

Getting from point A to point B: Creating a strategy for an issue campaign

After choosing your issue, fill in this chart as a guide to developing your strategy. Be specific. List all the possibilities.

Goals	Organizational Considerations	Constituents, Allies, and Opponents	Targets	Tactics
What do we want?	What can we use to get what we want?	Who's for us? Who's against us?	Who makes the decision to give us what we want?	What steps do we take to get what we want?
<ol style="list-style-type: none"> 1. List the long-term goals of your campaign. 2. What constitutes victory? How will the campaign: <ul style="list-style-type: none"> • Win concrete improvements in people's lives? • Give people a sense of their own power? • Alter the relations of power? 3. What short-term or partial victories can you win as steps toward your long-term goal? 	<ol style="list-style-type: none"> 1. List the resources that your organization brings to the campaign. Include: money, number of staff, volunteers, facilities, reputation, outreach capacity, etc. 2. What is the campaign budget, including in-kind contributions? 3. List the specific ways in which you want your organization to be strengthened by this campaign. Be specific: <ul style="list-style-type: none"> • Expand leadership. • Increase experience of existing leadership. • Build membership base. • Expand into new constituencies. • Raise more money. 4. List internal problems that have to be considered if the campaign is to succeed. 	<ol style="list-style-type: none"> 1. Who cares about this issue enough to join in or help the organization? <ul style="list-style-type: none"> • Whose problem is it? • What do they gain if they win? • What risks are they taking? • What power do they have over the target? • Into what groups are they organized? 2. Who are your opponents? <ul style="list-style-type: none"> • What will your victory cost them? • What will they do/spend to oppose you? • How strong are they? 	<ol style="list-style-type: none"> 1. Primary Targets A target is always a person. It is never an institution or elected body. <ul style="list-style-type: none"> • Who has the power to give you what you want? • What power do you have over them? 2. Secondary Targets <ul style="list-style-type: none"> • Who has power over the people with the power to give you what you want? • What power do you have over them? 	<ol style="list-style-type: none"> 1. For each target, list the tactics that each constituent group can best use to make its power felt. Tactics must be: <ul style="list-style-type: none"> • In context. • Flexible and creative. • Directed at a specific target. • Make sense to the membership. • Be backed up by a specific form of power. Tactics include: <ul style="list-style-type: none"> • Media events. • Actions for info & demands. • Public hearings. • Strikes. • Voter registration/voter ed. • Law suites • Accountability sessions • Elections • Negotiations

Strategic Planning Process Worksheet

Goals

- List the long-term goals and objectives of your organization.
- State intermediate goals for the campaign. What constitutes victory?
- What partial victories can be won as steps towards the goals?



Organizational Considerations

- What resources are available to help implement the objective?
- Who cares enough about this issue to get involved and help?
- Who is likely to be opposed?



Strategies

- Who is the target? Who can give you what you want?
- Develop tactics that each constituent group can best use to make its power felt.
- How will each tactic be completed?



Timelines and Responsibilities

- How long will each tactic or step take to be completed?
- Who will take the lead or be responsible for each tactic?
- When should the goals and/or objectives be reached/ completed by?



STRATEGY
or
ACTION PLAN

Problem vs. Issues

Problems Vs. Issues

Problems:

- Something that people feel strongly about.
- Examples of problems: Housing, Racism, Poverty, Health Care, etc.

Issue:

- Does it meet the three principles of community organizing:
 - 1) Win real victories?
 - 2) Make people aware of their power?
 - 3) Alter the relations of power?
- Issues also meet the following criteria:

Immediate

- People feel strongly about it and it is widely felt.
- The threat is present and before everyone.
- If long-term, turn potential threat into immediate problem.
- Emotional, sense of outrage, injustice or indignation.

Specific

- Clear-cut target or decision-maker.
- Can be stated in one simple sentence and is easy to understand.
- There is a clear specific solution.

Winnable

- We have the power to win our solution.
- We have the resources.
- If we don't have enough resources we raise money on this issue.
- We can get organized within a clear timeframe that we control.

Builds an organization

- We will be stronger after the issue is won or lost.
- We can increase our membership and leadership by working on the issue.
- It does not divide our organization.
- Sets us up for future issue campaigns.