AMERICAN LUNG ASSOCIATION. IN CALIFORNIA
THE CENTER for Tobacco Policy & Organizing

Midwest Academy Strategy Chart

Goals

Goals are always victories that you have to win, not accomplishments or tasks.

There are three different types of goals you should consider when completing your strategy chart:

1. Long Term Goal: These are goals you eventually hope to win down the line. This is the big picture goal that your campaign is helping to accomplish.

2. Intermediate Goal: This is the current policy or campaign goal that you hope to win from your decision makers. Make sure you note all the specific provisions of your proposed policy, because different provisions will gain you supporters or opponents.

3. Short Term Goal: You do not always have a short term goal. But when you do, it is a smaller victory you must win along the road to winning your intermediate goal. For example, passing your ordinance out of committee before it is heard by the full council is a short term goal.

Things to think about:
- *What constitutes a victory?*
- *How much are you willing to compromise?*
- *Are your goals clear & specific?*

Organizational Considerations

There are four organizational considerations to think about:

1. What resources does your organization or coalition bring to the campaign? Include money, number of staff, facilities, reputation, etc.

2. What resources does the campaign not have currently, but will need in order to succeed?

3. What other specific things does your organization or coalition want to get out of this campaign, beyond passing the policy?

Fill in specifics for each organization. Some examples:

- Press coverage
- Build membership base
- Expand into new constituencies
- Raise more money

4. What internal problems exist that should be considered if this campaign is to succeed?

Things to think about:
- *Your tactics depend on your assets & meeting the goals of your coalition members.*
- *If you help your coalition members achieve their own goals during the campaign, it will result in stronger, more committed members.*

Constituents, Allies and Opponents

Constituents are people or groups who are active or potentially active members of your coalition. They should be residents of the jurisdiction in which you are advocating for policy change.

Allies are individuals or groups who won't become active members of your coalition, but support your campaign.

List all potential allies, constituents and opponents. Rank this list based on your sense of their power in relation to the targets of the campaign.

1. Constituents & Allies:
- What do they stand to gain if the policy passes?
- What power do they have over the decision maker?
- How are they organized?

2. Opponents:
- What will your victory cost them?
- What will they do/spend to oppose you?
- What power do they have over the target?

Things to think about:
- *Be specific. List names, organizations & contact information whenever available.*
- *Use the **Circles of Influence** to demonstrate the relationships you have and the ones you still need in order to reach your targets.*

Targets

Targets are the people who have the power to give you what you want. They are the decision makers.

A target is always a person. It is never an institution or elected body. That means, for example, the city council may be the decision making body, but only SOME of the council members will be targets.

Do not include decision makers who are clearly opponents. Targets are the swing votes and strong supporters.

There are two different types of targets:

1. Primary Targets: You will always have primary targets. These are the specific people who have the power to give you what you want.

2. Secondary Targets: You may not always have a secondary target. These are people who have influence over the decision makers and with whom you are influential as well.

Things to think about:
- *What power do you and/or your coalition have over the target?*
- *Use the **Decision Maker Matrix** to help determine whether each individual decision maker is for your policy, against it, or undecided.*
- *Names of decision makers are not enough, include as much information as possible.*

Tactics

Tactics are what allies & constituents do to the targets to reach your goals.

The tactics column is based on the content of the four columns preceding it. A change in any of those columns will likely produce a change in tactics.

For each target, list the tactics that will be most influential.

Tactics must be:
- Directed at a specific target
- A demonstration of your coalition's strength, power and breadth
- Realistic and related to your organizational considerations

Tactics include:
- Media events
- Earned media (op-eds, LTEs)
- Petitions
- Letter writing campaigns
- Rallies
- Testimony at a hearing

Tactics are not:
- Attending health fairs/community events
- Educational billboards or flyers
- Fact sheets
- Coalition meetings

Things to think about:
- *Tactics are completed last because you need the information from the other columns to design powerful tactics.*

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Blank Midwest Academy Strategy Chart

Goals	Organizational Considerations	Constituents, Allies and Opponents	Targets	Tactics

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