

# Campaign development worksheet

This worksheet is for sketching campaign ideas. It should be used with power maps and other tools. It will help you consider the key elements of a campaign and think about criteria for success.

A **campaign** is a clearly planned strategic program of tactics (activities) designed to move social forces so that decision-makers are pressured to grant one or more goals.

**Working campaign name** \_\_\_\_\_

## Campaign goal(s)

There are different kinds of goals in a campaign. **Short-term goals** are key steps toward reaching your ultimate campaign goals. For example, you might have a goal to get an issue on a local ballot, with the ultimate goal of winning an initiative in an election. These goals are also great for building momentum for your campaign. **Social change goals** are things you want to change in the world to make it better. For example, Get Star Market to go GE-free in all its store brands. **Movement-building goals** are things you want to achieve to build your organization, community power or the movement in general. For example, through your campaign you might seek to build a state-wide coalition on your issue. **Internal goals** are those you don't generally publicize, whereas **public goals** you do. For example, a campaign might agitate for a company to stop an activity immediately, but internally the goal is to achieve a more nuanced phase-out plan. Your campaign goals themselves should build toward your group's broader goals.

Try to keep your goal set focused. If you get too broad, you may need to develop separate companion campaigns with their own coherent components.

Goals	Notes about type of goal
1.	
2.	
3.	
4.	
5.	
6.	
7.	

## Some criteria for goals

- Do your campaign goals move your group or program toward it's larger goals beyond the campaign?
- Are the goals concrete and measurable?
- Are the goals attainable at first glance?
- Are the public goals easy to understand?
- Will victory be perceptible?
- Are the goals non-divisive?
- Are there easier, momentum-building goals along with ultimate campaign goals?

## Targets

**Primary targets** are the people and groups that can make the decisions that achieve your goals. For example, City Council members make the decisions regarding a new ordinance. **Secondary targets** are key people and groups that *directly* influence your primary targets, so influencing them is a lot like pressuring the actual decision-makers. For example, a City Manager has direct influence on Council decisions.

<b>Primary targets</b>	
1.	4.
2.	5.
3.	6.
<b>Secondary targets</b>	
1.	4.
2.	5.
3.	6.

### Some criteria

- Can the targets really get you what you want?
- Are your targets reachable?

## Constituencies

**Constituents** are the people and groups directly affected (or potentially directly affected) by the problem. For example, mothers are a key constituency with regard to foods that harm children’s health. You want to mobilize key constituents.

1.	4.
2.	5.
3.	6.

## Allies

**Allies** are groups that will likely support your campaign.

1.	4.
2.	5.
3.	6.

## Opposition

The **opposition** refers to those who will oppose your goals. You will try to counter or neutralize the opposition.

1.	4.
2.	5.
3.	6.

## Opinion-makers

**Opinion-makers** are those who you will want to influence because their views matter for your campaign. For example, the media are often key opinion-makers.

1.	4.
2.	5.
3.	6.

## Tactics

**Tactics** are the activities you do during your campaign to move the various players so that your targets are pressured to grant your goals. Keep in mind that tactics are based on different kinds and sources of power: economic, political, legal, electoral, social, moral, status, expertise, authority, reward, persuasion, friendship, etc.

Principal tactics	How builds toward your goals?
1.	
2.	
3.	
4.	
5.	
6.	
7.	

### Some criteria for tactics

- Does the tactic pressures targets or otherwise help you reach goals?
- Can you pull it off?
- It is fun and creative?
- Are there recruitment opportunities?
- Is there a basis for media interest?
- Do your tactics allow you to mount escalating pressure on your targets?
- Are you using the kinds of power available to your group?
- Are the tactics enough to move your targets as needed?

## Timeframe

What is the timeframe for the campaign?

<p><b>What are the main phases of the campaign?</b></p>	
<p><b>What is the overall timeframe?</b></p>	
<p><b>What are some key milestones?</b></p>	
<p><b>What are some dates of external events that relate to your campaign?</b></p>	

## Some criteria for assessing this overall campaign concept

A campaign idea is best assessed as a whole—a package of goals, targets, other forces, tactics and timing. Some things to ask about your campaign concept include:

- Will the tactics move the social forces so that your targets are pressured enough to grant your goals in the planned timeframe?
- Will your group likely support this campaign?
- Does your group have or can it acquire the resources (materials, facilities, funding, etc.) required?
- Does your organization have the skills and experience required?
- Does your organization function well enough to pull this off?
- Will the campaign help build your group (name recognition, membership, power, etc.)?
- Is there something exciting, urgent, interesting or fun about the campaign that can give it life?