



SECTION

5b

DEVELOP YOUR COMMUNITY CAMPAIGN'S GOALS AND TIMELINE (Advanced)

IN THIS SECTION, YOU WILL

- Learn how to develop Community Campaign Impact Goals (what change will you have created in the world as a result of your win) and People Goals (how many people will you have engaged or moved up the Ladder of Engagement).
- Develop a strategy and a Community Campaign Timeline.

TOOLS

- Goals and Timeline Worksheet



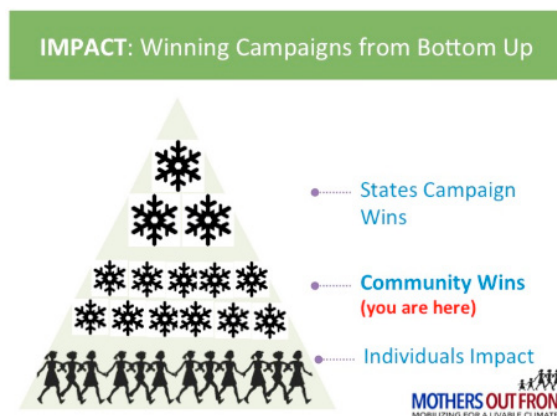
Congratulations! You have started organizing mothers in your community. Now it's time to decide what you'll do together to build the support needed for decision-makers to use their power to switch from fossil fuels to renewables. Working on a campaign will help your team recruit new people, and recruiting new people will help your team achieve your campaign goal.

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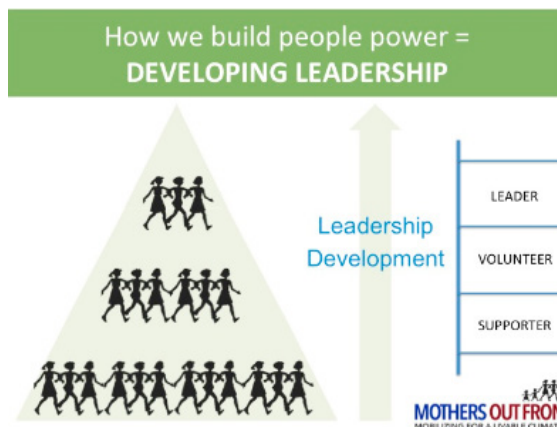
This section of the toolkit will help you figure this out. Complete the worksheets as a team. By the end of the process, you will have decided:

1. What change will you make in your community in the relatively short-to-medium term (about 1 to 1 ½ years)? That's your **Impact Goal**.
2. How many people will you engage along the Ladder of Engagement to reach your Impact Goal? That's your **People Goal**.
3. What action is your team going to take to reach your Impact and People Goals? These are your **Tactics**.
4. How will you use your tactics over time to reach your Impact and People Goals? That's your **Timeline**.
5. But first, consider what Mothers Out Front is working toward:

Having an **IMPACT** in the world (Impact Goal)



Increasing mom-power (People Goal)



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Mothers Out Front Ladder of Engagement

Level	Definition
Level I: Leader	<p>Has a specific role (Community Team Coordinator, Data Coordinator, etc.)</p> <p>Has an ongoing task and takes responsibility for outcomes (coordinating other volunteers to turn out 100 people to a hearing on a city council gas leaks resolution)</p>
Level II: Volunteer	<p>Takes on finite tasks (bringing people to a rally, hosting a house party, being a member of a team) in an ongoing manner.</p> <p>Attends events (actions, house party, trainings)</p>
Level III: Supporter	<p>Supports the work of Mothers Out Front: makes a donation, joins an online action, joins our email list, becomes a member, makes the switch</p> <p>Digital: follows us on Twitter, likes our Facebook page, first interaction is online</p> <p>We are able to have a 2-way conversation with them (have contact info)</p>

I. OUR THEORY OF CHANGE: WHAT IS MOTHERS OUT FRONT WORKING TO CREATE IN THE WORLD?

We are mothers, grandmothers, and other caregivers who can no longer be silent and still about the very real threat that climate change poses to our children’s and grandchildren’s health today, and a livable climate tomorrow.

Mothers Out Front wants all the power we use to provide our electricity, heat and cool our buildings, and run our vehicles to come from clean, renewable energy sources such as solar, wind, geothermal, small hydro, and energy efficiency --instead of from fossil fuels: coal, natural gas, and oil. This is the way we will ensure all children live in healthy communities and have a livable climate.

May 2016 - Mothers in Adirondacks NY choose a target: OIL TRAINS

Summer/Fall - Mothers spread the word, recruit new mothers

October 2016- Mothers set the strategy: Town moratorium!



- 12 hours of team meetings
- 4 hours planning/meeting with town officials.
- Write, edit, rewrite, edit again: the Resolution

DECEMBER 13th! Town Board Meeting!

Keene NY passes resolution for Moratorium on Oil Trains!

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A necessary step toward this goal is to stop increasing the amount of coal, natural gas, and oil we use and produce. Another critical step is to transition existing use from fossil fuels to renewable energy.

Why?

- Scientists and Heads of States agree that to preserve a livable climate for all children, we need to prevent global temperatures from increasing 1.5 degrees Celsius (2.7 degrees Fahrenheit). This may seem like a small amount, but what does your child feel like when her temperature increases 2.7 degrees F? We are currently on a path to a 4 to 6 degrees C (7.2 to 10.8 degrees F) increase by the end of the century, a level scientists have said is incompatible with “an organized global community” and human civilization.¹

How will we achieve this?

- Currently, decision-makers are facing a lot of pressure from the fossil fuel industry to maintain the “business as usual” production of coal, natural gas, and oil, and to approve new projects to do so. Mothers and allies can take action to counter the influence of fossil fuel companies on decision-makers, urge them to stop approving these projects, and take active steps to transition from fossil fuels to clean energy.
- Mothers have powerful voices in our society. We are often the ones who make buying decisions in our homes, and we vote. Decision-makers listen to us.
- Mothers can influence change by recruiting other mothers in our communities to our movement. We can work with allied groups who have the policy, legal, technical and other expertise our campaigns need. We can bring our unique skills, know-how, networks, and powerful voices to smart, effective campaigns that ask decision-makers to make the right energy choices.
- Local wins, in turn, give mothers the people power and political will needed to get decision-makers to do the same at the state, regional, and national levels.

1 David Roberts, <http://grist.org/climate-change/2011-12-05-the-brutal-logic-of-climate-change/> and Dr. James Hansen, <https://350.org/about/science/>

II. IMPACT: HOW WILL YOUR TEAM HELP ADVANCE OUR LARGER GOAL?

Mothers Out Front’s overall goal is ambitious. Achieving it will take the support of many people. We build that support by engaging mothers at the local level, where they can build relationships, work face-to-face, learn to organize, and use their power to make concrete change through local, statewide, or regional campaigns that support the broader goal.

Every community has a role to play. In fact, many communities are needed to ensure the fastest transition possible. Your team’s job is to identify a discreet but meaningful choice that decision-makers in your community can make to increase the use of renewable energy over fossil fuels or introduce laws that favor renewable over fossil fuel energy. What do you want your team’s impact to be and how will you figure this out? That is your first campaign goal.

Before reading this section and answering the questions, please review the “Methane Leaks Case Study” at the beginning of this toolkit.

Once you are ready to begin meeting, discussing, and planning your community campaign, the entire process, complete with worksheets and agendas, is laid out for you in another part of this toolkit. Please see “Mothers Out Front New Community Campaign Worksheets.”

a. GATHER INFORMATION -- IDENTIFY THE POSSIBLE IMPACTS YOU COULD HAVE BY ANSWERING THE FOLLOWING QUESTIONS:

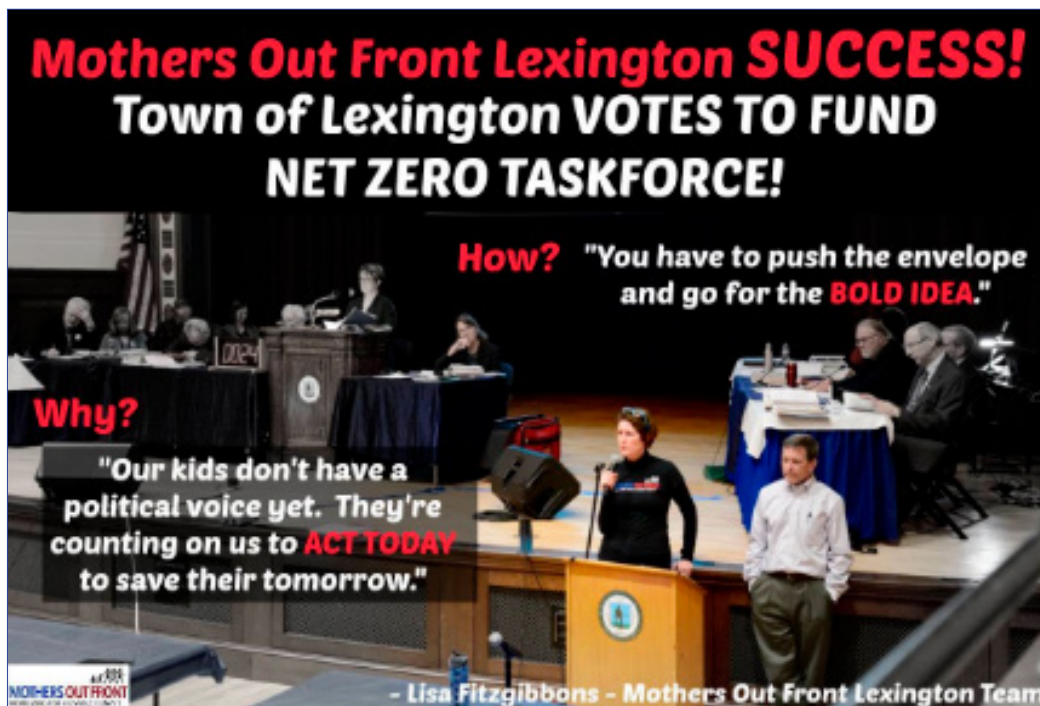
- What projects or policies are being or could be proposed in your community that would increase renewable production or demand? Who has decision-making power over this?
- Are there projects that would help decrease the use or production of fossil fuels that involve your community? Who has decision-making power over this?

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- Who is a user of fossil fuel energy in your town that also has the potential to provide leadership if they switched to renewable energy (through conservation, energy efficiency, solar, wind, geothermal, small-hydro, directly or through their utility’s renewable energy program). They may be other mothers, your municipal government, a community institution, or a business.
- If there are no obvious existing opportunities, could you adopt the impact goals of one of the communities listed in the Case Studies or Wins and Ongoing Campaigns documents?

In the Methane Leaks case study, fixing the gas leaks would reduce greenhouse gas emissions and counters the utilities’ argument that they need to build new pipelines to bring additional gas to customers. Talking about gas leaks is an opportunity to educate the public about the dangers of gas and change the erroneous belief that it is a necessary “bridge fuel” to a renewable energy economy.

Note: Please refer to the “Mothers Out Front New Community Campaign Worksheets” to walk through this process. The information below is designed to add to what is in that document.



b. CHOOSE AN IMPACT GOAL

Does your Impact Goal fit these criteria?

1. Fit: Will reaching your impact be one step toward a larger statewide goal (if that has been identified) or will it build on other Mothers Out Front Community Campaigns?
Review statewide goals if they have been established. Mothers Out Front’s Massachusetts statewide goal is to Build Clean by having the state meet all new energy needs with clean renewable energy and stop building any new major fossil fuel infrastructure such as pipelines and power plants. The strategy to get the gas leaks fixed is to get city councils and boards of selectmen to pass resolutions requiring utilities to fix gas leaks. The collection of municipal resolutions across the state provides the political will for the state legislature to pass a law requiring that utilities fix the leaks. This campaign started with one team in Boston. Because it was successful, it has been replicated by many Massachusetts Community Teams in their towns.
2. Meaning: Will the focus of your campaign resonate with mothers in your community?
Methane Gas Leaks Case Study: Mothers learned that the pipes bringing gas to their homes for heating and cooking are leaking. They can sometimes smell the gas leaking from the pipes when they walk around their neighborhoods. They are learning that the gas, in addition to putting potent climate-change causing gases into the air, also harms trees, harms our children’s lungs, and can cause explosions. Consumers, not the utility companies, pay for the leaked gas. This issue is easy to understand, has an impact on climate change, and addresses a tangible, localized threat that others care about.
3. Efficiency: Will the goal decrease use or emissions of fossil fuels and/or increase the use of renewable energy?
Plugging the leaks will decrease the amount of polluting and climate change-causing gas going into the air. In addition, preventing this gas from escaping will increase available gas without increasing production needs. Therefore, plugging the leaks would weaken the utilities’ argument that they need to increase production and build more infrastructure. Plugging leaks will save customers money, because they are currently paying for the lost gas and because they won’t need to pay to bring additional gas to their homes. It will save communities where the gas is extracted and transported from air and groundwater pollution.

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4. Authentic: Will this campaign allow you to leverage the unique voices and identity of mothers?
Mothers have a legitimate and powerful stake in whether the gas leaks are fixed. Gas leaks pose a significant threat to kids in many ways. Mothers are concerned about local air quality impacts, tree damage, explosion risk, and gas waste. Not fixing the leaks, and pushing for new pipelines that scientists say we can’t build if we want a livable climate for our kids, is the wrong choice for our children. The gas leaks campaign gave mothers an opportunity to educate their community about the fact that gas is not the clean, safe “bridge fuel” the fossil fuel industry would have us believe.
5. Engaging: Will working on this impact help you engage new mothers and allies so we grow our numbers?
Mothers in the towns that organized around gas leaks hosted “tagging” events with families and children to identify gas leak locations, posting signs about the leaks and why they are a problem. These tagging events engaged the broader community and raised awareness of the problem. This provided mothers with opportunities to have conversations and recruit new volunteers, develop relationships with allies who might be interested in local air quality, health of trees and open space, and engage local officials on the issue. It grew the presence, visibility, and clout of Mothers Out Front in the community.
6. Congruent: Is the impact you are working toward in line with other teams’ goals?
The initiative for this effort started in the City of Boston but has spread to over 30 towns across the state, including 13 Mothers Out Front teams. Collectively, these towns are providing the political will needed for lawmakers to pass a statewide law to fix gas leaks.

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7. SMART: Is your impact a SMART goal? (Specific, Measurable, Ambitious, Realistic, Time-bound)

The goal to get the City Council or Board of Selectmen to pass a resolution is:

- Specific: The ask of City Council to pass a resolution requiring the utilities to fix gas leaks anytime they dig up a road is specific.
- Measurable: Either the resolution gets passed or it doesn’t. Either the utilities fix the leaks or they don’t.
- Ambitious/Meaningful: This isn’t something town government might have undertaken on their own, and holding utilities—which are private corporations—accountable is meaningful in the context of the climate crisis.
- Realistic: It is within the power—and interest—of municipal government to pass such resolutions. You can realistically build the political will needed to get your town’s government to pass this resolution. It is not an unrealistic request.
- Time-bound: There is a date at which the city council/board of selectmen will vote on the resolution, and the team has the time before that to organize the campaign and build the public support for it.

A SMART impact goal is important because teams should experience wins that feel meaningful in a timely way in order to build confidence, credibility, and momentum.

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<p>8. Advantageous: Is your impact goal the appropriate size for strategic opportunities in your community and your existing resources? Will it help you build the power you need to win a next, even more impactful campaign?</p>
<p>Pick a goal that takes advantage of existing opportunities for dirty-to-clean energy change in your community combined with the resources you have right now (i.e., the number of mothers working with you, their level of commitment, the skills and resources they can contribute, and what you think can be reasonably achieved given all these factors).</p> <p>The idea is to use this first campaign as a way to build more power. This campaign is only one step toward a long-term, more impactful goal. We run these campaigns until we achieve a complete transition from fossil fuels to renewable energy. The first campaign should result in having more mothers on all levels of the Ladder of Engagement with the capacity to organize to create concrete change in the world. These mothers have something decision-makers need: public support and influence, votes, campaign contributions, or purchasing power.</p> <p>Throughout the entire process, take time to educate and engage each other and your broader membership. As discussed later in this document, one of the hopes is that Mothers Out Front will help participants learn and develop their own abilities to act.</p>
<p>9. The Process</p>
<p>Most of the initial community campaigns in Massachusetts came about in what may seem serendipitous ways. Mothers formed teams in their communities, engaged with allies and decision-makers in various ways, learned about opportunities, and soon the right impact goal became clear to them.</p>

This was the case for the Gas Leaks Campaign in Boston. A mother read an article about the impact of gas leaks on the city’s trees and climate. She brought the article to a meeting and the team wanted to learn more. They met with gas leak experts and allies who were working on getting leaks fixed. They met with their city councilors, who saw an opportunity for an ordinance. The impact goal came out of strategic opportunities identified through interacting with the wider community. Because this campaign worked so well in Boston, other Mothers Out Front Community Teams decided to replicate that campaign in their communities. Over 37 towns out of Massachusetts’ 312 cities and towns have now passed resolutions to get the Massachusetts Legislature to pass a law requiring utilities to fix gas leaks.

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The suggested process for identifying and deciding on a Community Campaign Impact Goal is already laid out for you in “Mothers Out Front New Community Campaign Worksheets” complete with agendas, worksheets, and leader notes. Here is the process and an example of a completed Impact Goal Worksheet:

- Unless an obvious campaign impact falls in your lap, a good way to start engaging with allies, decision-makers, and the community at large to identify possible goals is to split up the relationship-building and fact-finding among your team members to identify possible impact options.
- Hold one or more meetings during which each person or team reports on their findings and measure options against the criteria listed above.
- As you move forward, engage and strengthen your team by building relationships, identifying members’ interests, skills, and strengths, and clarify roles.
- Discuss with the team, and even at a broader community meeting, to engage the wider population.
- Vote on the Impact Goal you will work on.



On the next page is a sample chart you can use to weigh your potential Impact Goals against the criteria for what we have learned makes an effective Mothers Out Front Community Campaign. At your meeting, discuss how each Impact Goal meets each criteria, and fill in the grid. This will help you decide which Impact Goal to work on.

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Mothers Out Front Impact Goal Worksheet (Completed Example)

Criteria / Possible Campaign	Get city council to pass resolution to stop bomb trains (NY)	Get city council to approve solar field (MA)	Stop compressor station/fracking (NY)	Get city council to pass gas leaks resolution (MA)
Campaign connects clearly to statewide campaign or builds on other community team campaigns	Build power locally to oppose fossil fuels to provide incentive for NYS statewide ask of solar wind farm.	Campaign decreases consumption of fossil fuels toward statewide ask of only clean energy moving forward	Build power locally to oppose fossil fuels to provide incentive for NYS statewide ask of solar wind farm	Campaign provides political will toward statewide ask of legislature mandating utilities fix gas leaks
Campaign ask lends itself to a “mother-based” narrative	Many schools are in the blast zones and directly threaten children.	Making the right energy choice for our kids. Investing in the future.	Kids can get sick as a result of air or water pollution from the compressor station/fracking.	Yes – gas leaks are a waste in our communities. They pose health and safety risks, harm trees, and our kids
Appeals to other moms and provides opportunities to engage them	Moms will be concerned once they learn about the immediate threat to their kids posed by bomb trains.	No immediate urgency except for addressing climate change.	Moms will be concerned once they learn about the immediate threat to their kids	Yes. Local issue in the community that most people can be concerned about and relate to.
Allows moms to work together on an ongoing basis	Campaign can be structured for this to happen – think about tactics that would enable this.	Campaign can be structured for this to happen – think about tactics that would enable this.	Campaign can be structured for this to happen – think about tactics that would enable this.	Yes. Raising awareness through gas leaks tagging, meeting with officials, turning moms and public out to hearings.
Creates concrete, visible change in the community	Yes. No more threats of train explosion	Visible sign of renewable energy.	Yes. No new air, water, construction pollution.	Yes. Gas smell disappears once leak is fixed. Can tag a fixed leak.
Win can be achieved in a timely way	Depends on community’s and legislative timeline.	Depends on community’s and legislative timeline.	Depends on community’s and legislative timeline.	City Council can pass resolution in timely way.
Campaign ask is of decision-makers	Yes. Town/city government can pass resolutions.	Yes, if permit needed.	Probably – find out who issues permits.	It is an ask of officials who, collectively with many towns, leverage power over state-level decision-makers.

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Organizing for this campaign demonstrates political will for urgent action on climate and for renewable energy	Yes. Hundreds could turn out at public hearings and testify.	Yes. Hundreds could turn out at public hearings and testify.	Yes. Hundreds could turn out at public hearings and testify.	It could change the narrative on methane as a “bridge fuel.” Yes, if coupled with “no pipelines.”
Switches energy from dirty to clean	Would make it harder for fossil fuels to be fed into the energy grid.	Yes. Would create new renewable supply and displace some need for fossil fuels.	Would prevent increased fossil fuels in the energy grid.	Yes. Fixing leaks is conserving gas and decreasing demand.

c. DEVELOP A STRATEGY

Now it’s time to make a plan for how you’re going to reach your Impact Goal -- that’s your strategy. To proceed, use this worksheet:

Impact Goal	Organizational	Constituent, Allies and Opponents	Decision-maker and Target	Peaks	Tactics

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1. Impact Goal -- The specific solution to a problem. The Impact Goal was identified in Step 1 by using the Impact Goal Worksheet. In this column, list the long-term objectives of your campaign. What constitutes victory?
2. Organizational Considerations -- These are the resources your group brings to the campaign, as well as the challenges or problems you face in achieving the impact goal. Here you can list experience, contacts, past success or reputation, size of the group, or special people-related factors. Also list problems or challenges that you foresee relating to your group.

Among these considerations is the fact that Mothers Out Front is incorporated as a 501(c)3 nonprofit organization. We can do many things under our name, but there are a few things that we cannot do without risking losing our nonprofit status. For a detailed discussion of this issue, and a list of things our organization cannot do, please see Section 6, point IV. If you wonder whether something your local group wants to do is legal for Mothers Out Front, please contact the national Mothers Out Front staff and request help before proceeding.

3. Constituents, Allies, and Opponents

Answering these questions will help you figure out who you are organizing to do what. Make the most of your allies; try to neutralize your opposition; swing neutral people onto your side through education and inspiration. In Mothers Out Front, house parties and one-on-ones are our tools to do this.

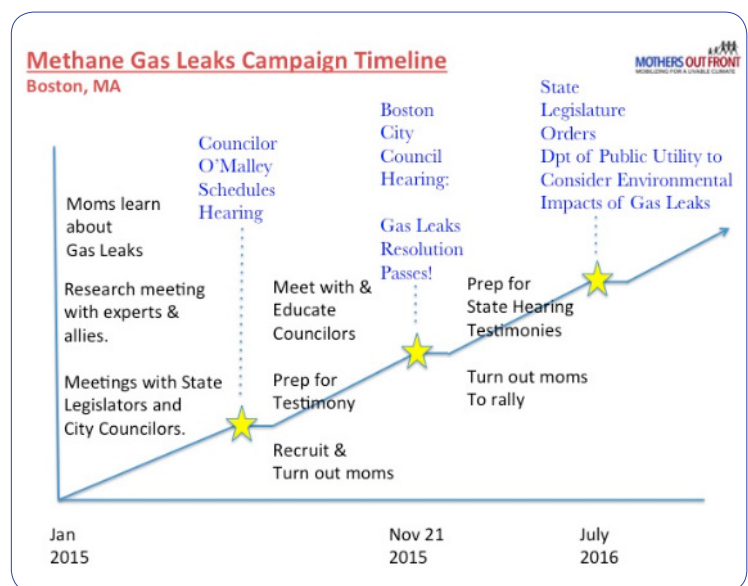
- d. Who are your people?
 - o Constituents: Who is on your side and wants you to succeed for the same reasons?
 - o Allies: Who is on your side but has different reasons for wanting this goal to succeed?
 - o Opponents: Who would rather keep things as they are and might be opposed to your plans?
 - o Who is uncommitted and neutral but might be swayed to join you?

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- e. What are the things that need to change for you to reach your goal? Which of these players needs to be educated about what? Whose actions need to change, and how? What public institutions (or their actions) need to change.
 - f. What specific things will you do to influence what happens from now until you reach your goal?
4. **Decision-Maker and Target** -- The decision-maker is the person with the power to give you what you want. This person may, or may not, be your target. If not, your target is someone who can have influence on your decision-maker.
 5. **Peaks** -- Mothers Out Front uses the term “peaks” to identify short-term goals on your timeline along the way to your impact goal. You’ve reached a peak when you have used existing power and built new power in such a way that gets you closer to your impact goal.
 6. **Tactics** -- Tactics are specific activities that help you toward your goal. Tactics that take place over time form a campaign timeline.

Here is the list of tactics the mothers used for the Gas Leaks Campaign, and their campaign timeline.

- Hosted house parties before they defined their campaign; started to engage mothers and form a team
- Met with experts to learn more about gas gas leaks and allies to learn more about broader strategy
- Met with state legislators to learn about proposed bills to address the problem
- Met with city councilors to introduce themselves and educate them about gas leaks (ensuring a few mother constituents were in attendance)



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- Worked with city councilors and allies to organize a hearing
- Turned out 120 people to the first hearing and packed the room for the second
- Testified at municipal and state-level hearings
- Joined a rally in front of the statehouse in support of state-level bills
- Published articles about the gas leaks in the local paper to raise awareness and gain public support
- Reached out to other teams to ask for support and enlist them in the campaign

d. PEOPLE GOALS

How can you maximize the number of people you engage and move up the Ladder of Engagement as you work to reach your Impact Goals? (For this section, please refer to the Ladder of Engagement chart on page 5b-3.)

Remember, one of the key ways we get decision-makers to make the right choice is by showing up in big numbers and using our voices and clout as mothers. It is important that you engage new people in the process of reaching your goal because we will need those people to reach larger goals.

Would mothers have had the same impact if one or two mothers had met with city councilors instead of four or five different mothers at each meeting? The City of Cambridge, Massachusetts, officials have shared that when they have a meeting with Mothers Out Front, they reserve the large meeting room because they know that four or five mothers will attend the meeting. They make sure that senior staff and/or elected officials are in attendance. Would the Boston mothers working on gas leaks have had the same impact if 10 of these mothers had attended the public hearing instead of filling the 120 seats of the city council chamber? Elected officials notice the numbers. These are voters, after all.

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How to decide what goal to set?

Sometimes it is very clear what a people goal should be because there’s a meaningful concrete number to reach:

The Boston Team knew that filling the city council chamber for their hearing should be the goal. If there were 120 seats, they would try to fill each seat. Setting the goal of turning out 120 people could allow them to make a plan for how they would turn these people out. They could think about the different strategies they could use to make this happen:

- How many mothers could they each contact from their list of participants and active volunteers to recruit to the meeting?
- How many of them were likely to say yes, and given that, how many did they each need to call overall?
- Could they ask the mothers who agreed to come to each recruit one or two people to come with them?
- Could they call other Community Teams and ask them to commit to turning out a given number of people from their communities?

Sometimes there is no concrete impact attached to a specific number of people, but a team can make an educated guess about how many new people they’d like to engage in what capacity to more effectively do what they want to do.



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Here is an example of how setting People Goals gets us to think about how we intentionally engage others and move them up the Ladder of Engagement:

Nina, an existing Community Team member, talks about how she has moved people from participants (someone who has attended an event, but not volunteered time), into an active volunteer, to meet the goals of her Community Team. She saw Josie at one of the gas leaks tagging events. They made a connection and Josie expressed interest in becoming more involved. A few weeks before the next community meeting, Nina called Josie to invite her to go with her to the meeting. She suggested they meet somewhere before the meeting so they could walk there together and that since this was a potluck, Nina bring cheese and Josie crackers. Planning to meet up before the meeting and splitting up the cheese and crackers helped Josie feel involved. She knew Nina was counting on her. Getting Josie to that community meeting was an important step to move her from Participant to Active Volunteer, and it further involved her in the work of the campaign. There, she had an opportunity to take on her first volunteer task and if she hadn’t volunteered she would have strengthened relationships that made it more likely for her to say “yes” when asked to volunteer in the future.

Goal-Setting and the Ladder of Engagement

One Community Team shared how they thought of goal-setting in recruiting new people and moving others up the Ladder of Engagement: This team decided that their five-member team could use two more people on their Community Team to fill two unfilled roles: Communications Coordinator and Volunteer Coordinator. They also assessed that getting five more active volunteers on board would allow them to do more outreach. And they knew that if they wanted to keep growing so that people in existing roles could move “up” to support the growth of new teams elsewhere or join the state leadership team, they needed to have new people move from Supporters to Participants. So they set the goals of five new active volunteers, 10 new participants over the next four months. This allowed them to think through how to use organizing opportunities such as meeting with elected officials and organizing hearings and rallies to recruit and develop new people. They were successful! If they hadn’t set those goals, they probably would have structured the work as always and done it all themselves. Recruiting and developing others takes intention and planning. Otherwise the result would have been the same five people at the end of the four months of work.

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To help you set your People Goals, consider:

- What concrete opportunities to turn out people will you have?
- What number of people would it be meaningful yet realistic to turn out, given the stage of development of your local campaign and the “target” (city council, governor, business CEO, etc.) you are trying to influence?
- How many people do you currently have on your team and how many could you really use to be even more effective? Are there roles on your team that haven’t been filled? Can you aim to fill those?
- How many people can you call on to turn others out to an important public hearing or to attend a meeting with a decision-maker? Do you have a deep enough pool of potential available mothers?

There is no right answer for what your team’s people goal should be, but you can make an educated guess. Doing so will go a long way toward enabling you to actually recruit and develop them.

How will you involve your volunteers?

The best way to actively engage mothers who are interested in being involved with Mothers Out Front and to recruit new members to your effort is to make sure they have a concrete way to participate in your campaign. This can range from writing a thank you note after a meeting with a decision-maker, to calling 10 people to ask them to attend a hearing, to organizing the production of visual art for a rally, or testifying at a hearing.

There are many, many ways for people to participate, and your tactics should provide opportunities for people with different skills, interests, and amounts of time. Most start by taking small, discrete steps, and gradually take on more responsibility as they build relationships and become more comfortable with the organization and more committed to its mission and goals. In the Actions

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section, you can read more about how to engage mothers effectively through one-on-ones, learning how to make an ask and secure a commitment, and how to design tasks for volunteers that meet their level of interest and skills while providing opportunities for skill and leadership development.

In the Gas Leaks Campaign, mothers attended meetings with experts and allies and educated themselves, they attended meetings with elected officials and recruited them, they reached out to mothers in other communities, and attended and testified at hearings. They also wrote newspaper articles and letters to the editor.

This involvement increased the knowledge, skills, and commitment of the mothers involved in the campaign. These mothers brought their resources -- their know-how, their voices, their energy, their networks -- to the effort. Their increased level of commitment to the campaign and to Mothers Out Front increased overall resources, so that the team was capable of taking on an even bigger goal, next time around, and win!

As you design your campaign, think about:

- a. Who are the mothers already involved and what is their level of commitment?
- b. What skills and resources do they bring that you can draw on?
- c. How can you involve them in a way that will take advantage of the resources they bring and further increase their level of commitment?
- d. How can you use the campaign to recruit new mothers to the effort?



Organizing Toolkit **SECTION 5b** – *Develop Your Community Campaign’s Goals and Timeline (Advanced)* (continued)

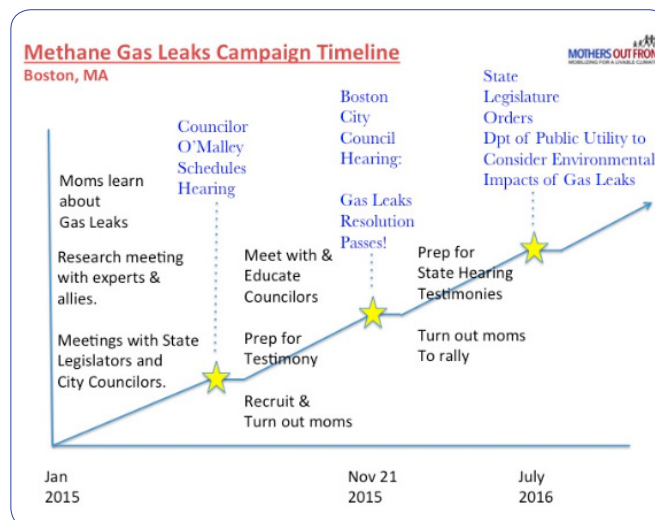
Every point along the timeline, every tactic, is a chance to use the resources your team and mothers bring to the table. This builds new capacity: it helps recruit new people, helps those people learn and hone skills, develops new relationships, and increases mothers’ commitment up the Ladder of Engagement.

Here are some questions to ask yourselves as you decide what tactics to use and how to design your actions:

1. Are you making the most of your own resources (not those of your opponent)? Are the strengths and concerns of mothers and grandmothers used?
2. Are you operating with the experience that your mothers bring to the table?
3. Do your tactics unify your constituency?
4. Are your tactics consistent with your values?
5. Are your tactics fun, motivational, and simple?

e. DEVELOP YOUR CAMPAIGN TIMELINE

Here is a broad overview of the timeline for the gas leaks campaign:



Organizing Toolkit **SECTION 5b** – *Develop Your Community Campaign’s Goals and Timeline (Advanced) (continued)*

Questions to ask when developing your timeline:

1. What are key milestones (peaks) do you need to reach on your way to your Impact Goal?

For example, peaks for the gas leaks campaign were getting a city councilor to schedule a hearing on the issue, then to have city council hold the hearing, then the “mountain-top” peak, which was the ultimate goal of the campaign: for city council to pass the proposed resolution.

2. When do you think it is realistic for these peaks to occur?

The first peak, having Councilor O’Malley schedule a hearing, had to be estimated. The team knew they would spend the first few months of their campaign researching gas leaks, meeting with experts, then meeting with state legislators and city councilors.

The second peak was set by the city council calendar.

Remember, developing strategy is a dynamic process. You can’t lay out your campaign timeline exactly in the planning stages of your campaign. You can estimate what peaks you might need to achieve on the way to your mountain-top goal, when these might occur, and what tactics you will need to use to get there. But this timeline will emerge and change as you receive new information. This is why we call this process “strategizing” – it is an active, fluid process that requires constant reassessment of what opportunities exist “in the world,” what your resources are, and how to use these most effectively to help you reach your goal.



In our case study, the team knew that they would try to get state legislators or city councilors to do something about the gas leaks but may not have known what, exactly, or when that might take place – especially because this kind of process and issue was relatively new to them.

Organizing Toolkit **SECTION 5b** – *Develop Your Community Campaign's Goals and Timeline (Advanced) (continued)*

Lay out the series of milestones that you must hit on your way to reach your goal. Ideally, these steps should build upon each other and indicate that your campaign is gaining momentum. Focus these milestones on the desired outcomes, rather than the tactics themselves. For example, if your campaign wants to reach out to local businesses to gain sponsors, your milestone should not be pitching these business owners. Rather, it should be that you reach your desired number of confirmed business partners for your cause.²

3. What actions (i.e., tactics) will you need to take to reach your peaks?

How will your tactics further engage and leverage the skills and talents of your volunteers? Are they meaningful? Do they offer opportunities for everyone to get involved independent of their time availability and commitment? Do they give mothers an opportunity to work together and build relationships? Are they fun and visible?

We build power by taking action together. Thinking through good tactics will go a long way toward moving your campaign forward.

f. DEVELOP A COMMUNICATIONS PLAN

Consider and address the following:

- a. Your Communications Plan defines
 - o **Who** should be given specific information
 - o **What** information will be shared
 - o **When** that information should be delivered
 - o **How** to deliver the information

² Chart the Course <http://www.networkforgood.com/nonprofitblog/successful-campaign-planning/>

*Organizing Toolkit **SECTION 5b** – Develop Your Community Campaign’s Goals and Timeline (Advanced) (continued)*

b. Steps Involved in Creating a Communications Plan

- o Establishing the Goals
- o Defining Key Audience
- o Identifying Key Messages
- o Creating an Outreach Plan
- o Developing Materials
- o Specifying a Timeline

Why

Who

What

How

When

c. Why should information about this issue be shared?

- o Expand capacity
- o Increase political pressure
- o Create awareness
- o Raise funds
- o Share logistics
- o Build enthusiasm

d. Who is your audience?

INTERNAL

- o Volunteers
- o Donors
- o Members



Organizing Toolkit **SECTION 5b** – Develop Your Community Campaign’s Goals and Timeline (Advanced) (continued)

- o Lapsed volunteers

EXTERNAL

- o Potential volunteers
- o Decision-makers
- o Press
- o General public

What is your key message (depending on your audience)?

- o Why does this issue matter to Mothers Out Front?
- o What 1-2 key points do you want people to remember? (Each message should have 3-5 talking points.)



*Organizing Toolkit **SECTION 5b** – Develop Your Community Campaign’s Goals and Timeline (Advanced) (continued)*

Messages will be delivered to decision-makers, the media, volunteers, and the general public. Knowing your talking points for each message will help volunteers effectively deliver the message whether in written or spoken form. Here are some tips to develop good talking points:

- o A talking point should be clear, direct and easily transferrable to different voices. It should be easy to personalize, or “make your own.”
 - o It can be used for in-person and written communications.
 - o The message should be clear and accessible. It should highlight what is unique about Mothers Out Front.
- e. What materials will you develop to communicate your message? (Specific guidance on how to develop these can be found in the Communications Folder of this Toolkit.)
 - Printed materials: flyers, brochures, stickers, postcards, banners
 - Call scripts: volunteers, legislators
 - Website: event posting, project information
 - E-mail: monthly updates, action alerts
 - Social media: Tweets, Facebook posts, blog entries
 - Photos, video
 - Press Advisory vs Press Release

For specific ideas of actions to take and how to organize your work, go to Section 6: Taking Action!