

# Midwest Academy Strategy Chart



November 2020

Goals	Organizational Considerations	Constituency People Power	Decision Maker (DM)	Tactics and Tasks
Goals are always concrete objectives to improve lives. They should be SMART (Specific, Measurable, Ambitious, Realistic, and Time Bound).	Be specific and quantitative! How much, how many? Use Numbers.	Be specific. These are individuals and not institutions. List the name of the specific person in each organization.	The person who has the power to give you what you want! DMs are always individuals, not institutions.	<b>Tactics</b> are activities that directly engage a DM. <b>Tasks</b> are activities that support achieving a tactic. These are how you will show power to the DM so they will say yes to the goals.
<p><b>Long-Term Goal</b> What you ultimately want to accomplish.</p> <p><b>Intermediate</b> What you are trying to win now.</p> <p><b>Short-Term</b> A step toward the intermediate goal.</p>	<p><b>Current Organizational/Coalition Resources</b> What resources can you put in now?</p> <ul style="list-style-type: none"> <li>• Staff available</li> <li>• Social media lists</li> <li>• Time available</li> <li>• Office resources (space, technology, equipment, etc.)</li> <li>• Budget</li> </ul> <p><b>How will you Build Your Organization?</b></p> <ul style="list-style-type: none"> <li>• Number of new members needed</li> <li>• Consideration of quality and diversity of members</li> <li>• Public recognition</li> </ul> <p><b>Internal Problems</b> How to resolve or reduce.</p>	<p><b>Who cares about the issue: Constituents and Allies</b></p> <ul style="list-style-type: none"> <li>• Whose problem is it most directly?</li> <li>• What do they gain if they win?</li> <li>• Who else will be an ally on this issue?</li> <li>• What power do they have over the decision maker (DM)?</li> <li>• How are they organized, where can you find them?</li> <li>• What risks are they taking?</li> </ul> <p><b>Opponents</b></p> <ul style="list-style-type: none"> <li>• Can you neutralize and/or divide opponents?</li> </ul>	<p><b>Decision Makers</b></p> <ul style="list-style-type: none"> <li>• Elected, appointed, or a corporate power?</li> <li>• Do you have electoral or consumer power?</li> <li>• Analyze your current and potential power over them concretely so that you can use the relationship and your resources strategically.</li> </ul>	<p><b>Show Power Directly to the DM</b></p> <ul style="list-style-type: none"> <li>• Letter/email writing</li> <li>• Petitions</li> <li>• Phone banking</li> <li>• Social media spotlight</li> <li>• 1 on 1 meetings with DM</li> <li>• Media events</li> <li>• Rallies</li> </ul> <p><b>Public Education and Organization Building</b></p> <ul style="list-style-type: none"> <li>• Media events, etc.</li> <li>• Social media messages</li> <li>• Rallies/Banners</li> <li>• Townhall meetings</li> </ul>

California Tobacco Endgame Center for Organizing and Engagement  
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[organizingtoendtobacco@heart.org](mailto:organizingtoendtobacco@heart.org) | [organizingtoendtobacco.org](http://organizingtoendtobacco.org)



## Separate Elements of the MASC

### Goals

*Goals are always concrete objectives to improve lives.*



Specific



Measurable



Achievable



Relevant



Time Bound

	Long-Term Goals	Intermediate Goals	Short Term Goals
Definition	What you really want for your community in the long run.	What policy, systems, or environmental change you are trying to win.	An essential step to achieve your intermediate goals.
Example	“Protect all residents living in multi-unit housing within the City from secondhand smoke exposure by December 2025.”	“Pass a comprehensive smoke-free multi-unit housing ordinance (that includes 100 percent of homes, and spaces within 25 feet of all windows and doors) in the City by December 2022.”	“Recruit a tenant association as an ally and help obtain a commitment from them to positively influence the Mayor Pro-Tem on a comprehensive smoke-free multi-unit housing ordinance.”



## Organizational Considerations

	Current Organizational/ Coalition Resources	How Will You Build Your Organization?	Internal Problems
Definition	What resources do you have to contribute now?	What do you need/lack to build your organization/campaign?	What internal issues/problems do you need to overcome?
Example	<ul style="list-style-type: none"> <li>• 100 contact coalition email list</li> <li>• Three non-English language speaking volunteers</li> <li>• Community Engagement Coordinator trained to conduct surveys</li> <li>• Supplies: 5 laptops, Zoom License, 3 printers</li> </ul>	<ul style="list-style-type: none"> <li>• Expand 100 contact email list to 200 contacts.</li> <li>• Need to recruit three non-traditional coalition members.</li> <li>• Public recognition: Earned media every 6 months in local newspaper.</li> <li>• Supplies needed: Premium Zoom Account</li> </ul> <p><i>Tip: Having a robust number of constituents and allies is important, but more helpful is determining the quality of skills and support from your core supporters.</i></p>	<ul style="list-style-type: none"> <li>• Communication issues</li> <li>• High staff turnover</li> <li>• Uneven work distribution</li> <li>• Lack of community-based leadership where the campaign takes place</li> </ul>



## Constituency: People Power

**Constituents** are those impacted by the policy that have the capacity to engage and support your campaign. They are not opponents, but they may be people or organizations who could be persuaded to become supporters or allies.

The difference between constituent and an ally is that constituents are potential members of your coalition whereas allies are not. Allies will remain outside your coalition but share your viewpoint and will be supportive of your campaign efforts.

Identify the specific person in each organization/institution when completing the table.

	Constituents	Allies	Opponents
Definition	Individuals and organizations in your targeted jurisdiction that are impacted and have the capacity to engage with your campaign and support your issue.	Individuals and organizations with a vested interest in the issue and who can/will support your campaign.	Those who will, or may, actively stand against your campaign and policy. Opponents are <u>not</u> DMs.
Example	<ul style="list-style-type: none"> <li>• Who: College Student at a local university.</li> <li>• Role: President of a student union leadership group.</li> <li>• Interest: Personally affected, common interest, expand their network, leadership development use and value their existing skills.</li> <li>• Impact: Will write letters of support, testify at City Council meetings, engage their membership.</li> <li>• Contact Information: [email, phone]</li> </ul>	<ul style="list-style-type: none"> <li>• Who: Employee for non-profit public health organization.</li> <li>• Role: Field Advocacy Manager</li> <li>• Impact: Able to write letters of support, testify at City Council meetings, and provide technical assistance; can lobby DMs.</li> <li>• Contact Information: [email, phone]</li> </ul>	<ul style="list-style-type: none"> <li>• Who: Director of a pro-vaping organization.</li> <li>• Role: Director, leadership</li> <li>• Impact: Able to lobby DMs using cultural/religious traditional argument and well-funded opposition tactics.</li> <li>• Contact Information: [email, phone]</li> </ul>



## Decision Maker (DM)

A **Decision Maker (DM)** is an individual, not an institution. It is important to be specific and quantitative in this section. Remember that the Decision Maker Matrix (DMM) and the Circles of Influence (COI) should be completed prior to this section of the MASC.

*Remember: if you are funded by tax dollars, you are prohibited from lobbying activities, but non-funded individuals and organizations may be able to engage in lobbying activities.*

	DM Example #1	DM Example #2	DM Example #3
DM	<p><b>Council Member A</b></p> <ul style="list-style-type: none"> <li>• Position: <u>Undecided</u></li> <li>• Elected by X% of voters</li> <li>• Utilize information obtained from your DMM &amp; COI for this table.</li> </ul>	<p><b>Council Member B</b></p> <ul style="list-style-type: none"> <li>• Position: Leaning <u>Yes</u></li> <li>• Appointed by Mayor to vacant seat</li> </ul>	<p><b>Mayor Pro-Tem</b></p> <ul style="list-style-type: none"> <li>• Position: Solid <u>No</u></li> </ul>
	<u>Approaches</u>		
	<p>How much and what kind of power is needed to influence and gain the support of the undecided decision maker?</p> <p>Example: Councilmember A is affiliated with the Boys &amp; Girls Club. Coalition could work to gain Boys &amp; Girls as an ally to influence Councilmember A and gain their support.</p>	<p>Coalition must solidify the DM's support and <i>get a direct commitment from them.</i></p> <p>Even if you think a DM is leaning toward supporting the policy, it is critical that you use your power to move them into the fully supportive position. And once the DM commits to supporting the policy, you need to confirm it. Keep in mind that opponents may also be working on flipping the DM from yes, back to a less defined position.</p>	<p>Rarely should you use time and effort on a DM that is a known opponent of the policy.</p>



## Tactics and Tasks

Identify the tactics and tasks for each DM. They may be different from one DM to another. Ensure that the tactics and tasks are associated with the specific DM.

	Decision Maker	Tactics	Tasks
Definition		Tactics are activities that directly engage a DM. Tactics are not mutually exclusive to one DM, you may also develop multiple tactics for a single DM.	Tasks are activities that helps you achieve a tactic. It is critical to identify and itemize the individual tasks needed to achieve each tactic.
Example	<p><b>Council Member A</b> Elected by Voters</p> <p>Position: Undecided</p>	<p>Coalition members will send emails and make phone calls to Council Member A and recruit other contacts to join in this activity.</p> <p>Coalition members will host a town hall on their issue and invite the DM to attend and participate.</p>	<ul style="list-style-type: none"> <li>● Recruit #__ volunteers from Council Member A's District.</li> <li>● Train volunteers on best practices on how to effectively communicate with DMs.</li> <li>● Coordinate time and space for phone banking.</li> <li>● Draft emails to send to DMs.</li> <li>● Draft phone scripts for volunteers to utilize.</li> <li>● Send emails to DM's.</li> <li>● Deploy volunteers.</li> <li>● Coordinate a time and place to host the townhall.</li> <li>● Secure relevant allies and key stakeholders to attend and participate in the town hall.</li> <li>● Invite supporters from your community to attend the townhall.</li> <li>● Secure the attendance of the DM.</li> </ul>

