

STEP

5.

**What Will it Take to Win?:
Developing Concrete Plans**

TIME TO COMPLETE: 1 MONTH

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RISE FOR YOUTH

Once you’ve decided how you will tackle the issue and have identified the targets who can help you succeed, you will need to develop specific plans for your campaign. This planning will be guided by one big question: *What will it take to win?* Or, put more concretely, what are the interim steps that need to happen to achieve your goals? All of the steps you have taken so far will help you answer these questions and develop your campaign strategy and campaign plan.

You can begin by organizing the information you’ve collected so far (goals, targets, approaches, etc.) into a strategy chart. Many campaigns use some version of a campaign strategy chart developed by the Midwest Academy. Here is the strategy chart describing the successful Close Tallulah Now! campaign in Louisiana:

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Close Tallulah Now!: Campaign Strategy

Goals	Constituency	Targets	Resources*	Tactics / Strategies
<p>Long</p> <p>Close Tallulah</p> <p>Divert money to Community Based Alternatives (CBA)</p> <p>Build a grassroots movement for greater reform</p> <p>Medium</p> <p>Pass legislation to close Tallulah and redirect funds to Community Based Alternatives</p> <p>Engage communities directly in legislative education/advocacy</p> <p>Short</p> <p>Coalition press conference/coalition letter</p> <p>Parents/Youth testimony at hearings</p> <p>Faith Action week</p> <p>Bill Cosponsor #'s</p> <p>Approval by Senate Judiciary, House</p>	<p>Who cares about this?</p> <ol style="list-style-type: none">Kids who are, have been, or are at risk of being incarceratedParents of those kidsWider community who is negatively affected by juvenile incarceration <p>Allies:</p> <ol style="list-style-type: none">faith communitydirect service providersadvocacy groupssome elected officials, teachers/ school programslabor orgs/unionsstudents/ universitiesmedical communityyouth groupssome business groupsjudges“fair minded” folks <p>Opponents:</p> <p>Agency director</p> <p>District Attorneys</p> <p>Sheriffs</p> <p>Governor</p> <p>Governor’s friends in legislature</p>	<p>Primary</p> <p><i>Person with power to give us what we want:</i></p> <p>Senate Judiciary Committee Chair, Committee</p> <p>Senate Finance Committee</p> <p>House Judiciary Committee</p> <p>House Appropriations Committee</p> <p>Secondary</p> <p><i>People with influence over those with power to give us what we want:</i></p> <p>Legislators’ constituents</p> <p>Judges and juvenile justice experts</p> <p>Campaign contributors</p>	<p>JJPL:</p> <p>4 Full Time Equivalent (FTE) staff (including campaign manager)</p> <p>funding for direct actions</p> <p>Access to so many kids and families</p> <p>Grassroots Leadership:</p> <p>4 part-time staff</p> <p>labor contacts</p> <p>national contacts</p> <p>Building blocks for youth</p> <p><i>Expertise and capacity building in:</i></p> <p>Media advocacy (LJ)</p> <p>Policy (TR, LR)</p> <p>Legislative strategy (LR)</p> <p>Legal support on bond issue (P-R)</p> <p>Fundraising & resource sharing (MS, LR)</p> <p>National contacts (LR)</p> <p>Research & studies (TR)</p> <p>Agenda for Children:</p> <p>New constituency</p> <p>National affiliates</p> <p>lobbyist</p> <p>MA</p> <p>Lobbying wisdom!</p> <p>Children Services Collaborative:</p> <p>New constituency</p> <p>Faith community</p>	<p>Media Advocacy</p> <p><i>Press releases, op-eds, letters to the editor, feature stories</i></p> <p>Legislative Education and Advocacy</p> <p><i>legislative goals, draft legislation, get support by champions, push for approval in committees, educate legislators by constituents</i></p> <p>Community Outreach and Education</p> <p><i>prepare outreach materials, host community forums, invite participation in the campaign</i></p> <p>Direct Action</p> <p><i>letter writing and calling targets, testify at hearings, community/press events to influence targets, e.g., faith action week, newspaper ad, vigil</i></p> <p>Lawsuit (ongoing)</p>

*INITIALS USED IN THIS SECTION REFER TO SPECIFIC INDIVIDUALS OR ORGANIZATIONS.

Note that in Step 6 you will create a “power map” to map out targets, influencers, opponents, allies, and constituencies. This will help you determine how you can reach those individuals and influence them (or at least neutralize their opposition).

Creating a campaign plan

The campaign chart on page 45 illustrates goals and the strategies to be used to achieve them (including prime targets and essential partners). The final step in turning this into a campaign plan that can guide your work every step of the way is adding a timeline, discrete action steps to carry out the tactics, and responsible parties for each. In the words of Wellstone Action, you will need to develop a written plan that lays out “who will do what with whom by when and for how much.” The plan should include:

- Long-term Goals
- Intermediate-term Goals
- Short-term Goals

For each short- and intermediate-term goal, the plan should specify:

- Action steps to achieve
- Date/time period for action/completion
- Responsible party

It may be helpful to have your chart include a column to mark the progress or status for each item.

Make sure you keep in mind potential barriers you’ve identified as you are developing your campaign plan, so that you include strategies to overcome each barrier. (You also will want to revisit and revise the campaign plan as you complete the later steps described here, particularly completing the power mapping exercise and developing the organizing plan.) Here are some examples of barriers you might face:

- Limited number of slots in community alternative programs and therapeutic residential programs
- Limited connections to community services for youth and their families
- Kids are released from facilities without someone to connect them to community resources
- System leaders lack knowledge about community models from other jurisdictions that work with system-involved youth
- Lack of knowledge regarding existing community stakeholders
- Parents are being dismissed; system is not seeking parents input or engagement

While the specifics and layout of your campaign plan can take many forms, the key to effectiveness is that it should:

- 1) Address the **goals** you identified in your early planning/brainstorming meeting(s);
- 2) Include **specific actions** (based on your agreed-upon strategies) and the **targets** for those actions; and
- 3) Ensure that at least one person has “**ownership**” for each task, and that each task has a **deadline**/timeframe for completion.

Here is a section of a sample campaign plan:

# : Long-term Goal: Close Rand and West Oak youth prisons and redirect cost savings to create a continuum of community-driven, therapeutic programs that support young people and families.					
	Intermediate & Short-term Goals	Strategies & Tactics to influence your targets	Responsible Parties	Time Frame	Status
#1.)	Influence members of the Juvenile Justice Task Force so that its recommendations reflect investment in community-driven, therapeutic programs instead of the current proposal.	Meet with Juvenile Justice Department (JJD) Director about the task force	AR & JL	May 2018	Completed
		Do background research on members of the task force. Create spreadsheet with information about what influences them, secondary targets, etc.	AR & FH	June 2018	
		Follow up with legislators who voted “no” on House Bill to determine who/what influenced their decision. The legislators who voted against were:	JJ & JL	July-Sept. 2018	

	Intermediate & Short-term Goals	Strategies & Tactics to influence your targets	Responsible Parties	Time Frame	Status
		Identify who will meet with members of the task force based on previous relationships.	Leadership team	June 2018	
		Meet with members of task force and include youth and families in those meetings when possible.	AR/All	June-July 2018	
		Attend task force meetings and organize others to come and give public comment.	R & FH	May-November 2018	Ongoing
		Release a report that includes our recommendations for reforming the youth justice system to reflect research and best practices from other jurisdictions.	Communica-tions team	July 2018	
		Community meeting/ public briefing on problems with current system and community-driven models being used in other places. Identify other experts.	Organizing team	August 2018	
		Meet with members of the finance/budget committees that will receive the report.	JJ & JL	September-October 2018	
		Media Tactic: Draft a press release with a press call about our report recommending changes to the current youth justice system.	Communica-tions team	June 2018	

	Intermediate & Short-term Goals	Strategies & Tactics to influence your targets	Responsible Parties	Time Frame	Status
#2.)	Ensure the closure of Rand happens in a timely manner and no longer serves as a prison for youth.	Write Senator Jones to make sure he knows what the state should provide to former Rand employees.	FH	July 2018	
		Research issue of residents being sent to adult jails and follow up.	AR & FH	April 2018	Completed
		Communicate with criminal justice reform group that is being organized by RTK about closure of Rand and the possible repurposing for industrial uses.	JJ & JL	July 2018	
		Media Tactic: Op-ed with Senator Jones?	Communica-tions team	July 2018	
#3.)	Get local leaders to publicly commit to and adopt a community-driven alternative plan to keep our youth at home in community-based therapeutic programs rather than in lock-ups.	Postcard campaign on what is necessary to rehabilitate youth and prepare them to become productive citizens.	AR/Com-munications team	May 2018 - November 2018	
		Event in Easton / community organizing.	FH & JJ	May 2	Completed
		Event in Capital City / community organizing	AR & JJ	May 17	Completed
		Youth Action Coalition Launch	AR/All	May 31	

	Intermediate & Short-term Goals	Strategies & Tactics to influence your targets	Responsible Parties	Time Frame	Status
		Event in Longview/ community organizing	FH & JJ	June 2	
		Event in Easton with Teens for Change	AR	August 1	
		Media Tactic: Press release/ invitations to actions at events above.	Communica- tions team	1 week prior to each event	Ongoing

Strategy Development Worksheet

The following is a list of questions to consider as you develop your campaign strategy:

- ☐ Who do your targets listen to?
Who are key influencers that may sway your targets?

TARGETS

INFLUENCERS

- ☐ What are some ways to neutralize or isolate your opposition?

- ☐ Are there key legislators (in leadership or on key committees) that you need to reach and how can you organize the constituents in these legislators' respective districts?

LEGISLATORS

CONSTITUENT ORGANIZING TACTICS

☐ What are the broader constituencies that you need to organize (impacted youth, family members, faith leaders, business leaders) and what are some ways to organize these specific constituencies?

CONSTITUENCY	TACTICS

☐ Who are the potential allies to engage in the campaign and what are some ways to engage these allies (endorsement forms, sign-on letters, postcards, etc.)?

ALLIES	TACTICS

☐ What are the key messages the campaign should convey and who are the different audiences for these messages (campaign supporters, legislators and policymakers, general public)?

MESSAGES	AUDIENCES

☐ What are some campaign materials you will need to engage various audiences (campaign brochures, fact sheets, reports)?

☐ What are some activities and tactics to raise the profile of your campaign (public events, media outreach, advocacy days)?

Campaign Check-in Worksheet

At the end of Step 5 in your campaign planning process, having completed the steps and exercises outlined in the *Youth First Initiative Ready to Launch: Campaign Starter Toolkit to Close Youth Prisons*, you should be able to answer these questions:

What is your ultimate, long-term goal?

What are the major strategies and tactics you will use to achieve your goal?

Who are your allies? Who are your opponents?

ALLIES

OPPONENTS

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**Who are the targets you need to influence to achieve your goals?
How are they connected to your allies and opponents? (List or diagram)**

Editable versions of all worksheets/checklists in this guide available at www.youthfirstinitiative.org