A Guide to Developing Group Strategy for an Issue Campaign

| Goals | Organizational | Constituents, | Targets | Tactics | | |
|------------------|--------------------|---------------------|--------------------|--|--|--|
| | Considerations | Allies, & Opponents | | | | |
| 1. Long-term | 1. Organizational | 1. Who cares enough | 1. Primary targets | For each target, list | | |
| objectives | Resources, e.g., | about the issue to | (individual | tactics each | | |
| 2. Medium-term | money and | join or help the | decision makers) | constituent group can | | |
| objectives: What | budget including | organization? | a. Who has | best use to make its | | |
| is winning? | in-kind | a. Whose | power to | power felt. | | |
| a. Improving | contributions, | problem is | give you | | | |
| lives | staff, facilities, | it? | what you | Tactics must be: | | |
| b. Empoweri | reputation, etc. | b. What do | want? | In context | | |
| ng people | 2. Organizational | they get if | b. What | Flexible and | | |
| c. Changing | Benefits of | they win? | power do | creative | | |
| power | campaign, e.g., | c. What are | you have | Targeted | | |
| relations | a. Expand | their risks? | over them? | Sensible to the | | |
| 3. Short-term | leadership | d. What power | 2. Secondary | membership | | |
| steps to long- | b. Improve | do they | targets | Backed up by | | |
| term goals | leader | have over | a. Who has | specific form of | | |
| | skills | the target? | power over | power | | |
| | c. Increase | e. How are | the people | | | |
| | membershi | they | with power | Tactics include: | | |
| | р | organized? | to give you | Media events | | |
| | d. Expand | 2. Who are your | what you | Actions to inform | | |
| | constituenc | opponents? | want? | and demand | | |
| | ies | a. What will | b. What | Public hearings | | |
| | e. Raise | your victory | power do | Strikes | | |
| | money | cost them? | you have | Voter registration | | |
| | 3. Organizational | b. What will | over them? | and education | | |
| | Obstacles to | they | | Lawsuits | | |
| | success | do/spend to | | Accountability | | |
| | | oppose you? | | sessions | | |
| | | c. How strong | | Elections | | |
| | | are they? | | Negotiations | | |

Will your group's approach or solution to the problem...

Improve people's lives? Give people a sense of their own power? Alter existing political power relations? Be worthwhile? Be winnable? Be widely felt? Be deeply felt? Be easy to understand? Have a clear decision maker to target? Have a clear and workable time frame? Unite not divide your constituency? Build your group's leadership? Lead naturally to your next issue campaign? Have a pocketbook angle? Help raise money? Reflect your values and vision?

Thinking Tactically in an Issue Campaign: A Sample Checklist

| | Petition Drives | Letter Writing | Turnout Events | Visits With Public Officials | Public Hear- ings | Mass Demon- strations | Accounta- bility Sessions | Educa- tional Meet- ings | Teach- Ins | Disrupt- ive Tactics* |
|---|--------------------|-------------------|-------------------|---------------------------------------|-------------------------|-----------------------------|---------------------------------|-----------------------------------|---------------|-----------------------------|
| Can you really do it? Do you have the people, time, and resources? Is it focused on the | | | | | | | | | | |
| primary or secondary target? | | | | | | | | | | |
| Does it put real power behind a specific demand? | | | | | | | | | | |
| Does it meet your organizational and issue goals? | | | | | | | | | | |
| Is it outside the experience of the targeted decision maker? | | | | | | | | | | |
| Is it within the experience and comfort level of your group? | | | | | | | | | | |
| Do you have the necessary leadership experience to do it? | | | | | | | | | | |
| Will people enjoy doing it? | | | | | | | | | | |
| Will it play well in the media? | | | | | | | | | | |

* Disruptive tactics may include legal actions as well as actions that skirt or violate the law. Boycotts and similar disruptions of normal social, economic or political activities generally fall within the law. Civil disobedience involves intentional violation of unjust rules or laws.

Sources: Bobo, Kim, Jackie Kendall, and Steve Max. Organizing for Social Change. 3rd ed. Santa Ana, CA: Seven Locks Press, 2001; Center for Tobacco Policy and Organizing (http://www.californialung.org/thecenter/community); Midwest Academy (http://www.midwestacademy.com/page8.html); Rainforest Action Network (http://www.ran.org/action/toolbox/campaign_strategy.html).