

Thinking Strategically

Nine Elicitive Questions to Build a Campaign

OBJECTIVES

What do you want?

What are the long-term goals and what are the short-term goals? What are the content goals (e.g. policy change) and what are the process goals (e.g. building community among participants)? These goals need to be defined at the start, in a way that can launch an effort, draw people to it, and sustain it over time.

TARGETS

Who can actually make the decision to implement change?

ALLIES

Who are potential/active allies who you can reach out to? Who do you want to influence?

As you analyze your allies, you may realize some are more effective in moving your target than others. If you're trying to stop arms from being sent, the dockhands loading those arms onto ships could be more key than advocacy groups. Pick who you want to influence.

FRAMING

What do they need to hear?

With the allies you want to reach out to in mind, what will they hear? What will help them join your campaign?

TACTICS

How can we get them to hear it?

What tactics will we use to demonstrate support of the voters? What communication vehicles will we use to get the message across from sympathetic insiders? What tactics will demonstrate our power and support in the community?

Looking Outward

Sample for City Council Resolution

- Long: pass moratorium resolution through MainTown City Council
 - Medium: one-third of council members including mayor agree to support resolution
 - Short: Find sponsor for moratorium resolution
 - Process: add 100 people to our mailing list and form the affiliate group, Main City Coalition for a Moratorium
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- Mayor Smith
 - Councilmembers from south side (list names)
 - Councilmember Davis to sponsor?
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- Constituents from across city, cross section, especially small business owners, churches, and democratic party clubs to talk about why this is a city issue and that they support it
 - NAACP branch and People's Empowerment Coalition from south side re: race issue
 - Priest from Mayor Smith's church
 - Senator Turner who is sponsoring moratorium bill to tell Councilmember Davis how this will help Senate effort
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- Why this is a city issue;
 - White councilmembers on south side, where race relations are tense, need to be reminded that this is a racial justice issue
 - Mayor Smith = religious Catholic
 - For Councilmember Davis: passing this resolution in city council will help pass it in Senate
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- Moratorium resolutions from 50 groups in city, including 5 from each major neighborhood – each resolution passed should be sent by individual groups to the councilmembers, and we will bring the full stack with us to meet with them
 - Op-ed by head of NAACP south side
 - Mayor Smith's priest to do sermon on moratorium by next February?
 - Flyering at Mayor Smith's parish
 - Letter from Senator Turner to Davis

Fill in your own

RESOURCES

What have we got?

GAPS

What do we need to develop?

How will this campaign build our group? What are our organizational goals? In what ways do we hope to grow as a result of the campaign?

FIRST EFFORTS

How do we begin?

What are the first steps? Who will do them? By when?

EVALUATION

How do we tell if it's working?

Looking Inward

- 12 resolutions so far, mostly from center city
- 5 college students who came to our meeting last week and wanted to become new volunteers could be asked to gather resolutions from small businesses and churches
- Catholic Conference has connection to mayor Smith's priest
- \$348 in treasury can pay for postcard mailing to members once we have a hearing date asking people to pack the room
- etc
- Relationship with NAACP south side and People's Empowerment Coalition
- 38 new resolutions, including 5 from each neighborhood except for center city
- Get one of councilmember Davis' constituents to talk to her and ask if she will support the resolution (Bill will talk to Chris who lives in Davis' Ward)
- Background research on other councilmembers to assess how many of them would support us at this point (Dina and Jim will meet by Nov. 15 and divide up list of councilmembers; they may call on the steering committee for help)
- Jason will call 5 students and explain how to get resolutions, ask if they will help
- Paula, Steve, and Sandra will call active members and explain launch of campaign, ask people to get a resolution or if they would be willing to call their councilmember when the time comes, or if they have any helpful connections (calling completed by Dec. 12)
- Did Davis agree to sponsor? How many votes do we count by Jan 3? Do we have at least 5 new resolutions by Jan 3? Ask Paula, Steve, and Sandra to report on results of calling at Dec. 15 meeting.

Adapted by Daniel Hunter from Training for Change www.TrainingForChange.org from "STRATEGY DEVELOPMENT: Key Questions for Developing an Advocacy Strategy" School for International Training; Kipling Road, P.O. Box 676, Brattleboro, VT 05302-0676; (802) 257-7751; www.sit.edu using a version adapted by Equal Justice USA.