way different groups and individuals are seen to belong or made to feel they do not belong in a group, community, or culture.

- Share a story about a time you questioned the fairness and justice of a policy and decided to take action to help put it right.

Story Circles can also substitute specific prompts that hosts have created to hone in on local issues or themes (e.g., "Share a story about something you have experienced that made you question whether our county's education system makes students feel they are welcomed and valued.")

If you collect stories (either by having scribes noting them down as they are told or by recording and transcribing them), you can use them as part of your campaign in several ways:

- **Post them to an online story portal** (e.g., a tumblr blog) where they can be shared to provide a rich record of belonging and dis-belonging.
- **Perform stories** as part of an Open Mic event or other public gathering as part of your campaign. Use them singly or work with theater-makers to create a staged reading of sequenced stories.
- **Mine stories for particularly compelling excerpts** to include in public presentations and testimony.
- **Create posters, postcards, or other graphic-and-text handouts** that people will want to keep and share. Include contact information for your campaign to build a base of allies and volunteers.

Download complete Story Circle instructions from the Event Resources section of the [Policy On Belonging Public Folder](#), sharing them with facilitators, scribes, and any other volunteers who will help to organize and facilitate your Story Circle.

# CREATE AND SHARE #RIGHTTOBELONG VISUAL ART



## THE IDEA: CREATE AND SHARE VISUAL ARTS WORK INSPIRED BY THE #RIGHTTOBELONG TO ADD VISIBILITY AND VIBRANCY TO YOUR CAMPAIGN.

Make #RightToBelong art by hosting an open maker space. Invite people to a studio or other accessible workspace, lay on the art supplies, and make images inspired by the speech to inspire others to take action.

People can be amazingly resourceful with very little, so don't feel you have to stock all of these materials and supplies, but here's a list to consider having on hand or asking folks to bring:

- Poster board
- Drawing paper
- Colored paper
- Blank postcards or greeting-cards/envelopes
- Markers
- Colored pencils
- Paints
- Brushes
- Glue
- Scissors
- Exacto knives
- Old magazines for collages

You can organize this gathering around making specific types of art. For example:

- *Invite participants to create their own #RightToBelong postcards* to send to people they want to awaken to the importance of the right to culture and belonging.
- *Give each person an equal module* to work with (e.g., a 12-inch square), and assemble the finished works into one collective work like a quilt or a banner you use at public events promoting your campaign.

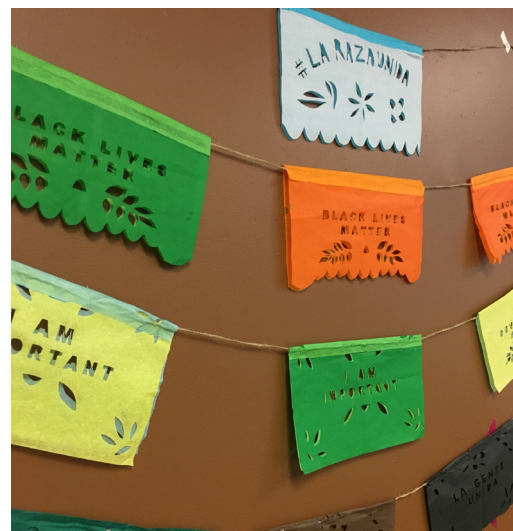
- *Use the traditional Mexican art form, papel picado, to create signs or banners* with words from the **Policy on Belonging**. (See the Papel Picado instructions in the Graphics and Visual Arts Resources section of the [Policy On Belonging Public Folder](#).)

The USDAC is calling for makers of visual images to share work in two ways that aligns with campaigning for a **Policy on Belonging**:

**IF YOU ARE WILLING TO SHARE** artwork so others can use them in their campaigns as flyers, at websites, or in other ways intended to inspire people to work for adoption of the **Policy on Belonging**, please share with the USDAC.

Just send high-res (300dpi) files of designs as jpgs, pngs, or PDFs to [hello@usdac.us](mailto:hello@usdac.us). Please include your name and email address so we can credit you if the USDAC or others use your images.

As part of your campaign, be sure to post images to social media, tagging them with your own campaign tag plus **#USDAC** and **#RightToBelong**.



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## 4. PLANNING & PROMOTING YOUR CAMPAIGN

Creating a **#RightToBelong** campaign is a great way engage people who may not already be involved in creative activism but who understand the importance of belonging as a human right. You will be able to offer them meaningful and pleasurable ways to help make things more welcoming for everyone regardless of race, religion, origin, orientation, gender, ability, or other characteristics sometimes used to pit people against each other.

### PLANNING YOUR #RIGHTTOBELONG CAMPAIGN

Your campaign will have multiple elements: building a team, carrying out research, disseminating materials, reaching and persuading allies, sponsoring public events, celebrating victories, and more. Many of the ideas in Section 3, above, “Policy on Belonging Action Steps,” touch on these subjects. Most of this section deals with public events and public information. Before we go there, it’s important to consider a few tips on building a team. No one ever succeeded in getting a new policy adopted as a solo act. It takes a group of committed people with varying skills and interests, willing to forge a sustainable way of working together for as long as it takes to succeed. As you build a team, here are some things to keep in mind:

- **Respect and acknowledgment are watchwords.** Team members should be respected and acknowledged for their unique contributions to the effort. People are good at different things, and need support and structure in different ways. But everyone needs acknowledgment to feel their work truly matters to the cause. Big gratitude and frequent chances to celebrate accomplishments make working together sustainable.
- **Clarify roles and responsibilities.** From experience, we like clarity, spelling out roles and responsibilities in writing; building in check-ins to assess at regular intervals how things are going and make needed mid-course corrections; encouraging people to communicate clearly and directly. As Appendix B to this report, we offer the USDAC’s working agreements as a set of useful guidelines in working cooperatively with teammates.
- **Set goals and deadlines.** Whether you use fancy apps or simple sheets of flip-chart paper to track progress, every campaign needs a timeline noting deadlines and target dates, and a to-do list noting task assignments and expectations. Just start with your end-goal and work backwards, listing deadlines and tasks as you go. If you’re campaigning for your city council to adopt a Policy on Belonging, for instance, begin by targeting a realistic date for the meeting when they’ll be ready to vote (it can be many months away or just weeks, depending on your assessment of local opportunities and obstacles). Then list all you’ll need to accomplish to get there: holding events, promoting your activities, adding volunteers, seeking endorsements, meeting with influential groups and individuals, etc. Add interim dates to your timeline for each task (e.g., if you’re planning a public event, when do you need to invite speakers and performers, secure the venue, get publicity out, etc.? Put those dates on your timeline, spotting potential conflicts and crunches and adjusting as you go.



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## CUSTOMIZING YOUR #RIGHTTOBELONG EVENTS

**Hosts are key to successful Policy on Belonging campaign events.** They make people feel welcome, introduce them to the **#RightToBelong** and the USDAC, lead activities, ensure that a safe and clean space is maintained, and help people to document and share images and stories. Hosts can work in pairs or teams and call on other volunteers for backup. Here are a few tips to make hosting as easy and rewarding as possible.

A **#RightToBelong** event can use any art form and method of engagement. Whatever your main event, alongside it participants can create visual art, write and share poems, devise a performance, make a video, deliver creative oratory, perform a public dance, and more. Adding other elements can attract participants and deepen engagement. Here are a few other possibilities. You could:

- Start or end the event with a potluck or ask a sponsor to donate refreshments.
- Screen USDAC videos (you'll find them [here](#)).
- Ask participants to add ideas to a bulletin board or suggestion box for ways they'd like to come together again in future.
- Lead people to actions beyond your event. Offer easy steps participants can take to move to broader engagement, including forming a **USDAC Outpost**.
- Provide takeaway information. Invite folks to learn more about your **Policy on Belonging** campaign by picking up literature you've provided.

Each public event in your campaign will reflect the people who take part. Carefully consider whom you're hoping to attract. If you hope certain voices will be present—young people, for instance, or recent immigrants—try to partner with organizations they trust, use a welcoming venue, and take the time to personally invite them so everyone feels welcome.



## ENSURING YOUR EVENT FLOWS

The flow of your event will depend on what activities are included. Here are some things to consider:

- **Setup and final preparations.** If you're using volunteers, make sure they arrive for final preparations and training at least an hour before the posted start-time.
- **Welcome.** Twenty minutes prior to the announced start time, get ready to welcome arrivals with a warm greeting, a sign-in sheet and name tags (or whichever of the three fits your event). You can find a sign-in sheet in the Event Resources section of the **Policy On Belonging Public Folder**. It will help people get oriented and feel welcome if they are greeted and given a bit of orientation.
- **Introduction:** People feel more comfortable when they know what to expect. For a gathering (as opposed to a drop-in-anytime event), everyone should be called together and seated in one big

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group. The host can then welcome people, briefly explaining what is going to happen. In your welcome, be sure to include a little bit about the USDAC and the **Policy on Belonging**.

- **Closing:** Mark the end of a formal large-group gathering with thanks to all. If you can, encourage people to stay around for refreshments and socializing.
- **Clean-up/breakdown.** Be sure to secure enough volunteers to help with takedown of chairs, equipment, and structures, and recycling and disposal of materials.

## SETTING UP SPACE

If you're planning a larger public event, be mindful of access. Things to consider include:

- Is the space you've chosen easy to get to? Is there adequate public transit and/or parking?
- Is the space you have lined up wheelchair accessible? Is there an ADA bathroom on the premises?
- Are children welcome to participate in the event? If not, it can be easy and rewarding to coordinate volunteer or rotating child care at or near where the event is happening.
- Do you need sign language interpreters?
- Is the space you've chosen inviting and easily accessible to members of the community or communities you are hoping to involve? Is there any reason people wouldn't feel welcome there?

## SIGNING IN

You'll want to capture participants' names and emails for your own follow-up and keeping in touch with the USDAC. If it is possible to have a computer handy, you can either have someone typing names and emails or ask people to type their own names and email addresses into the [USDAC website](#) as they enter. Or you can download and print out the sign-in sheet in the Event Resources section of the [Policy On Belonging Public Folder](#) and ask people to legibly print their own names and email addresses. If possible, we'd appreciate your typing out the names and emails after the event, as handwriting can be hard to decipher. Please send completed sign-in information to [hello@usdac.us](mailto:hello@usdac.us): either just email us the names/email addresses or scan the sign-in sheet and attach to an email.

## NAME TAGS

Providing name tags is a good way to make people feel welcome and noticed if your event is taking place in an enclosed space or people are sticking around for a while. It's nice (but not essential) to have a collection of colored markers so people can decorate their own name tags. But even if they are just one color, be sure to have markers so people can print their names large enough to be seen by others.

## PROMOTING YOUR POLICY ON BELONGING EVENTS

In the Media and Promotion section of the [Policy On Belonging Public Folder](#), you'll find customizable templates for a flyer and a press advisory, plus social media images you can post to Twitter, Facebook, or Instagram. Feel free to download, adapt, and use these, or create your own. You'll also find a Media Promotion Checklist there offering more detailed advice and information.

For optimal impact, at least three weeks before your event, begin promoting it in as many of these ways as you choose:

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- Contact local media outlets to pitch feature stories and radio appearances.
  - Collect the deadlines of the relevant publicity outlets and distribute press releases.
  - Ask local organizations to pitch your campaign event to their members.
  - Create a Facebook page to build participation in your event, and/or promote it on your existing Facebook pages.
  - Create a Twitter hashtag for your event, using it along with the main USDAC and **Policy on Belonging** hashtags too. For instance, **#USDAC #RightToBelong #YourTownName**.
  - Adapt the USDAC model flyer and post throughout your community.

## CHECKLISTS

For more help in planning your event, be sure to download the **Event Checklist** from the Event Resources section of the [Policy On Belonging Public Folder](#) and **Media Promotion Checklist** you'll find in the Media and Promotion section of the [Policy On Belonging Public Folder](#).

## ENSURING POSITIVE EXPERIENCES

Most people will enjoy taking part in **Policy on Belonging** events, but there are possible challenges. If you're aware of these, you can avoid them.

- **Multigenerational.** The folks that show up at your event may include small children and elders, teenagers and parents. Be aware of making space for everyone, and describing activities so everyone can understand. Model an attitude of cheerful welcome for everyone: you don't want kids to feel their presence doesn't count or elders to feel no one wants to hear from them.
- **Respecting and including differences.** When strangers show up in the same place, there's a potential for awkwardness. As a host, you need to keep an eye out for potential challenges and make a special effort to include everyone. If people look uncomfortable, they probably are. For a large-scale event, it really helps to have greeters on hand to show everyone the way. Volunteers who are showing up for other roles (such a Story Circle scribes and facilitators) can be asked to come early to serve as greeters.
- **Disruptors.** There's always the potential for disruption, innocent (e.g., boisterous young visitors) or not (e.g., people who dislike the idea of a **#RightToBelong**). It's not very likely this will happen, but the possibility makes it an especially good idea to have backup: a team of volunteers who've practiced politely redirecting people who are causing disruption.

## LINKING REFLECTION TO ACTION

Try to connect people with groups that help them take constructive action on the theme of the **#RightToBelong**. You can have printed materials available for takeaway, or once you've captured everyone's email addresses, send them a follow-up note with links to relevant sites.

If your event isn't the right place to talk about next steps, plan a community potluck as a follow-up. Hand out a flyer letting visitors know that a few weeks after your campaign event, they're invited to bring food to share to a community space to talk about what emerged and share ideas about ways to build support for a **Policy on Belonging**.

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## DOCUMENTATION

**Sharing.** If you're hosting a Story Circle or art-making event as part of your campaign to adopt a **Policy on Belonging**, encourage participants to share their stories and images by posting them to social media—Twitter, Facebook, Instagram—with hashtags that include **#RightToBelong** and **#USDAC**.

You can also email anything you'd like to share, from images and texts people create at your event to photographs of folks taking part, to [hello@usdac.us](mailto:hello@usdac.us). We will post and share all we can.

## FAREWELL RITUALS

If you have the space and help to make it possible, it's wonderful to offer a closing gesture. Here's one possibility:

### OUR #RIGHTTOBELONG

Offer a bowlful of post-its near a sign saying “How will you help promote a **Policy on Belonging**?” As they leave, ask participants to take a moment to write on a post-it one idea for their own future actions that they want to bring into being. The prompt can be “One way I want to help our **Policy on Belonging** be adopted is \_\_\_\_\_.) Ask people to include their names and emails or phones so you can contact them later.

Stick the completed post-its to a bulletin board so everyone can see them on the way out.

## GET MORE INVOLVED WITH USDAC ORGANIZING

Think about all you're investing in building support for the **#RightToBelong** in your community. Adopting a **Policy on Belonging** is an essential first step, but as we say in the platform, “rights are only as real as the resources used to protect, express, and extend them.” The energy of community members who care is the most essential resource needed to ensure that a **Policy on Belonging** is not only adopted but put into practice in ways that matter.



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To anchor all your work for culture shift, to capture all you learn from your campaign and put it to use in the future, consider starting a [USDAC Outpost](#).

An Outpost is a group of four or more Citizen Artists committed to enacting USDAC values in their community. Outposts may focus on learning, relationship-building, and taking action. Supported by Toolkits, learning calls, technical assistance, and other resources, Outposts can organize USDAC Actions and their own value-aligned projects or campaigns. To get started read more about Outposts and apply [here](#).

**The USDAC is committed to turning imagination into action year-round. Please join us!** If you haven't already signed up as a Citizen Artist, visit our [website](#) and do it now. You can also read our [blog](#), learn about [Citizen Artist Salons](#), and much, much more. Contact us at [hello@usdac.us](mailto:hello@usdac.us) to find help activating cultural organizing in your region.





## 5. DOWNLOADABLE RESOURCES

### AVAILABLE DOWNLOADS

The following materials are available for download from the [Policy On Belonging Public Folder](#).

When you go to that link and find something you want to use, download it to your computer. Click on the document you want. If it's a PDF, when you click on the document, on the upper right of your screen, you'll see icons to print or to download. If it's a Word or similar file, once you open it, under the File menu, you'll see "Download as," giving you all available options. Choose the one you want, then download to your computer.

### EVENT RESOURCES:

- Open Mic Materials (folder)
- Event Checklist
- Sign-in Sheet
- Story Circle Instructions

### GRAPHICS AND VISUAL ARTS RESOURCES:

- Social media buttons
- Logos
- Papel Picado Instructions and Patterns

### MEDIA AND PROMOTION:

- Media Promotion Checklist
- Flyer
- Press Advisory
- Media Waivers

### OTHER MATERIALS:\*\*\*



U.S. DEPARTMENT OF ARTS AND CULTURE

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# APPENDIX A: MODEL POLICY ON BELONGING

**This model policy on belonging can be adopted by public institutions such as municipal or state governments and private organizations such as community centers. Adopting such a policy is the foundation for any action taken to extend and deepen belonging.**

**Whereas** the right to culture—to honor those who came before, to express ourselves, to take part in community life as creators of culture, and for our heritages and identities to be treated with dignity, respect, courtesy and kindness—is a core human right; and

**Whereas** we cherish and assert equal opportunity to contribute to and benefit from cultural life for all community members, whether our families are indigenous to this land, have lived here for many decades or just arrived, whether we live in cities or the countryside, and regardless of color, creed, orientation, or physical ability; and

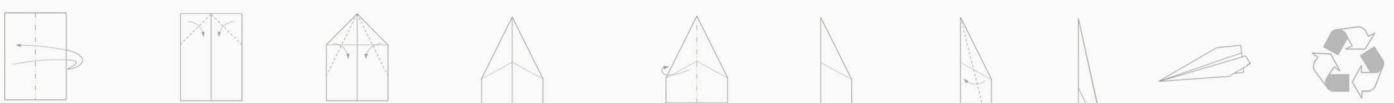
**Whereas** the right to culture has often been transgressed, including (but not limited to) the history of tribal and other community displacement; bans on heritage languages and customs in public schools; hate speech including calls for exclusion from civil and legal society of immigrants, racial or religious categories; the harassment and imprisonment of community members who are targeted for conduct such as gathering on street-corners, dressing contrary to dominant social norms, traversing public thoroughfares, and dancing in public gathering-places; we recognize the need for remedial action to assert and offer belonging to every resident, regardless of race, religion, ethnic heritage, gender, orientation, ability, or other condition or category; and

**Whereas**, equity, justice, fairness, and welcoming are the hallmarks of all authentic support, protection, and promotion of the right to culture; and

**Whereas**, when we sanction or permit unwelcoming speech and conduct, and when we sanction policies that consign some community members to a status of less than full cultural citizenship and belonging, the entire community suffers the consequences of discrimination, the erosion of social fabric, and the resulting tension and conflict between groups;

**Therefore be it resolved** that (the City of, County of, etc., or organization name) \_\_\_\_\_ hereby adopts a policy requiring all public statements and actions to assert, protect, and embody the primacy of belonging to the health of local culture and community, and mandating that all public actions and statements reflect the letter and spirit of this resolution, guaranteeing full belonging to each and every community and resident within our borders, including each of the sections and procedures described below.

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**Section 1a.** “The Right to Culture” is asserted, embodied, and protected in statements and actions that mandate welcoming, equality, and inclusion to every resident, including but not limited to respecting sites of public memory such as elements of buildings, streets, natural lands, and parks that commemorate events of significance to local communities; valuing and preserving long-lived patterns of association and communication such as open markets, plazas, and other gathering-places of significance to local communities; valuing and preserving embodiments of cultural heritage such as murals, concert venues, festival sites, other aesthetic assets, and sacred sites that support community members’ practice of their beliefs, and that support residents in pursuing valued patterns of cultural participation; and valuing and protecting other cultural expressions such as language, music, dance and other performing arts, visual art, customs, and commemorations such as holidays.

**Section 1b.** “Belonging” describes a condition in which each resident and community perceives that the right to culture is valued, preserved, and protected, and that the expressions, customs, traditions, and contributions of all communities are given equal value in relevant policy and practice.

**Section 1c.** “Cultural Citizenship” describes the condition of full and equal belonging for all residents, regardless of legal status, demographic characteristics, or specific heritage.

**Section 1d.** “Policymaking Entity” describes a body authorized to make policy and act for the entity adopting this policy, whether an elected or appointed public governing body or an elected or appointed governing board of a not-for-profit or for-profit organization.

**Section 2a.** A review shall be required for any proposed action undertaken by (the City of, County of, etc., or organization name) \_\_\_\_\_ which may adversely affect local practice of the right to culture, belonging, and/or full cultural citizenship, mandating further investigation.

**Section 2b.** The review may be initiated by any member of the Policymaking Entity adopting this policy; or may be requested in writing in a document signed by no fewer than ten (10) residents of the community the Policymaking Entity serves. In either case, the initiator(s) must specify the actions being undertaken that pose a threat to local practice of the right to culture, belonging, and/or full cultural citizenship; a description of the potential negative impact(s); and a range of acceptable alternatives to the proposed action in order of likely negative impact on belonging. In either event, the Policymaking Entity must respond to the request within thirty (30) days of its being initiated, either authorizing the review or providing specific reasons why it is not necessary.

**Section 3a.** In authorizing such a review, (the City of, County of, etc., or organization name) invite members of the public to comment, allowing adequate time for public review of the written request described in Section 2. In no case shall this be fewer than thirty (30) days from the date on which the review was authorized.

**Section 3b.** (the City of, County of, etc. or organization) \_\_\_\_\_ will complete each review in a timely fashion, rendering a response no later than thirty (30) days following the conclusion of public comment on the review. If thirty (30) days is deemed insufficient with respect to a particular review, a later deadline may be set, providing it is no more than ninety (90) days.

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Each response will either: reject the proposed action for negative impact on the right to culture, belonging, and/or full cultural citizenship; recommend one or more of the alternatives set out in the request for review or a superior alternative emerging from the review process, indicating approval if the recommended alternative is substituted for the original proposed action; describe mitigating action necessary for resubmission of the proposed action for approval; or approve the action as proposed.

Passed and adopted by (the City of, County of, etc., or organization name) \_\_\_\_\_  
at a duly noticed and adjourned meeting held on (day, month, year) \_\_\_\_\_ at  
(location) \_\_\_\_\_.

\_\_\_\_\_  
(Authorizing signature/name/date)



## APPENDIX B: USDAC WORKING AGREEMENTS

For USDAC Office of Instigation, Cultural Agents, Field Offices, Regional Envoys, Bureaus, Outposts, and other USDAC collaborators. The USDAC is many things: a performance, an act of collective imagination, an experiment. Part of the experiment is to behave with each other with the same sensitivity, accountability, and collaborative spirit we envisage for the humane democratic communities we are trying to build. Even as we organize and execute toward impact, we bring a spirit of playfulness and joy to the endeavor. We're serious about the change we seek to bring about, but avoid taking ourselves too seriously. We all agree to accept and abide by the following working agreements.

### ASK QUESTIONS

There are no stupid questions; all of us are free to ask for information, clarification, consideration whenever needed. We agree to ask questions before reaching decisions. We agree to communicate and ask for help when needed. We agree to familiarize ourselves with USDAC's aims, activities, and plans, so that we can understand and discuss our work in that context.

### STAY RESPONSIVE

We work with fixed timeframes and deadlines; there is always a point where planning and decision-making end and implementation begins. In all communications, we will specify:

- (a) what we are seeking (e.g., awareness, response, ideas, objections, etc.);
- (b) a deadline for response;
- (a) modes of response (e.g., email, online discussion, etc.); and
- (c) clarification that non-response will be taken for consent to whatever is being proposed.

We understand that if we don't respond within specified timelines, our viewpoints may not be included. Not everyone needs to weigh in on everything; each of us can pick our priorities and trust the group to take care of the rest.

We agree to keep our USDAC colleagues apprised of our progress, submitting regular reports using the methods provided. We understand that we are accountable to

each other for fulfilling our responsibilities. If unforeseen circumstances prevent us from doing so, we agree to communicate in advance and help find another way to complete the task.

### RESPECT PERSPECTIVES

We are a diverse group comprising individuals who see things in different ways. We agree to do our best to see issues from multiple perspectives rather than holding fixed positions. We agree to see our fellow USDAC activists as allies and to value all input, treating everyone with equal respect.

### HOLD VISION

While we work with many specific details, we agree to stay in touch with our vision and do our best to see the big picture.

### REPRESENT THE USDAC

The USDAC has many opportunities to share our vision and message through social media, press, and public events. Everyone is free to take part in this within a framework that ensures a consistent message: we agree to keep USDAC leadership apprised of press opportunities and collaborate on our public statements. While media representatives may inquire about our own individual work and affiliations (and each of us is free to provide that information), we agree to keep the USDAC's work front and center in media opportunities.

The USDAC's success depends on our ability to tell compelling stories of our work on the ground. We agree to

TOGETHER, WE CREATE.

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enlist fellow activists and artists in documenting our process, and to share that documentation with our colleagues.

#### COMMUNICATE DIRECTLY

If issues arise between us, we agree to communicate directly or use the power of the group to constructively raise and resolve them, rather than triangulating.

#### RESPECT CONFIDENTIALITY

We are free to share USDAC materials for recruiting and briefing purposes, and to talk about USDAC conversations in general terms (e.g., “we shared several different opinions about X...”). But to maintain a culture of safety and openness for our work together, none of us will share recordings of strategic discussions or learning opportunities, or quote each other’s contributions to such discussions directly by name or other identifier without express permission.

#### NON-DISCRIMINATION

The USDAC is founded on the principles of cultural democracy: pluralism, participation, and equity. We cannot endorse or permit invidious prejudice to contaminate our work: actions or speech that discriminate against or insult any group on account of race, ethnicity, religion, orientation, ability, or other such characteristics will be grounds for cancellation of an Outpost’s or Field Office’s charter and expulsion from the USDAC for Cultural Agents, Regional Envoys, and others.

#### NON-VIOLENCE

The USDAC’s work is grounded in constructive, creative action. We cannot endorse or permit violent acts or speech to contaminate our work: actions or speech that threaten the physical well-being of others will be grounds for cancellation of an Outpost’s or Field Office’s charter and expulsion from the USDAC for Cultural Agents, Regional Envoys, and others.