



SECTION 5c COMMUNITY CAMPAIGNS GOALS AND TIMELINES WORKSHEETS

PURPOSE

- This guide can be used in your community organizing meetings to plan your Community Campaign.
- Use these worksheets hand-in-hand with “Section 5: Community Campaign Goals and Timeline,” which contains more detailed information, case studies, and examples.



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Strategy Chart with Discussion Points

Mothers Out Front Community and State Level Campaigns

*Organizing Toolkit **SECTION 5c** – Community Campaigns Goals and Timelines Worksheets (continued)*

Dear New Community Campaign Leaders,

Welcome to Mothers Out Front. We are delighted to have you aboard, and have developed the following guide especially for you.

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 livable climate tomorrow. We believe the only way to truly make a change is to swiftly transition away from fossil fuels to conservation, efficiency, and clean, renewable energy sources.

We are building a movement whose collective voice will be so strong that leaders will have no choice but to listen.

The information presented here will help you get started planning your first campaign — from brainstorming to a fully formed and well defined strategy. You will learn how to identify the issue you want to take on, figure out the steps, create a timeline, and engage new people along the way.

You are not doing this alone, so please let us know how we can help. Chances are good that one of our amazing volunteers or staff have had the same questions you have now. If you get stuck or have questions, a good place to start is by reaching out to the Mothers Out Front contact who sent you this packet.

Now, with no further introductions, let's leap into deciding what Impact you want to have in your community. This is your Impact Goal.

Sincerely,

Mothers Out Front

STEP 1: CHOOSE AN IMPACT GOAL

Purpose: Identify the impact you want to have in your community, engage a broad segment of your community, create buy-in, and identify new people to work on your campaign.

Here is the process:

- 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 divide into teams. Split up the relationship-building and fact-finding across your members to identify the various impact options you might work on.
- Hold one or more meetings during which each person or team reports back on their findings, and talk about how each option meets the criteria listed in the Impact Goals Worksheet.
- 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.

Notes: This is the first exercise. It can be done at your first meeting. You will find blank copies of the worksheet and an agenda in the Appendix.



*Organizing Toolkit **SECTION 5c** – Community Campaigns Goals and Timelines Worksheets (continued)*

Going through this exercise will be an important step if your campaign isn't part of an existing campaign or if no one has already taken on a similar campaign in another community.

Materials:

- Blank copies of the Impact Goal Worksheet (see Appendix)
- Large surface for note taking and brainstorming (poster board, whiteboard or chalkboard, overhead projector, etc.)
- Markers
- Copies of the worksheet, or a clear image for all to see and follow along



Time: **60-90 minutes**

Activities:

1. Brainstorm and gather information from within your group. Review other statewide ideas and whether your group could contribute to the same goals. Ideally, a member of the State or National Leadership Team can attend in person — or via phone/Skype — to share statewide and national goals and provide context for local campaign development.
2. Ask the group to identify at least four ideas.
3. Go through the questions on the worksheet and discuss whether the possible goal meets each criteria.
4. Ask the group to identify which possible goal best meets all the criteria.
5. If additional information is needed, identify who will gather that information and set a date for your next meeting. Once that information is presented, make a decision and begin developing your strategy (Step 2).

Organizing Toolkit **SECTION 5c** – Community Campaigns Goals and Timelines Worksheets (continued)

Worksheet 1 — Mothers Out Front Impact Goal Worksheet¹

Choose your goal(s) by weighing possible impacts against criteria:

Impact Goal Selected:

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				
Campaign ask lends itself to a “mother-based” narrative				
Appeals to other moms and provides opportunities to engage them				
Allows moms to work together on an ongoing basis				
Creates concrete, visible change in the community				
Win can be achieved in a timely way				
Campaign ask is of decision-makers				
Organizing for this campaign demonstrates political will for urgent action on climate and for renewable energy				
Switches energy from dirty to clean				

¹ Credit: This process has been borrowed and adapted from Midwest Academy.

Organizing Toolkit **SECTION 5c** – Community Campaigns Goals and Timelines Worksheets (continued)

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.

Organizing Toolkit **SECTION 5c** – Community Campaigns Goals and Timelines Worksheets (continued)

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

STEP 2: DEVELOP A STRATEGY

Purpose:

- Design how you will reach your impact goal
- Identify the resources you have
- Plan the steps you need to take toward your goals
- Gather the information you need to establish short-term goals and a timeline

Here is a sample strategy chart:

Worksheet 2 – Mothers Out Front Strategy Chart

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

Organizing Toolkit **SECTION 5c** – *Community Campaigns Goals and Timelines Worksheets (continued)*

Notes:

For this exercise you will use the Strategy Chart. A blank copy is in the Appendix, along with a sample meeting agenda.

The Strategy Chart can be completed in one long session or broken up and completed in smaller segments over a period of time.



It's okay if your team doesn't know everything there is to know about these issues. It is helpful to invite allies or ask experts to provide relevant information along the way. For example, the Boston team partnered with HEET and Clean Water Action, two allied organizations working on gas leaks.

Materials:

- Blank copies of the Strategy Chart (see Appendix)
- Large surface for note taking and brainstorming (poster board, whiteboard or chalkboard, overhead projector, etc.)
- Markers
- Copies of the worksheet, or a clear image for all to see and follow along

Time: **60-90 minutes**

Activities:

1. Ask "What is strategy?" Strategy is a roadmap for your team. It gives the overall design for building the power your team needs to win.
2. Introduce the Strategy Chart — Blank copies are in the Appendix.

*Organizing Toolkit **SECTION 5c** – Community Campaigns Goals and Timelines Worksheets (continued)*

3. Discuss why you need a strategy – Developing a strategy involves listing your goal, the people you have and those you need to get on your side, the people who can give you what you want, and the actions you need to take. It is the roadmap that will allow you to keep moving forward.

In Mothers Out Front, having a clear strategy that is shared with each member of the group is particularly important. We recognize that we are all volunteers, and each of us is juggling multiple duties. At times, we need to pick up where others left off so the group can move ahead as planned. A clear strategy enables us to work together seamlessly and allows us to anticipate challenges. It also helps us look at where we are and identify progress.

4. Discuss Strategy Chart vocabulary.

Review and discuss the meaning of the words used on the Strategy Chart with your group before you start. We have found that it's important for everyone in the group to understand what organizing terms mean. If your team needs to use different terms for shared understanding, simply make a note of it and move forward.

Column 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?

Example: Getting city council to pass a resolution asking legislature to pass legislation mandating utilities fix gas leaks.

Column 2:

Organizational Considerations – The resources your group brings to the campaign, as well as the challenges or problems you face in achieving your impact goal. Here you can list experience, contacts, past success or reputation, size of the group, or special people-related factors. Identify possible problems or challenges.

Organizing Toolkit **SECTION 5c** – *Community Campaigns Goals and Timelines Worksheets (continued)*

Column 3:

Constituents — People that agree with your issue and want to win for the very same reasons you do. Their self-interest is the same as yours. Often, they represent the same group of people you are working with.

Examples: Mothers on your team, other Mothers Out Front teams, and other supporters of Mothers Out Front.

Allies — People and/or organizations that agree with your issue. They want the same thing as you, but perhaps not for the same reason.

Example: Clean Water Action, HEET, and 350 Massachusetts are organizations that all have an interest in seeing gas leaks fixed, either because they care about this directly or because they see it as an opportunity to help build power for their campaign. 350 Massachusetts, for example, knows mothers will turn out and testify at hearings to ask the legislature not to allow the utilities to pass on the costs of new pipelines to customers.

Opponents — People and/or organizations that are not on your side of an issue and who stand to lose something if you win.

Example: The utilities that are passing along the cost of gas leaks to consumers and who would need to pay to fix them. Opponents also include those elected officials, lobbyists, and businesses who are aligned with the utilities.



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Column 4: Decision-Maker & 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 influence your decision-maker.

Example: In New York’s Stop AIM pipeline campaign, the decision-maker is the Federal Energy Regulatory Commission (FERC) but the primary target is Senator Schumer. The senators in the other four states along the pipeline are secondary targets. Senator Schumer doesn’t have the power to issue a stop work order, but FERC does. Mothers Out Front currently has no power over Norman Bay, the head of FERC, but Senator Schumer does. As constituents, New York moms have power over Senator Schumer.

Choosing your target involves research. What does your target want? What does your target fear? The better you understand your target, the better you can choose and refine your tactics.

Column 5: Peaks – Mothers Out Front uses the term “peaks” to identify short-term goals on your timeline along the way to your impact goal. Peaks are the result of actions and work that have used existing power and built new power in such a way that gets you closer to your impact goal.

Note: These are different from tactics.

Example: A peak along the Boston Methane Leaks Timeline was to get one of the city councilors to introduce a resolution and hold a hearing.

Column 6: Tactics – These are the actions you take to persuade the target to make the decision you want them to make. Tactics should be within the experience and comfort level of your group, and tactics often make your target uncomfortable or challenge the way things are usually done.

Note: *Tactics are different from peaks, goals, and strategy.*

Examples: The peak to get a city councilor to introduce a resolution to hold a hearing resulted from the tactic of meeting with every city councilor, educating them, and bringing four to five mothers to each city council meeting. Other tactics used in the Methane Leaks Campaign included mothers testifying at city council meetings, and publishing articles in the local paper to raise the campaign’s visibility in the community.

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5. Fill out the Strategy Chart

Materials: A poster-sized Strategy Chart is ideal for the large group, as well as Strategy Chart handouts for each participant. Depending on your group and your budget, you can also use poster boards, whiteboards, or whatever is most effective. Blank copies of the Strategy Chart are in the Appendix.

First, fill out each column. How you proceed here depends on the size of your group. If your group is small, it's fine to fill out the entire chart together.

If you have a large group:

- Divide into small groups.
- Give each member a blank Strategy Chart.
- Have each group fill out a column to the best of their ability.
- It's okay if the group cannot fill it out entirely. Your team might need to do some homework to get more information for the chart.



Then, if you have a large group:

- Ask each group to share its portion of the chart. You can ask a scribe from each group to fill in a section of the poster-sized chart as the spokesperson reports back.
- By the end of this large group session, you will have a giant Strategy Chart.
- At this point, identify what is known and what needs to be researched.

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- Come up with a plan for filling the gaps, i.e., asking people in the community, doing a quick survey, etc.

Tips:

Clarify terms — Many people get confused and think that the strategy is the action you take, like a rally or a demonstration. In community organizing, tactics are the actions you take.

Ask for input — It is helpful to invite people who are knowledgeable about the issue to fill out a Strategy Chart with your group. These people are in a good position to identify targets and allies in your community.

Try to use both small and large group discussions — Even if your group seems small try to break into smaller teams to encourage everyone to participate. Remember, this may be a completely new experience for some of your group's members.



STEP 3: IDENTIFY PEOPLE GOALS

Purpose: Identify how you can engage, develop, and involve people.

Mothers Out Front Ladder of Engagement

Level	Definition
Level I: Leader	<p>Has a specific role (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>

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The next step can be done with the leadership team, if there is one, or with the entire group. Mothers Out Front calls this step “People Goals.” At this point you will ask:

- How many people will you need?
- How many people can you engage?
- What do you need them to do?
- How will you involve them?
- How can you increase people’s level of commitment and leadership?

Based on the members of your group and your Impact Goal, complete the following table:

Step 3 – People Goals Worksheet

	Current People Capacity	People Goal By the End of the Campaign
# Leaders		
# Volunteers		
# Supporters		

Next, take a look at how your tactics relate to continued engagement and growth by filling this in:

Step 3: Tactics & Engagement Worksheet

Tactics	How it engages people

What resources will you need to help with this? What questions do you have that Mothers Out Front can answer?

STEP 4: DEVELOP A CAMPAIGN TIMELINE

Purpose: This helps your group plan ahead, holds the group accountable, and adds a sense of urgency to your Impact Goal. A timeline helps your team keep your “eyes on the prize.”

This step can be done by the leadership team or, if your group is small, by all participants. Here is a sample campaign timeline for the gas leaks campaign:



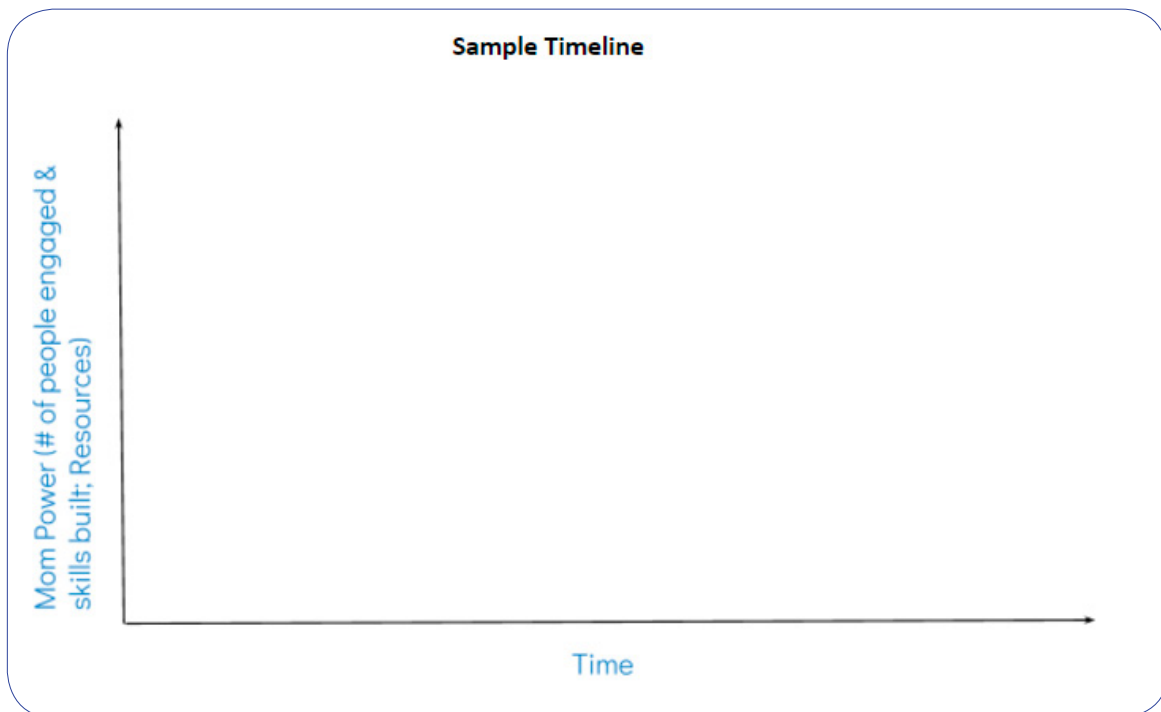
- Actions between star peaks are TACTICS.
- Points on the timeline above the dotted lines are PEAKS (short-term goals).

Organizing Toolkit **SECTION 5c** – Community Campaigns Goals and Timelines Worksheets (continued)

Note: Every tactic and peak on your timeline should work to increase your number of people and resources. As your team plots this timeline, try to be explicit about the target number of people you are going to have. Use the Ladder of Engagement (in Step 3) to identify what new resources will be generated. That doesn't mean you will be able to plot a specific quantity, but the graph should go up with every peak.

You will become more effective at assessing how you can expect to build power over time as you do the work and learn from it. Now, try to plot a timeline for your Impact Goal.

Sample Timeline



Organizing Toolkit **SECTION 5c** – Community Campaigns Goals and Timelines Worksheets (continued)

Discussion:

1. What are key peaks (from your Strategy Chart) you need to reach on your way to your Impact Goal?

Lay out the series of peaks that you must hit on your way to reach your goal. Ideally, these steps should build off each other and indicate that your campaign is gaining momentum. Focus these peaks on the desired outcomes, rather than the tactics themselves.

Example: If you want mothers to fill a city council chamber for a hearing, your peak should be the hearing itself. That is when you turn out your desired number of moms. The tactics are the actions that lead to that peak: how will you actually get moms to show up (email alerts, phone calls, carpool plan, etc.)?. That peak is one significant step toward your Impact Goal.²

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

In the example, 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.

Note: *Timelines are a map for moving forward that can be adjusted as the campaign unfolds.*

You won't be able to lay out your campaign timeline at the outset exactly as it will play out, but 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.

Remember, your timeline is a road map to keep you on track and help you focus and organize your work over time.

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

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It will likely 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 they would try to get state legislators or city council members to do something about the gas leaks but may not have known what exactly, or when, that might be – especially because this kind of process and issue was relatively new to them.

Recap:

Before you complete your campaign planning, make sure you can answer the following 5 questions:

1. Impact Goal: What impact do you want to have in your community and by when?
2. Impact Tactics: How will you make it happen?
3. People Goal: How many moms will you need to reach your Impact Goal and by when?
4. People Tactics: How will you involve them?
5. Timeline: What is your time frame for getting to your goals?



STEP 5: ALWAYS DEBRIEF

Purpose: Debriefing is a crucial practice in Mothers Out Front. This enables us to learn from our tactics and peaks, understand what we need to do in the future, and assist our members in growth.

As you begin to implement your plan, debriefing after each activity is key to understanding how a tactic or a peak helped you build new power. Make sure you make time to debrief after every tactic and peak so that you learn and make even better decisions about tactics and goals moving forward.

It is important to hold debriefing sessions with members. If a meeting or activity has been particularly emotionally charged, it sometimes makes sense to plan this after everyone has had a chance to think through what happened.

While the questions are important, the answers are vital to Mothers Out Front. Please try to write down the key points and share them. You can share them with your entire group, your leadership team, and with state or national Mothers Out Front contacts. This is the way we learn from each other and improve our ability to act.

After a meeting:

Mothers Out Front meetings and conference calls typically end with “plusses, deltas, and key learnings.” Ask each participant to share. This is a great, quick way to conclude a meeting:

- Plusses – What made this a productive meeting?
- Deltas – What could have been improved?
- Key learnings – What did you learn, or what do you feel hopeful about now?

After an activity:

- What did we do well this time?

Organizing Toolkit **SECTION 5c** – Community Campaigns Goals and Timelines Worksheets (continued)

- How was it different from last time?
- Did we improve our capacity, and in what ways?
- Did we achieve our goal for this activity?
- Did this activity move us closer to a peak (short-term goal)? To our impact goal? Why or why not?
- What could have made this more effective?
- Did we have fun?
- Did we learn?



Organizing Toolkit **SECTION 5c** – Community Campaigns Goals and Timelines Worksheets (continued)

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.

Organizing Toolkit **SECTION 5c** – *Community Campaigns Goals and Timelines Worksheets (continued)*

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



Organizing Toolkit **SECTION 5c** – Community Campaigns Goals and Timelines Worksheets (continued)

Step 1 — Meeting Agenda

- a. Introduction/ice breaker
- b. Overview from State or National Mothers Out Front leaders
- c. Impact Goal Worksheet
- d. Identify next steps
- e. Set a date for the next meeting
- f. Closing
 - g. Plusses — What made this a productive meeting?
 - h. Deltas — What could have been improved?
 - i. Key learnings — What did you learn, or what do you feel hopeful about now?

Worksheet 2 — Strategy Chart

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

Organizing Toolkit **SECTION 5c** – Community Campaigns Goals and Timelines Worksheets (continued)

Strategy Chart Guide (listing questions to be answered)

Impact Goal	Organizational Considerations	Constituents, Allies and Opponents	Decision-maker and Target	Peaks	Tactics
<p>List the long-term objectives of your campaign. What constitutes victory?</p> <p>How will the campaign:</p> <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? 	<p>List the resources that your organization brings to the campaign. Include money, staff, facilities, reputation, experience, etc.</p> <ul style="list-style-type: none"> • What is the budget, and what do you anticipate your expenses may be? <p>List the specific ways in which you want your group to be strengthened by this campaign. How will you:</p> <ul style="list-style-type: none"> • Expand leadership group? • Increase experience of existing leadership? 	<p>Who cares about this issue enough to join in or help you?</p> <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? <p>Who are your opponents?</p> <p>What will your victory look like?</p>	<p>Primary Target – A target is always a person. It is never an institution or an elected body.</p> <ul style="list-style-type: none"> • Who has the power to give you what you want? • What power do you have over them? <p>Decision-maker –</p> <ul style="list-style-type: none"> • Who has the power over the target? • What power do you have over them? 	<p>What are the logical short term goals you will need to achieve for your Impact Goal to be won?</p>	<p>For each target, list the tactics that each constituent group can use to make its power felt.</p> <p>Tactics must be:</p> <ul style="list-style-type: none"> • In context • Flexible and creative • Directed at a specific target • Make sense to the members • Backed up by a specific form of power <p>Tactics include:</p> <ul style="list-style-type: none"> • Media events • Actions for information and demands • Public hearings • Strikes • Voter registration

Organizing Toolkit **SECTION 5c** – Community Campaigns Goals and Timelines Worksheets (continued)

Step 2 — Agenda

1. Introductions/ice breaker
2. What is strategy?
3. Introduce the Strategy Chart
4. Why we need a strategy
5. Strategy Chart terms
6. Fill out the Strategy Chart

Divide into small groups, report back

7. Set date for next meeting
8. Knowledge gaps and next steps
 - a. Plusses — What made this a productive meeting?
 - b. Deltas — What could have been improved?
 - c. Key learnings — What did you learn, or what do you feel hopeful about?

Mothers Out Front Community and State Level Campaigns

as of February 2017

COMMUNITY LEVEL CAMPAIGNS AND/OR WINS: MASSACHUSETTS

- Community Choice Aggregation: Arlington (2016), Lexington (2015), and Brookline (2015) passed Community Choice Aggregation to buy more renewable energy for their towns. Somerville and Cambridge are in process. (Won and ongoing campaigns)
- Municipal Net Zero Plan: Cambridge implemented a Net Zero Plan, Lexington established a Net Zero Task Force, and Concord is organizing in 2017 to follow suit. (Won and ongoing campaign)
- New Community Solar Energy: Amherst, Lexington, and Belmont teams played a major role in local solar projects. (2015)
- Municipal fossil-fuel energy contract replaced with 100% renewable energy: Cambridge ended a contract with tar sands giant TransCanada and will power all municipal buildings with 100% renewable energy by 2020. (Won, 2015)
- Divestment of municipal pension fund from fossil fuels: Lexington (2016)
- Resolutions to ask state legislature to fix gas leaks: 32 Massachusetts towns and cities (Won, 2016)
- Households switched from fossil-fuel powered to renewably powered electricity (through their utilities or an independent energy provider): One thousand households switched to clean electricity, increasing renewable energy.
- Municipal Ordinances to get utilities to fix gas leaks during any road excavation: Boston (Won, 2016)

COMMUNITY LEVEL CAMPAIGNS AND/OR WINS: NEW YORK STATE

- Keene Town Council passes resolution to put a moratorium on Bakken Oil “bomb” trains along Hudson River Valley corridor (Won, 2016)
- Municipal Resolution to Ban “Bomb” Trains transporting Bakken shale oil — New York: Rochester (Ongoing)

Organizing Toolkit **SECTION 5c** – *Community Campaigns Goals and Timelines Worksheets (continued)*

- Municipal and/or State Denial of Gas Compression Station Permits – New York: Southern Tier (Ongoing)
- Creating new green space to improve neighborhood air quality by major highway infrastructure – New York: Brooklyn (Ongoing)

COMMUNITY LEVEL CAMPAIGNS AND/OR WINS: VIRGINIA

- Developing flood-day bus routes so children can get to school during major rainfall events: Norfolk (Ongoing)

COMMUNITY LEVEL CAMPAIGNS AND/OR WINS: CALIFORNIA

- Orange County – Working with public school Parent-Teacher Associations to start OhmConnect teams registering families to receive text alerts to conserve energy during peak power hours. Three PTAs have started teams and 40 households have signed up. (Ongoing)

COMMUNITY LEVEL CAMPAIGNS AND/OR WINS: COLORADO

- Crested Butte – Getting households and businesses to switch their electricity to renewable energy (specific number and target date still being developed) (Ongoing)

STATE LEVEL CAMPAIGNS AND/OR WINS: MASSACHUSETTS

- No new pipeline: Kinder Morgan energy company suspended plans for pipeline. (Won, 2016)
- No new pipeline tariffs – Massachusetts Legislature passes bill to prevent utilities from passing on the costs of new pipelines to ratepayers (changing the economics of the pipeline plans). (Won, August 2016)
- State to consider climate impacts in energy projects' permitting process – Massachusetts Legislature requires Department of Public Utilities to consider environmental impacts, in addition to safety and economic impacts, during their permit request assessment process. (Won, August 2016)