



Confront polluters. Seed solutions.



WORKSHOP CAMPAIGN PLANNING

CAMPAIGN PLANNING WORKSHOP

WORKSHOP GOAL

To develop a strategic plan and timeline, including defining your goals, priority decision-maker, strategy, and tactics.

AGENDA

Welcome, Agenda Check, Introductions

Principles of Winning Campaigns

Steps to Campaign Planning

Step 1: Goals

Step 2: Decision-Making Process

Step 3: Decision-Maker(s)

Step 4: Strategy

Step 5: Plan

Evaluation and Next Workshops

APPENDIX

Sample Tactics

PRINCIPLES OF WINNING CAMPAIGNS

1. Set Clear Goals

Make sure your group agrees on its goals. Your long-term goals are winning your demands for your right to a healthy environment and holding polluters accountable. Short-term goals are the many campaigns it may take to get there.

2. Have a Vision

Zoom out and think about your big picture vision for the world you want. As you work towards short-term goals, how can you better position your community for bigger long-term change?

3. Choose a Priority Decision-Maker

Our government systems are broken—many laws and regulations are rigged to favor polluters. Decision-makers often try to pass the buck on their responsibility to protect your healthy environment. Don't let them confuse or distract you! You can use a rigged process, where you know a polluter's permit is going to get rubber stamped, to build your people power. Weigh your options and choose the best way to hold someone accountable.

4. Build Community Support

Not everyone in your community may immediately support your fight, and that's ok. A healthy environment is your right and it's important to reach out to those who may lose jobs or have other important concerns. As you aim to demonstrate the support of the majority of people in your community, consider both quantity (demonstrating a large amount of public support) and quality (demonstrating the support of specific influential people in your community).

5. Build Your Group with People Power

To make the change you want for your community, you need a group with people power. That can be getting people involved in your group and your campaign with each meeting or action, in large and small ways, and bringing them into the fight. Always have a sign-in sheet!

6. What Is Your Strategy?

Your strategy explains to new members how the campaign hangs together. Ideally your campaign strategy is grounded in people power, because people power sets you up for the long haul.

PRINCIPLES OF WINNING CAMPAIGNS

7. Lead with a Message that Is Compelling, Concise, Consistent, and Controls the Issue

To win, you need people power, and you can get people involved by sharing your message and telling your story. We are told to believe that numbers, statistics and reports alone are enough—and they're not. The best messages are short enough for a grocery line conversation, repeated throughout your campaign, share your values and emotional connection to the work, and frame the conversation in your terms (not your opposition's).

Learn more in the Messaging workshop.

8. Escalate Your Campaign Over Time

Conflict is here whether you wanted it or not—the campaign for your right to a healthy environment is just revealing that conflict. Escalation is about creating a trail of accountability, from asking directly for a healthy environment, to building stamina in your campaign for taking sustained action.

9. Use Online and On-the-Ground Tactics

Digital organizing, from social media to email to online petitions, works best when layered into every part of your campaign. The reason to organize online is to boost your on-the-ground people power.

10. Evaluate Regularly

Take the time to step back and evaluate your campaign plan. Are you still on the right track to achieve your goals? Do you need to switch your priority decision-maker or change your tactics?

Repeating this workshop is a good way to make sure you're on track.

STEPS TO CAMPAIGN PLANNING

STEP 1: GOALS

Short-Term Goals

This is what you want to achieve in your current campaign.

Long-Term Goals

This could take multiple campaigns to complete.

Vision

What do you desire for your community?

STEP 2: DECISION-MAKING PROCESS

Governmental Processes

Many issues will be decided through one of these three governmental processes:

Process	Examples	Functions	Research Questions
Regulatory / Executive	Federal: Environmental Protection Agency State: State environmental agency Local: Board of Health, Mayor	Execute/interpret existing laws Give/approve permits	Can you use existing rules, regulations or policies to help you reach your goal? Or can you change them? Can you get champions appointed?
Legislative	Federal: Congress State: Legislature Local: Town Meeting, City Council	Make new laws	Can you pass a new law to reach your goal?
Legal	Federal: Supreme Court State: District Court Local: Zoning Board of Appeal	Enforce existing laws	Is a law being broken? Can you enforce a law to reach your goal?

Non-Governmental Processes

Examples of other processes that could be used to resolve some issues:

Process	Examples	Functions	Research Questions
Corporate	Board CEO Shareholders	Company officials or property owners can be held accountable to give you what you want	Does this company have a reputation they care about? Are they a public company with shareholders?
Building the New	Community-led and driven process Community ownership: Cooperatives, community land trusts, etc.	Communities can build solutions themselves	What is your vision for your community? Is there another economic model to get there?

STEP 2: DECISION-MAKING PROCESS CONTINUED

Decision-Making Processes “Menu of Options”

You may engage in many of the options as a way to build your group.
You want to know which decision-maker you are holding accountable.

	Option A	Option B
Decision-Maker		
Desired Decision		
Process to Reach Decision		
Notes		

Option C	Option D	Option E

STEP 3: DECISION-MAKER(S) CONTINUED

Optional Step: Determine the Current Status and Energy of Your Campaign

There are two major factors which will set the energy for your campaign and impact how you communicate with your priority decision-maker.

- The first is whether or not the decision-maker agrees with you on your campaign goal personally. If you don't know, try to find out.
- Second, assess whether or not it will benefit this person politically to do the right thing.

	Does the decision-maker agree on the issue?	Will the decision-maker benefit politically by agreeing with you?
Hero	Yes	Yes
Cover	Yes	No
Pressure	No	No

Current Status Summary

Right now, the priority decision-maker is not doing the right thing because:

Influences on Decision-Maker and Tactics

Now that you have selected a decision-maker, you need to decide how to influence them. The following is a list of basic categories of influences. Brainstorm specific influences and then prioritize 2-3 categories.

Decision-Maker(s): _____

Influences on Priority Decision-Maker(s)

Influence Category	Who: Who has the most influence and is likely to be on your side? Brainstorm influences.	How: What tactic* will you use to show support?
The Public	<i>Example: Voters in town</i>	<i>Example: Petitions</i>
Other Organizations		
Media		
Elected Officials		
Personal Contacts/ Friends and Family		
Influential People/ Financial Influences		
Experts/Information		

*See appendix for sample tactics.

STEP 4: STRATEGY

Strategy Fill-in-the-Blank

Now you have all the pieces you need to write out your strategy: your theory for how you will win! Put the pieces together, and do a gut check to see if you need to make any changes.

_____ has the power to _____
PRIORITY DECISION-MAKER NAME[S] GOAL

by _____
PROCESS

We believe we can get _____
DECISION-MAKER NAME[S]

to do the right thing if we show support from _____
INFLUENCES AND TACTICS

We will build people power by organizing in _____
OTHER PROCESSES

Strategy Example

The Board of Health has the power to close the trash incinerator by holding a site assignment hearing, and we need three out of five votes to win. They are not doing that right now because they are afraid of backlash and we need to win over two more votes. We believe we can give Joe and Maria cover to do the right thing if we demonstrate public support from all over town, local business owners, and key experts through petitions, endorsements, and a report about health impacts. We will also build people power by organizing in the state legislature for a law to change siting rules for trash incinerators.

When you read your strategy, does it ring true? Does it feel plausible? Evaluate and update your strategy over time.

STEP 5: PLAN

Realms	Tactics	Who	Date
Communication with Priority Decision-Maker			
Major Events			
Materials/ Research			
Recruitment, Group Building and Fundraising			
Core Group Meeting			

Date	Date	Date	Goals

EVALUATION AND NEXT WORKSHOPS

What went well about this workshop?

What can change about this workshop?

Do you need workshops for things like:

- Messaging
- Media Events
- Group Building
- Fundraising
- Winning a Community Vote
- Planning for an Upcoming Hearing
- Re-evaluating and Updating Your Campaign Plan

Do you need training on other campaign skills:

- Knocking on doors
- Starting an online petition
- Holding your own meetings
- Pitching reporters
- Using social media
- Recruiting supporters online
- Public speaking
- Other: _____

Next Workshop: _____

Appendix 1: Sample Tactics

A tactic is an action taken to advance a campaign toward an end goal. Whether or not a tactic is strategic depends largely on the context of the campaign plan. Good tactics are focused on the decision-maker, will get the decision-maker's attention, are within your group's comfort level, and build momentum for your campaign.

Here is a list of Sample Tactics:

Public Education

- Canvassing
- Display at library
- Film screening
- Group presentations
- Highlight alternatives
- House party
- Speaker series
- Tabling at events
- Text messaging

Organizational

- Coalition-building
- Create a new organization
- Email program
- Facebook page or group
- Membership building
- Online petitions
- Social media advertising

Grassroots Pressure

- Accountability session with decision-maker
- Birthday parties/anniversaries
- Bird-dogging
- Call-in days
- Celebrity endorsement
- Delivering unwanted items to decision-maker
- Email action
- Endorsements
- Event at decision-maker's house
- Hands/ribbons around a facility
- Letters
- Letter-writing campaigns
- Lobbying
- Online petitions
- People's public hearing
- Petition signatures
- Phone banking
- Postcards to decision-maker
- Rally/march
- Strike
- Tagging key targets on social media
- Toxic tour
- Twitterstorm
- Vigil

Messaging/Visibility

- Banners
- Bumper stickers
- Editorial cartoon
- Email program
- Facebook livestream
- Facebook page
- Flyers/posters
- Hijacking a hashtag
- Honor polluter with an award
- Large-scale props
- Lawn signs
- Leaflets
- Live tweeting
- Media work
- Memes/graphics
- Merchandising
- Newsletter articles
- Nick-name target
- Report release
- Sign holding
- Sky writing
- Social media advertising
- Trending a hashtag
- Twitter
- Voting charts
- Wanted poster
- Website

At Community Action Works, we believe that environmental threats are big, but the power of well-organized community groups is bigger.

That's why we work side by side with everyday people to confront those who are polluting and harming the health of our communities. We partner with the people who are most impacted by environmental problems—which are Black, Indigenous, People of Color and poor communities—training them with the know-how anyone would need to make change in their own backyard.

Because when you and your neighbors know how to make change, you can build the power to transform our world.

WORKSHOPS WE OFFER

Campaign Planning

Group Building

Fundraising

Community Votes

Public Hearings

Messaging

Media Events

Community Action Works

communityactionworks.org

action@communityactionworks.org

 facebook.com/comactionworks

 [@ComActionWorks](https://twitter.com/ComActionWorks)

 [@ComActionWorks](https://www.instagram.com/ComActionWorks)



Massachusetts, Vermont, Maine, New Hampshire, Connecticut, Rhode Island