

CAMPAIGN RESEARCH



A **TOOLKIT** FOR
GRASSROOTS
ORGANIZING

 **DataCenter**
RESEARCH FOR JUSTICE
2201 Broadway, #508
Oakland, CA 94612 USA
Tel: +1 (510) 835-4692
datacenter.org

	YOUTUBE youtube.com/researchjustice
	FACEBOOK facebook.com/researchjustice
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Acknowledgements

Authors/Contributors:

Reem Assil, Jay Donahue

We would also like to thank former DataCenter staff and associates who contributed to the content that inspired this toolkit.

Peer Reviewers (in alphabetical order):

Nischit Hegde, Jennifer Lin, Joann Lo, Gloria Medina, Jill Shenker

Design and Layout:

Bill Hogan

Community Partners:

Restaurant Opportunities Center, NY,
University of California Student's Association
Garment Workers Center
Food Chain Workers Alliance

Special Thanks to former DataCenter interns:

Mai Thai
Angeliki Kastanis
Daniella Carillo

THANK YOU



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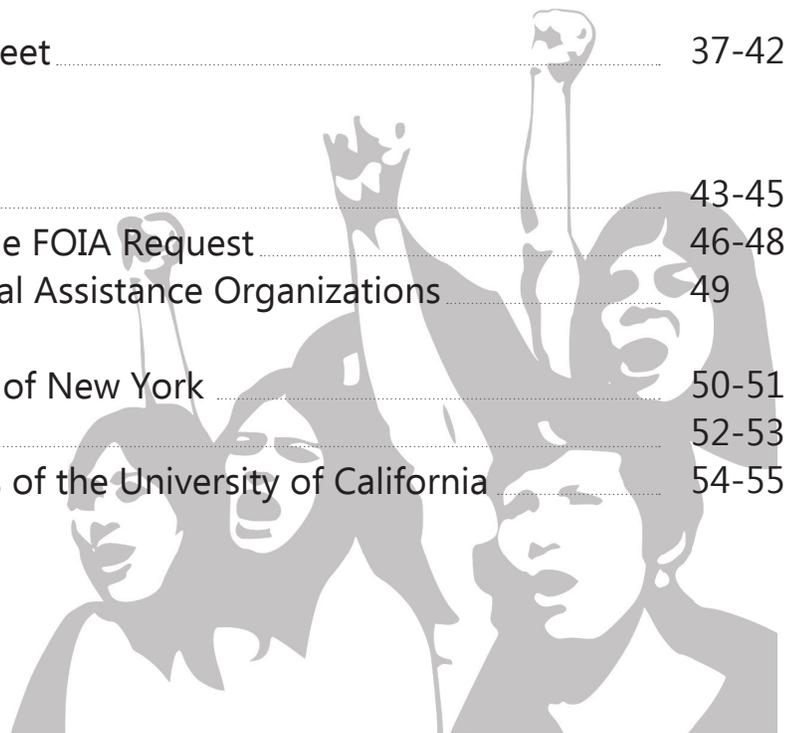
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Introduction



Self-determination in a research agenda becomes something more than a political goal. It becomes a goal of social justice which is expressed through and across a wide range of psychological, social, cultural, and economic terrains. It necessarily involves the process of transformation, of decolonization, of healing and of mobilization as peoples.”

—Linda Tuhiwai Smith

In the long-term struggle for liberation and **self-determination**, building sustained fights that keep communities engaged and invested for the long haul remains a core component of achieving social transformation. Campaigns are essential tools for organizing communities through smaller fights to win concrete changes that improve conditions in people’s daily lives. Campaigns provide important opportunities to build the base of an organization, develop its leadership, and ultimately build the power of the communities it works with to impact change.

Sustaining people’s investment in the longer-term fight for institutional change requires developing winnable campaigns that meet a community’s tangible needs and empower community leaders at the forefront of the fight for social change. We must develop our understanding of the issues that impact the communities we work with, engage in research that up-lifts their knowledge and expertise, and create well-informed strategy in our campaigns in order to confront power and win concrete changes.

DataCenter is committed to research that builds the leadership of communities and their capacity to fight for self-determination. We challenge the paradigm, in which community voices and experiences are dismissed and institutions of power are viewed as the sole legitimate sources of knowledge in informing the key decisions that are impacting their lives. We believe that campaign research is an iterative process that informs a long-term strategy to create systemic change. With each fight we are able to reflect and adjust our strategy according to the political landscape and build on strategic campaigns that ultimately empower communities to have a say in the decisions that impact their lives.

This toolkit is a compilation of tools and lessons from DataCenter’s years of campaign support work with grassroots organizations that focus on the role of research in informing campaign strategy. We have witnessed strategic campaigns that have not only resulted in important policy changes but also in powerful grassroots leadership committed to driving its vision for social change.



“If you know others and know yourself, you will not be imperiled in a hundred battles; if you do not know others but know yourself, you win one and lose one; if you do not know others and do not know yourself, you will be imperiled in every single battle”

—Sun Tzu

About this Toolkit

This toolkit is intended to support grassroots organizations in developing their capacity to carry out strategic campaign research. It includes user-friendly guides, case study discussions, and hands-on tools to make research more accessible to organizations, staff, and/or membership.

In this toolkit, we explore the fundamental question: What is the role of knowledge and information in developing concrete winning strategies for change? How do we use research to be more effective strategists, develop deeper and more meaningful alliances, and ultimately build more power in our communities?

Assumptions

The following are DataCenter’s assumptions when approaching campaigns.

- ▶ There is an unequal power relationship between marginalized communities and the economic and social institutions that impact their lives. Understanding these power relationships is important for developing a successful long-term strategy for change.
- ▶ The people most directly impacted by systems of oppression must be central to defining and implementing a strategy for building power to win change.
- ▶ Alone, no one group has enough power to achieve institutional change. We must build strategic alliances among different communities and organizations for a successful long-term plan.
- ▶ Knowledge informs action. Research is a tool for organizing communities to confront and shift power.

Tips for Toolkit Users

- This toolkit covers a wide breadth of concepts in campaign research and planning. Some concepts may be more relevant to the work that you do than others. We use hypothetical scenarios for the included workshop exercises but encourage you to tailor workshops to actual campaigns your group is exploring.
- The resources included in this guide are comprehensive but by no means exhaustive. If you need further research resources, please contact DataCenter for assistance.
- Power analysis is an essential piece of campaign strategy development and is referenced in this toolkit. However, we do not go into power analysis tools. We encourage you to seek out other organizing capacity-building resources to



explore organizing strategy development tools (for instance, SCOPE/AGENDA's Power Analysis Toolkit).

The toolkit is broken up into three sections:

01. Campaign Planning

Developing a theory of change is imperative for building a successful long-term strategy. In this section, facilitators will learn how to lead their group through the process of more deeply understanding the issue they are working on and the landscape within which they are working.

02. Target Research

After developing your goals and analysis of the problems and potential solutions your community faces, it is time to test campaign scenarios and make assessments of your leverage in campaigns. This section will cover important tools for target (individual and corporate) research in order to inform your power-building strategy.

03. Resources and Case Studies

This section includes tools, resources, and case studies to discuss strategy development and how to work in a constantly shifting political landscape.

About DataCenter

DataCenter combines research with organizing to achieve self-determination for marginalized communities. DataCenter uses research to help move the knowledge and solutions of communities of color and the poor from the margins to the center of decision-making. DataCenter advocates for **Research Justice** as a way to strengthen the power of grassroots organizing by strategically integrating community-driven research as a critical component of social justice campaigns.

Through our strategic research partnerships we have supported numerous organizations use community-driven research to leverage and win campaigns.

Some examples include:

- Passing the first-ever statewide Bill of Rights for domestic workers in New York
- Launching a statewide campaign platform by Long Beach Khmer Youth
- Supporting low-income youth to win free bus passes in San Francisco
- Passing the San Francisco Wage Theft Ordinance

 **Research Justice** is a strategic framework that seeks to achieve self-determination for marginalized communities. It centralizes community voices and leadership in an effort to facilitate genuine, lasting social change.



 A **strategy** is a systematic plan to build enough power to get decision-makers to meet your demands.

A campaign is a plan with a **strategy** that includes a series of sustained and coordinated activities to win changes on a particular issue that impacts a community. Campaigns are essential tools for organizing communities to develop their power to create social change. We build campaigns as a coordinated and methodical way to confront decision-makers and inform policies and institutions that shape the lives of our communities. In order to win these changes, campaigns must have a solid strategy that is informed by:

- Thorough analysis of the issue
- Identification of concrete organizing goals
- Assessment of what it will take to win

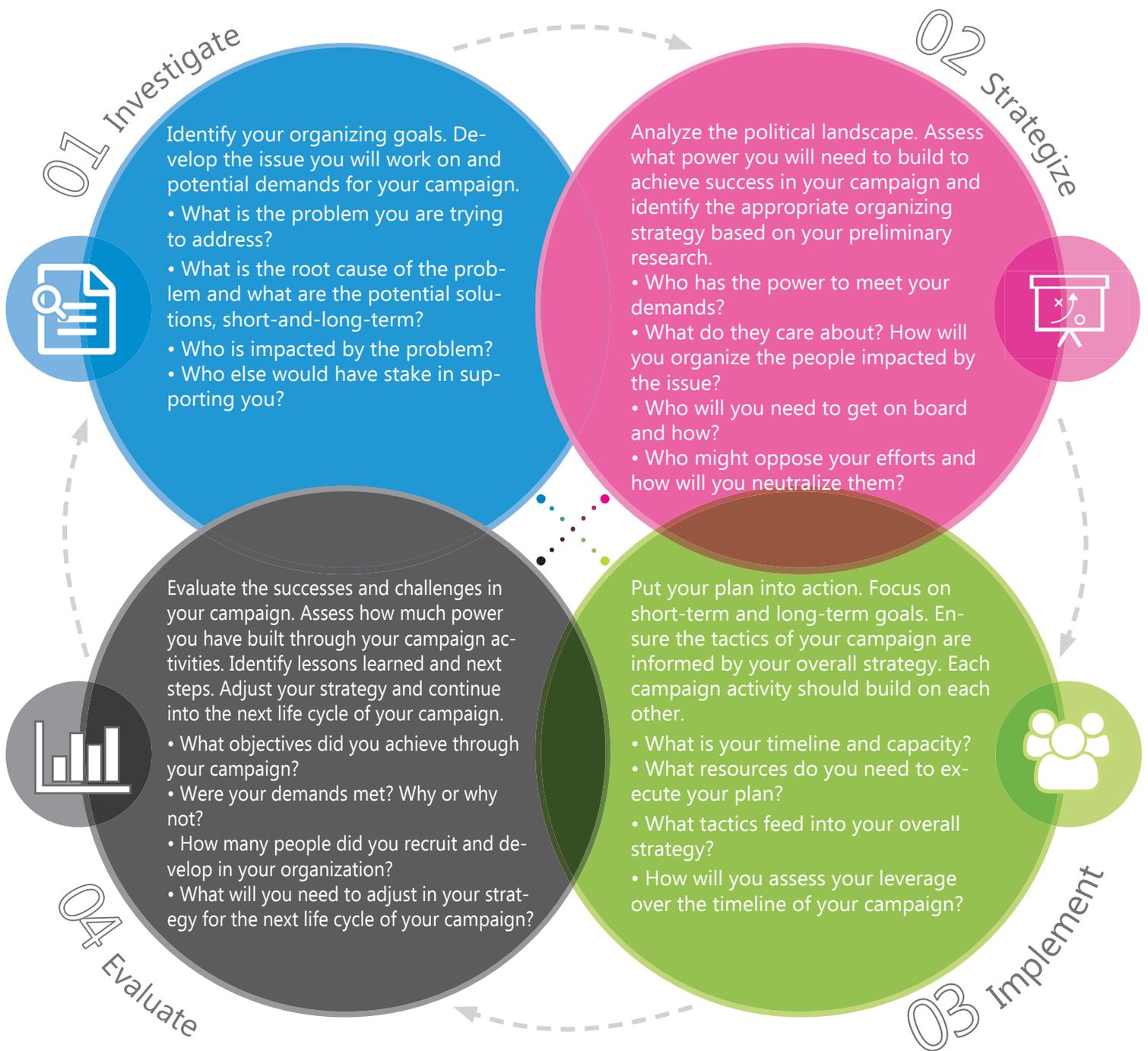
Campaign research is important because it...

- ✓ informs your understanding of the issue you are organizing around and who it impacts
- ✓ maps out potential areas for recruiting impacted communities to your organization
- ✓ helps refine your demands and strategy
- ✓ builds leadership in your organization
- ✓ shifts the public debate on an issue
- ✓ builds your leverage by gathering facts that support your position and weakens your opponents position
- ✓ puts pressure on your targets



Life Cycle of a Campaign:

Effective research informs effective strategy. Knowing the type of information you need helps narrow your research. Knowing what information you have helps you effectively strategize and assess what it will take to win in your campaign. When approaching research, a life cycle of a campaign falls into four stages:



Note: each stage benefits from the interplay between one or more other stages. For instance, your strategy will inform your research and your research will inform your strategy.

A Successful Campaign...

A successful campaign is more than just winning certain changes on a particular issue. It is one that builds your organization, puts you in a better position to win more changes, and builds the power of your base.

- ✓ creates avenues for growth and leadership of members
- ✓ involves a large number of people impacted by the issue
- ✓ creates potential for building broader coalitions
- ✓ has clear and tangible demands
- ✓ is directed at the right people who have power to respond to your demands
- ✓ is exciting, creative, and fun
- ✓ wins concrete changes in people's lives
- ✓ sets a precedent for longer-term institutional change

Throughout the life of a campaign, one may go through several iterations of these stages in order to build enough power to impact an issue. Each cycle builds on the knowledge and experience of the previous cycle, growing an organization's capacity and placing it in a better position to win. Knowledge accumulation is both a cyclical and cumulative process. Like building blocks, each piece of knowledge is important in campaign development so that your community is informed and prepared to take on challenges.

Research and Organizing

Research integrated into an organizing strategy is a central component of successful campaigns. Your research helps you build a case that legitimizes your position on an issue, such as the moral, legal, economic and/or common sense reasons why decision-makers should act on your issue. However this alone does not move decision-makers, who often have an interest in protecting their power. Rather, they are moved by their perception of your power. Employing research tools that develop your capacity to recruit membership and build leadership over time creates crucial leverage points, when decision-makers' perceived costs of ignoring you is greater than acting on your issue. Your **leverage** is the advantage you have built in a campaign, which is a result of the research you have done and power you have built among your base to confront and pressure decision-makers. Campaign research is about identifying strategy that can create those leverage points.



Strategy vs Tactics:

Your **strategy** is your overall blueprint to achieve the goals of your campaign.

Your **tactics** are the individual activities that make up your blueprint.

Strategy + Research + Organizing = Power



Your **tactics** must be informed by your **strategy** and not the other way around. Rather than stringing several isolated tactics together, you must create tactics that build off of one another and escalate over time. Peaking too early without leverage can decrease the momentum of your campaign, disempower your membership, and potentially hurt your chances of a successful campaign.



Handout

Campaign Terminology

In preliminary campaign planning, it is helpful to name the different variables of your campaign in order to build a thorough plan. The following is basic terminology used to map out the different pieces that will inform strategy and campaign activities.

<i>Terminology</i>	<i>Examples:</i>
Problem: A social condition or system that negatively impacts the community.	<ul style="list-style-type: none">✓ Unfair working conditions✓ No jobs in the community✓ Being criminalized by police
Issue: A particular aspect or manifestation of a social problem or condition that you are trying to address by your campaign.	<ul style="list-style-type: none">✓ Gentrification✓ Police brutality✓ Poverty
Campaign Goals: What you hope to achieve by waging the campaign. This includes, but is not limited to, our demands. It includes the indirect or long-term impact that you are hoping to make by winning a campaign.	<ul style="list-style-type: none">✓ Grow membership to 200 people✓ Win a living wage✓ Develop a group of 10 leaders✓ Raise awareness on an issue
Constituency: Those who are most impacted by your issue. Potential group of people you will organize.	<ul style="list-style-type: none">✓ Parents✓ High school youth✓ Local communities
Target: The person or people who have the power to meet our demands. Secondary targets are the people who can exercise pressure on our primary target to meet our demands.	<ul style="list-style-type: none">✓ Mayor or city council members✓ CEOs or employers
Demands: Specific actions that we're asking a person or group of people to take in response to our campaign.	<ul style="list-style-type: none">✓ Allocate more funds for affordable housing✓ Develop a report on police misconduct
Allies: Individuals and/or groups of people who would have an interest in resolving the issue we're working on.	<ul style="list-style-type: none">✓ Social Justice Clergy Networks✓ Public Health Department✓ Local unions
Opponents: Individuals and/or groups who would oppose and actively organize against our effort.	<ul style="list-style-type: none">✓ Chamber of Commerce✓ Sherrifs Department



Campaign Planning Basics

Planning a campaign in the investigative stage requires effective research. The groundwork done to gather information will help inform the best strategy. Initial research may not always be a linear process. Many times, strategy will guide research. For instance, if an organizing goal is to build a base of community members in a certain neighborhood, you may research the problems impacting that particular demographic. Conversely, if you are working on a particular problem that you have researched and find that there are several different impacted groups, it may inform your strategy to broaden your organizing.

Developing a Campaign Plan:

A campaign plan requires analysis of the root causes of the problem you are trying to address. It also requires analysis of potential solutions to the problem. Understanding how to frame an issue informs who you will organize and who your appropriate target is.

The following is a sample list of initial questions you may go through to develop your campaign plan:

1. What are your campaign goals?
2. What is the problem you are trying to address? What is the broader issue?
3. What are the long-term solutions? What are possible short-term solutions?
4. Who else is trying to address the problem? What research has been done on the issue?
5. Who has the power to implement those solutions? (Targets)
6. Who is most impacted by this issue? Who will you organize?
7. Who are the other players?
 - a. Who would support change? (Allies)
 - b. Who would oppose change? (Opposition)
 - c. Who could become either allies or opposition, but are currently neutral?



Campaign Strategy Development

Campaign planning requires a series of preliminary research questions that help you make an assessment of what power you currently have to impact change based on what you know about your issue, constituency, and political landscape. This preliminary research will help you explore an initial strategy that includes campaign goals; potential base, targets, allies and opponents; and specific demands. Other variables that might impact your initial strategy include timeline, capacity and resources. The answers to some of these preliminary questions make up the foundation of a power analysis, which is a necessary step of campaign strategy formulation.*

Assessing Feasibility

Your campaign demands should be winnable and tangible. In preliminary strategy development, you will want to assess what is realistic given your capacity and resources. Sample questions to help you assess feasibility include:

- What specific solutions can you demand? Where has it been successfully done before?
- Who has power to implement your solutions?
- What is your campaign timeline? Is it a short-term or long-term campaign?
- What resources and/or capacity do you have and/or need to be successful?

Measuring Power

Power analysis helps you assess what power you currently have and what strategy you might need to build it. Power should be measurable. You can measure power based on empirical evidence and/or quantifiable indicators. Sample questions that can help you identify current and potential power include:

- Who is impacted by the issue you are working on?
- What organized groups are they active in?
- How many people belong to your potential base?
- What do they make up in voter percentage?
- How are your allies perceived by your potential targets? Have they won anything? If so what and how did they win it?

Identifying Leverage

Leverage is when you have built enough power to pressure targets to act on an issue. In preliminary strategy, you must identify potential points at which you can create these pressure points. Sample questions to help you identify these points include:

**These basic questions make up the foundation of a power analysis, which is a necessary step of campaign strategy formulation. This toolkit does not cover power analysis tools extensively but we suggest you explore SCOPE/AGENDA's power analysis tools.*



- Who has made decisions about your issue before? What is their self-interest in listening to you?
- What evidence will help you build your case for your position on an issue? What research tools do you need to get it?
- What alliances do you need to build and by when to put effective pressure on your target?

Developing your Strategy

Once you have made a full assessment of feasibility, power, and leverage you can develop potential strategy that will help guide your ongoing research. This strategy includes what your demands are, who the appropriate target of those demands is, what groups you must organize and how, what alliances you need to build, and what your timeline is based on your capacity and resources. Your power analysis should be a living document that you continue to return to based on what you learn through the implementation of your campaign. You can adjust your strategy accordingly. Sample preliminary strategy questions include:

- What strategy will work with your timeline and current resources?
- What strategy will most effectively help you achieve your organizing goals?
- What strategy makes most sense given what you know about your target and constituency?
- What tactics should be included in your strategy and how will they build off one another?

Resources

The following is some sample workshops and tools for grassroots members who are new to the campaign planning process and want to develop skills in the initial campaign research process.

- ✓ **Sample Workshop: Introduction to Campaign Research**
- ✓ **Campaign Preliminary Questions**
- ✓ **Tips for Online Research**



Activity

🕒 2—3 hours

Materials

- Flip chart papers & markers
- Laptops (optional)

Handouts:

- Campaign Terminology (pg. 8)
- FREE Campaign Research Scenario (pg. 18)
- Campaign Plan Preliminary Questions (pg. 19)
- Tips for online research (pgs 22-23)
- Background Material Info for Scenario (optional — download and/or print at datacenter.org/chevron-article)

Flip charts:

- Definition of a campaign strategy (pg. 13)
- Life Cycle of a Campaign (pg. 15)
- Three Ingredients of a Successful Campaign (pg. 14)

Introduction to Campaign Research

☰ Overview

This training gives participants a brief overview of DataCenter’s approach to initial campaign planning. Participants will learn about the fundamental components of a campaign and how to use research as a tool to conduct initial campaign planning.

🏆 Goals of Activity

- ✓ Provide a framework for participants to understand campaigns as an essential medium for organizing for social change
- ✓ Familiarize participants with the components of a campaign
- ✓ Provide participants with research tools to develop an initial campaign plan and formulate initial strategy
- ✓ Allow participants to practice campaign research through exercises and group discussions

📄 Agenda

<i>Agenda Item</i>	<i>Suggested Time</i>	<i>Materials</i>
Introduction: Research and Strategy	15 min	<ul style="list-style-type: none"> • Flip chart & markers for brainstorm • Definition of a campaign strategy (see next page) written on a flip chart • Three Ingredients of a Successful Campaign (pg. 14)
Life Cycle of a Campaign	25 min	<ul style="list-style-type: none"> • Life Cycle of a Campaign flip chart • Campaign Terminology (pg. 8 handout, and/or on flip chart)
Campaign Research Exercise	1—2 hours*	<ul style="list-style-type: none"> • FREE Campaign Research Scenario (pg. 18) • Campaign Plan Preliminary Questions (pg. 19) • Tips for online research (pgs 22-23) • Background Material Info for Scenario (download and/or print at datacenter.org/chevron-article)
Closeout & Evaluation	10 min	

* The basic campaign research exercise can be done in one hour. Groups with access to computers can further practice developing campaign strategy. For research material, visit datacenter.org/chevron-article

Facilitator Instructions:

Introduction: Research and Strategy | ~🕒 15 min

 In our long-term struggle for social justice, we must have sustained fights to build our power. Today we are going to talk about campaigns and the role that they play in our power-building strategies. Before we begin, let's start with the definition of a campaign. What is a campaign?

Solicit some answers until you get to a good working definition:

*A **campaign** is a series of sustained and coordinated activities to win changes on a particular issue and transform relations of power.*

 Nowadays, there are plenty of campaigns out there. What are some examples of successful campaigns you've seen or participated in? What was so successful about them?

Write on a flip chart the common themes:

- involved a lot of people — base, allies, etc.
- had clear demands
- built leadership
- exciting, creative, empowering, fun
- won concrete changes in people's lives

 A successful campaign is more than just winning certain changes on a particular issue. It is one that builds your organization, puts you in a better position to win more changes, and builds the power of your base.

A successful campaign must have a strategy. What is a strategy?

 **Reveal** the following on a flip chart:

*A **strategy** is a systematic plan to build enough power to get decision-makers to meet your demands.*

 Your strategy is a dynamic blueprint for your campaign that include a series of activities you will engage in to build power. Throughout a campaign, you will need research to help inform and adjust your strategy based on constantly shifting conditions. How does research help us inform strategy?

Write on a flip chart: Possible answers include:

- to understand the problem and what solutions we should be working towards
- to avoid duplicating work that has already been done on an issue
- to assess who should be the target of our campaign
- to know what we're up against and how to prepare for it

➤ **Reveal** the Three Ingredients for a Successful Campaign on a flip chart:

Three Ingredients of a Successful Campaign

Builds our Legitimacy: A successful campaign is based on a thorough analysis of the problems and potential solutions of the issue at hand. Our research helps us build our case for how to address the root cause of the problem and gain legitimacy as experts on the issue.

Organizes our people: A successful campaign is one that builds power in our community. Our research helps us understand who is impacted by the issue and how to best build our base and leadership.

Pressures our target: A successful campaign is one that puts enough pressure on our target to meet our demands. Our research helps us understand our targets. It helps us create a strategy to press the right pressure points to move them on an issue.

Life Cycle of a Campaign | ~🕒 25 min



A campaign life cycle has four major stages: Investigate, Strategize, Implement, and Evaluate.

➤ **Reveal** the stages of a campaign (next page) on a flip chart.

Walk through stages and talk about the iterative process of a campaign cycle.

Life Cycle of a Campaign:



Throughout the life of your campaign, you may go through several cycles of these stages in order to build enough power. That's okay! The knowledge and power you gain is cumulative and with each cycle you'll be in a stronger position to win.

In initial campaign planning, we need to map out a few very key things to start building a plan for how we will carry out our campaign.

Pass out **Campaign Terminology handout** and go through the terminology (page 8).

Pause and ask for questions.

Campaign Research Exercise | ~🕒 1 hour



You will now practice creating an initial campaign plan based on a scenario to practice generating campaign strategy.

Pass out the **FREE Campaign Research Scenario** (page 18). Have the group read it aloud.



Breakout Groups

Break up into groups of 4-5 participants. They are tasked with developing an initial campaign plan with research questions based on the **FREE Campaign Research Scenario**. Assign a note-taker to capture conversation on a flip chart.

Have each group present for 3-5 minutes, depending on how many groups you have. Between each report back, ask the group to ask any clarifying questions or feedback about their plans.

Campaign Research Continued (optional) | ~🕒 1 hour

Share background material on a real-life case in Richmond, CA about Chevron's expansion.* Background info should include the following:

- an article for making the case why Chevron should not expand
- an article that talks about the different targets
- any other story that helps participants identify a potential strategy for their campaign.

Have participants break out into small groups and use the background info to develop answers to the **Campaign Plan Preliminary Questions** (page 19). If the group has access to computers, give them the option of doing internet research on the real-life case study: the campaign to stop the expansion of the Chevron refinery in Richmond, California.

Based on the information they gather, ask participants to develop an initial strategy for moving the campaign forward.

Write the following prompts on a flip chart to guide small group conversations:

- How will you convince your target and the public on your position?
- How will you build your people power?
- How will you put pressure on your target to meet your demands?

**See datacenter.org/chevron-article for sample background informational material.*



Closing & Evaluation | ~🕒 10 min

Ask groups to share their general experiences with the exercise.

Guiding questions:

- What did you like about the exercise?
- What was challenging about it?
- What are some lessons learned about the kind of information you need to develop a strategic plan?

Emphasize that in a real campaign planning process, the research takes place over days/weeks and not a 30 minute simulation. The importance of the exercise is building our skills to ask the right questions so that our research is focused and our strategy is well informed.



Handout

FREE Campaign Research Scenario

You are working for FREE (Families Fighting for Racial and Economic Equality) a multi-issue organization in a community comprised of a majority of African Americans and Latinos. The city is largely industrial with refineries making up a bulk of the local economy and livelihood of your members. One in five community members live within 3 miles of the city's biggest refinery, Chev-Wrong Diesel Corporation. Through your organizing, many accounts have surfaced about people becoming ill with asthma and other respiratory illnesses among those working at or living near the refineries.

Meanwhile, Chev-Wrong commissioned a study with 'top-notch' scientists that declared no connection between local asthma and pollution from their facility and blamed the eating habits of residents for prevalent health conditions. Through your direct contact with residents and workers, you know that the correlation between the pollution and the public health conditions is a clear example of structural racism.

Recently, Chev-Wrong announced its plans for an expansion project with direct help from the City. Your members are angry and want to start a campaign to stop the expansion.

The following are a list of factors that might inform your campaign research and strategy:

- Chev-Wrong has launched a successful national media campaign entitled "We're on your side" that portrays it as a positive community member, job creator, and "greener" and "cleaner" business
- The Mayor is running for re-election in the next 3 months and is running on a "green jobs" platform
- The media has generally portrayed your base in a negative light, often criminalizing young men of color. However, you have been able to establish one good contact in the local media outlets.
- FREE has a longstanding relationship with the Public Health Department



Handout

Campaign Plan Preliminary Questions

Directions

You have been tasked to do preliminary research to help identify a possible campaign. Answer the following guiding questions to help you think about your strategy. In each section, be sure to identify research questions and creative ways to find answers. For each question, discuss what research is needed to find necessary information. What questions would you ask and where might you go to find the answers?

Each group should have a note taker and timekeeper.

	What you know:	Further research needed:
Campaign Goals: What is the problem you are trying to address? What are your short-term and long-term solutions?		
Constituency: Who is most directly impacted by your issue? How will you organize them?		
Demands: Based on your target(s), what are potential demands of your campaign?		
Target(s): Who are potential people who have the power to give you what you want?		
Allies and Opponents: Who could potentially support your campaign? Who is likely to oppose your campaign?		

Bonus discussion question:

Based on your initial research, what is your overall organizing strategy?



Sample: Campaign Planning Preliminary Questions

Adapted from Midwest Academy

Handout

	What you know:	Further research needed:
<p>Campaign Goals: What is the problem you are trying to address? What are your short-term and long-term solutions?</p>	<p>Prevent the expansion of Chev-Wrong and hold it accountable to the harm it has caused in the community (reparations, preventative measures, etc.)</p> <p>Build a solid base of membership fighting for environmental justice and putting pressure on elected officials around environmental racism.</p> <p>Prove the negative impact of Chev-Wrong on the community (debunk the myth of non-correlation)</p> <p>Get the City to pull back its investment on Chev-Wrong's expansion and/or tie conditions to Chev-Wrong's expansion plans.</p>	<p>What kinds of investments does the City currently make on development?</p> <p>What are the alternatives to Chev-Wrong?</p> <p>What are successful examples in other cities where government bodies hold corporations accountable to the community?</p> <p>What other successful environmental justice campaigns are out there and what can we learn from them?</p>
<p>Constituency: Who is most directly impacted by your issue? How will you organize them?</p>	<p>Residents in neighborhoods close to Chev-Wrong</p> <p>Youth who go to schools close to Chev-Wrong</p> <p>Workers who work at or close to Chev-Wrong</p> <p>Residents with asthma or respiratory illnesses that could be connected to pollution</p>	<p>Where do people who are physically closest to Chev-Wrong live, work, and/or play?</p> <p>What is their demographics?</p> <p>What groups do they belong to?</p>
<p>Demands: Based on your target(s), what are potential demands of your campaign?</p>	<p>Vote no on expansion</p> <p>Fund alternative expansion projects that are better for the community</p> <p>Hold Chev-Wrong accountable to take preventative measures to mitigate pollution and provide community benefits invest in schools and community-serving projects</p>	<p>Where does the expansion project get voted on and approved? Where are the leverage points?</p> <p>Where have other alternative expansion projects been successful? What examples?</p> <p>What are examples of preventative measures?</p>



What you know:

Further research needed:

<p>Target(s): Who are potential people who have the power to give you what you want?</p>	<ul style="list-style-type: none"> • The Mayor • City Elected Officials • Planning Commission • Developers responsible for Chev-Wrong Expansion 	<p>Who has the power to impact decisions around Chev-Wrong’s expansion?</p> <p>What regulatory bodies vote on expansion decisions?</p> <p>What does the Mayor have the power to vote on regarding the expansion?</p> <p>Which elected officials have been the most outspoken on the issue?</p>
<p>Allies: Who could potentially support your campaign?</p>	<ul style="list-style-type: none"> • Public Health Department • Environmental Orgs • Open Space Advocates • Other community orgs • Schools 	<p>Has the issue of Chev-Wrong been taken up before? What other groups have worked on it?</p> <p>Who works on health and environmental justice issues and has resources that could help us?</p>
<p>Opponents: Who is likely to oppose your campaign?</p>	<ul style="list-style-type: none"> • CEOs and management within Chev-Wrong • Pro-Expansion elected officials • Chamber of Commerce • Unorganized Chev-Wrong employees 	<p>Could workers be turned into allies? What are their health conditions? What do they get paid? Could they be potential pressure point?</p> <p>What evidence do we need to debunk the myth of the “top notch” study?</p> <p>What information can we find about the chamber/pro-expansion folks to neutralize them?</p>



What you know:

Further research needed:

Overall Strategy

Create a survey tool to reveal the negative health impacts of Chev-Wrong. Use it as a recruitment tool for FREE. Build base and leadership for a potential campaign.

Partner with the Public Health Department to create an alternative study that debunks myths of non-correlation between asthma and Chev-Wrong.

Use the elections as a pressure campaign against the Mayor who is running on a "green" platform. Turn Mayor into champion for holding Chev-Wrong accountable?

Create a PR campaign that reveals the dirtier side (as polluter, bad employer, and company that does not provide community benefits) of Chev-Wrong — cost to the city for expansion is greater than the benefit

What questions do we need to ask in the survey tool to capture the necessary information we need? Where has it been done before? Who will we survey? 5, 10, 20 mile radius? Workers?

What other reports have come out that can help us make our case?

What research can we do to find "dirt" on Chev-Wrong? (see target research)

What is the timeline of the elections? Who is the Mayor's constituency? Are they our base, allies, or opponents? How do we utilize voters to pressure Mayor?



Handout

Tips for Online Research

Trying to find information about your issue, a corporation, person, or something else on the web? You're likely to experience a problem that is only getting worse over time: the internet provides too much information instead of too little. The hardest task in searching for information on the web today isn't getting results; it's wading through the overwhelming quantity of data and finding useful results!

Google 101 : How to use Search Operators

Google has built a very powerful web search tool that uses specific "operators," instructions that you give to Google to narrow down your searches. You can tell Google to search for precise phrases, for specific combinations of words, to exclude specific words or phrases, to look on particular web sites, to look for certain kinds of files, and much more!

Suppose you found that George W. Bush's former Secretary of State Condoleezza Rice was a Chevron board member at one time. Now you want to find all the information you can about Rice's connection to Chevron. To find web sites that mention two or more distinct terms, use the AND operator like this:

"Condoleezza Rice" **AND** Chevron

The quotes around her name tell Google to only look for that exact name. Google will look for everywhere where the two names are directly next to one another. Now suppose you just want to compile information about Condoleezza Rice that is available on Chevron's web site. Use the SITE: operator to narrow down like this:

"Condoleezza Rice" **SITE:**<http://www.chevron.com>

Now suppose you want to look for other corporate, academic, foundation, NGO, or other boards on which Condoleezza Rice has held a seat. Use the AND function again, but also use quotation marks to narrow search results to pages that mention the specific phrase "board of directors."

"Condoleezza Rice" **AND** "board of directors"

After searching these functions and sorting through results you may have noticed that Condoleezza Rice is also a professor at Stanford University. Perhaps you want to know more about Chevron's other links to Stanford. You can again use the simple AND operator to combine the terms "Chevron" AND "Stanford," but a lot of the results will be about Condoleezza Rice. A way to exclude Condoleezza Rice from these search results is to use a minus operator sign like this:

"Chevron" **AND** "Stanford University" -"condoleezza rice"

Go to google.com/advanced_search for more ways to refine your search. Also, it's a good idea to try other search engines as they will often produce different results.



 Handout

Language and Research: Choosing the Right Terms

Search engines take your words literally, and will look for them in documents. If you use **movement language**, you are likely to find movement information sources. If you put your research question in **mainstream language**, you are more likely to find academic, government, and industry sources.

Sometimes your opposition will use their own terms. For example, a news article may talk about the police, but the police describe themselves as peace officers.

You can use the different kinds of language strategically. Here is an overview of the types of information you can find and how you can use it in your campaign.

	Examples:	What you'll find:	Potential uses:
Movement Terms:	cops, action, environmental justice, gentrification, prison industrial complex, police brutality, living wage...	<ul style="list-style-type: none"> • Movement analysis and political context • Potential allies • Critical information that makes your case 	<ul style="list-style-type: none"> • To sharpen your understanding of an issue • To identify new allies • To learn about similar struggles in other communities
Mainstream Terms:	police, demonstration, conservation, revitalization, criminal justice system, welfare reform...	<ul style="list-style-type: none"> • Academic reports and studies • Reports from liberal think tanks • Data from government agencies • Opposition's analysis of issue 	<ul style="list-style-type: none"> • To find statistics and analysis that add credibility to your campaign • To mobilize a broader base • To understand your opposition's rhetoric and have an effective response



“Power concedes nothing without a demand. It never did and it never will.”

—Frederick Douglass

Successful campaigners understand that targets care about protecting their interests, which often comes in the form of relationships and connections, money and resources, and power and privileges. Their job then is to create situations, in which targets’ perceived cost of ignoring their demands is greater than their perceived cost of responding to them. Traditionally, campaigns have primarily involved mobilized community members in direct confrontation with decision-makers. Over time, however, decision-makers have become keen on developing strategy for how to avoid these confrontations of power.

As a result, grassroots organizations have shifted from a singular organizing strategy to a multi-pronged strategy to apply pressure on targets from multiple directions in the form of comprehensive campaigns. These campaigns have allowed for a diverse range of opportunities to build power and leadership for grassroots organizations and to develop a broader base to support their work.

DataCenter’s Orientation to Target Research

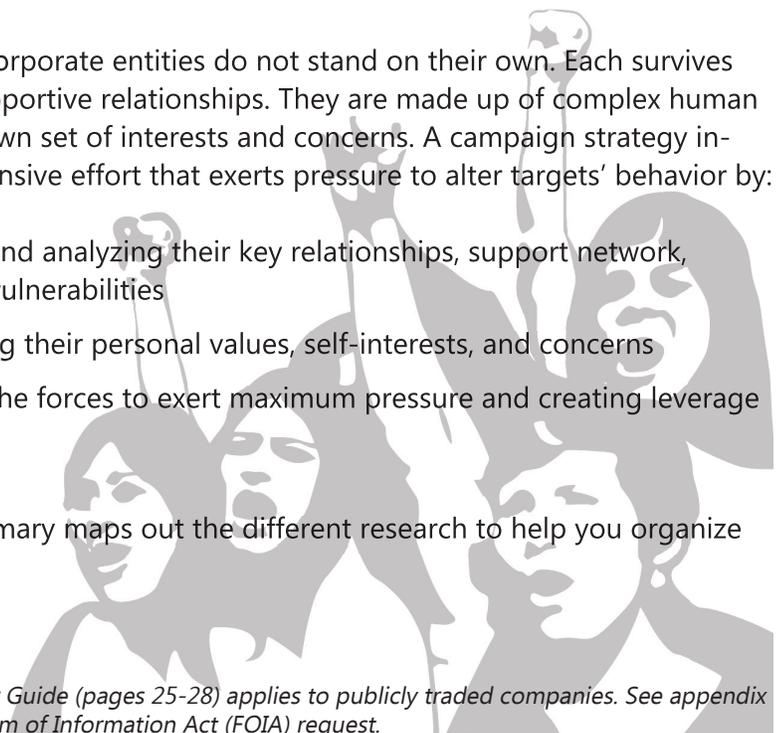
With the growing webs of intricate relationships among our targets, allies, and opposition, corporate and individual research is a necessary tool for gathering information to identify the strategy to apply pressure on our targets. The goal of target research is to engage community members with up-to-date information about key players and the structures of the particular institution they are trying to impact. We use this information to analyze potential organizing strategies that are both creative and feasible.

Government and corporate entities do not stand on their own. Each survives in a network of supportive relationships. They are made up of complex human beings with their own set of interests and concerns. A campaign strategy includes a comprehensive effort that exerts pressure to alter targets’ behavior by:

- researching and analyzing their key relationships, support network, strengths and vulnerabilities
- understanding their personal values, self-interests, and concerns
- lining up all the forces to exert maximum pressure and creating leverage points

The following summary maps out the different research to help you organize your information.*

*The Target Researcher Guide (pages 25-28) applies to publicly traded companies. See appendix for how to do a Freedom of Information Act (FOIA) request.



Research Category:	Why It Matters:	Examples of Useful Info:	Resources:
Essential Information	<p>The first step to any kind of target research is to get the basic information on a company or governmental body. This lays down the foundation for your future research and helps you get the ball rolling.</p>	<p>Corporate:</p> <ul style="list-style-type: none"> • Where is the company located? • Is it a public or private company? • What's its history? • What goods or services does it provide? Who are its competitors? <p>Political:</p> <ul style="list-style-type: none"> • What is the policymaker's platform/campaign? Or, what is the department's domain of responsibility? • What issues are their priorities? • What projects do they work on? • Are they non-profits? 	<p>For free:</p> <ul style="list-style-type: none"> • Company Websites (be sure to look at "About" and "Investors Section" • Security and Exchange Commission (SEC) form 10K or form Def 14A (see below for more information — this only applies to public companies) <p>For Fee:</p> <ul style="list-style-type: none"> • Hoover's Online • Google Finance • GuideStar (for non-profits, requires subscription)
Control and Command	<p>Understanding who makes the decisions within the body you are researching becomes essential for developing your demands and identifying who to direct them at.</p>	<p>Corporate:</p> <ul style="list-style-type: none"> • Who serves as management, board of directors, stockholders etc.? • Do they have a parent company? <p>Political:</p> <ul style="list-style-type: none"> • Who/what does policy-maker or department answer to? • What is the hierarchy of decision-making in that body? 	<p>For Free:</p> <ul style="list-style-type: none"> • Company websites • SEC's EDGAR database (Form DEF 14A) • For parent/subsidiary relations SEC Form 10K (attached exhibit 21) or - CrocTail • Morningstar.com • Department websites <p>For Fee:</p> <ul style="list-style-type: none"> • Lexis/Nexis Data Base

Research Category:	Why It Matters:	Examples of Useful Info:	Resources:
Show Me the Money	Evaluating the financial condition of our targets helps us understand their vulnerabilities and strengths in a campaign in order for us to identify the right leverage points.	<p>Corporate:</p> <ul style="list-style-type: none"> • What are the CEO’s getting paid? • Who are the investors? • Any signs of financial troubles (bankruptcy files)? <p>Political:</p> <ul style="list-style-type: none"> • Who are their largest donors? • How are they financing their projects? 	<p>For Free:</p> <ul style="list-style-type: none"> • Company’s annual report • Company’s website “Investors” section • SEC’s EDGAR database (Form 10-K or 10-Q and form 8K) • Morningstar.com • finance.yahoo.com • for information on donors, see the resources in Political Relationships below <p>For Fee:</p> <ul style="list-style-type: none"> • Liens Library and “Legal” information in Lexis/Nexis
Political Relationships	Political relationships largely impact how decision-makers act. Both political and corporate decision-makers are influenced by the political partnerships they benefit from and feel accountable to.	<p>Corporate:</p> <ul style="list-style-type: none"> • Is there a list available of their public campaign contributions? • Are they part of a PAC? • Do political figures sit on their board(s)? • Do they have lobbying expenditures? • Do they get public subsidies? <p>Political:</p> <ul style="list-style-type: none"> • What campaigns and candidates have they supported (on and off record)? • Who have they been seen with? • What political events do they publicly show up to? • Which elected officials have supported their campaigns and policy efforts? 	<p>For Free:</p> <ul style="list-style-type: none"> • Federal Election Commission (FEC) Campaign Finance Disclosure Portal • County and Municipal Ethics Commission Websites and Registrar of Voters • Open Secrets (Federal Level) • Follow the Money (State Level) • Lobbying Database at the Center for Responsive Politics • www.goodjobsfirst.org/subsidy-tracker • Local press

Research Category:	Why It Matters:	Examples of Useful Info:	Resources:
Social Relationships	<p>Our targets are complicated, sometimes contradictory, human beings who care about their personal relationships. Understanding what personal relationships might influence our target(s) decisions help inform a good escalation strategy.</p>	<p>Corporate & Political:</p> <ul style="list-style-type: none"> • What charitable organizations have they given to? • What associations, citizens groups, non profit boards do they belong to? • What congregations do they belong to? • Who are their family members and do they hold positions of power? • Who are their publicly known friends and foes? What is the story? 	<p>For Free:</p> <ul style="list-style-type: none"> • Profile on Company website • FEC • FollowtheMoney and Open Secrets • Facebook • LinkedIn • Local Press <p>For Fee:</p> <ul style="list-style-type: none"> • The Foundation Center (Subscription Fee) • NOZA (Subscription Fee)
Media and Reputation	<p>Our targets are invested in protecting their reputation in order to maintain their positions of power. Finding out how they are portrayed publicly is often a way to generate more research to get the "dirt" that makes them vulnerable. Researching what kind of reputation they are trying to portray vs what they are actually doing is a good way to expose their contradictions.</p>	<p>Corporate & Political:</p> <ul style="list-style-type: none"> • What kind of media coverage does your target receive? • Has it been negative or positive? What kind of reputation is it trying to establish (e.g. high-road employer, green candidate, etc.)? • Are there particular stories about adversities your target has faced (e.g. boycott, worker unrest, corruption, personal scandal, etc.)? • What is their work place safety record? • Do they have a record of union busting • If an elected official, what is their voting record? 	<p>For Free:</p> <ul style="list-style-type: none"> • Google News Search • American Journalism Review • The Business Journals • Bloomberg Businessweek • Occupational Safety & Health Administration: osha.gov • National Labor Relations Board: nlr.gov <p>For Fee:</p> <ul style="list-style-type: none"> • Lexis/Nexis News Databases

Research Category:	Why It Matters:	Examples of Useful Info:	Resources:
Organizing Opportunities	Building tactical alliances are essential for comprehensive campaigns. You should always be finding ways to connect with different groups who would benefit from the policy change you are advocating for.	<ul style="list-style-type: none"> • Which potential groups would benefit from your campaign? • What groups are your constituency? • What community relations do your target(s) have? What groups may influence them? • Have any other groups done past campaigns on your target? How successful have they been? • What is the voter turnout of these groups? <p>Examples: Community Based Organizations (CBO) Environmental Justice Groups Organized Labor Faith-based Organizations</p>	<ul style="list-style-type: none"> • Local Databases of CBOs • Jobs with Justice Network • Word of mouth/Constituent organizing

Commonly Used Security and Exchange Commission (SEC) filings (note: for publicly traded companies only):

Proxy Statements (or 14A's): Issued when official notification is given by a company to designated classes of shareholders of matters to be brought to a vote at a shareholders meeting. Proxy votes may be solicited for changing the company's officers. Contains executive compensation data.

Form 8-K: This is the "current report" that is used to report the occurrence of any material events or corporate changes which are of importance to investors or security holders and previously have not been reported by the registrant. It provides more current information on certain specified events than would Forms 10-Q or 10-K.
10Q Statements: Provides quarterly financial statements, management discussion, legal proceedings, changes in securities, defaults upon senior securities, submission of matters to a vote of security holders, exhibits and reports on Form 8-K (major events).

10K Statements: Provides fiscal year financial statements, most of what appears in 10Q, but, for year end. Contains description of business, properties, directors and executive officers, security ownership of certain beneficial owners of management.



CAMPAIGN RESEARCH TOOLKIT

Activity

3 hours

Materials

- Flip chart & markers
- Laptops / computers

Handouts:

- Target Research Guide (pg. 25-28)
- Target Research Practice Worksheet (pgs. 37-41)

Flip Charts:

- Definition of a Secondary Target (pg. 31)
- Target Diagram (pg. 32)
- List of Secondary Targets (pg. 34)

Introduction to Target Research

Overview

This training breaks down DataCenter's approach to target research as part of a campaign. Participants will learn the fundamentals of analyzing a target and practice using online tools to research a target.

Goals of Activity

- ✓ Develop participants' understanding of comprehensive campaigns and their importance
- ✓ Introduce basic concepts of target research and build participants' basic skills in individual and corporate target research

Agenda

Note: This training can be broken up into two separate trainings. The 'Target Research Practice' is more advanced and can be allotted more time if done on its own.

<i>Agenda Item</i>	<i>Time</i>	<i>Materials</i>
What is Target Research?	15 min	<ul style="list-style-type: none"> • Flip chart and markers
Analyzing your Target	45 min	<ul style="list-style-type: none"> • Flip chart: Definition of a Secondary Target (pg. 31) • Flip chart: Target Diagram (pg. 32) • Flip chart: List of Secondary Targets (pg. 34)
Target Research Practice	2 hours	<ul style="list-style-type: none"> • Laptops/Computers • Handout: Target Research Practice Worksheet (pgs. 37-41)

Facilitator Instructions:

What is Target Research? | ~🕒 15 min



In most successful campaigns, the common understanding is that we only get what we have the power to win. Our targets are often gatekeepers to our demands being met but do not concede power easily. Knowing our targets is an essential part our campaign strategy. Why is it important to research our targets?

Write on a flip chart:

- Who/what moves our target?
- What does the target(s) care about and what narrative speaks to them?
- Who does your target listen to? Can you ally with them on shared interests?
- What does your target feel threatened by?
- What are you up against and what is feasible in your campaign
- How can your strategy be more informed?



Target research helps us build a strategy for winning. It gives us an idea of alliances we need to make, prepares us for the opposition we will be up against, and informs how to put pressure on our target through multiple strategies.

Pause for questions and/or clarifications.

Analyzing your Target | ~🕒 45 min



Target research is an involved process because our targets are often part of institutions like governments and corporations that intentionally try to keep us from building power. In addition, our targets are human beings with their own complicated relationships. They are at times unpredictable because they feel accountable to various people and causes with different interests and political influence.



Reveal the definition of a secondary target on a flip chart:

Secondary Target: *Person or groups of people who have influence on your primary target.*

Pause for questions and/or clarifications.



We are now going to do an activity to begin analyzing our target by identifying potential secondary targets that we may need to research.



Who are some common decision-makers we see in the world today?

Take a few responses until you get a list of common corporate and political targets.

- City Council Officials
- Mayor
- President
- Corporate CEOs and Boards



The goal of our campaign is to create a situation in which their perceived cost of ignoring our demands is more than the perceived cost of meeting them. What are some potential scenarios that could cause decision-makers to feel that cost?



Note: If people get stuck here, use real life examples.

Record responses on a flip chart. Some potential answers include:

- Voters threaten to keep them out of office
- Their public reputation is at risk
- They feel pressure from their personal relationships
- They have a financial stake in the decision you are asking them to take



What are the essential things most of our targets care about?

Record responses on a flip chart.

- Money
- Reputation
- Relationships/connections
- Power/privileges
- Values and interests



Target research is about identifying which things your target cares most about and how to effectively move them. What are examples of research questions you might ask to identify different pressure points?

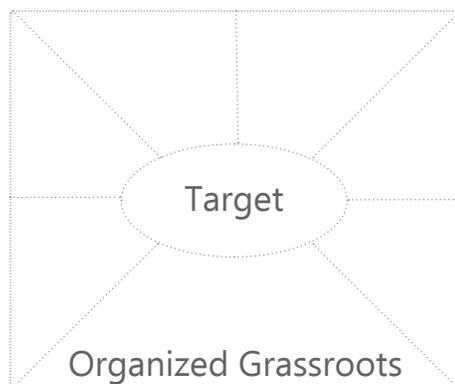
Take a few points and summarize:

- Who do they listen to, or get influenced by?
- What do they care most about? What values drive them?
- What do they feel pressured by?

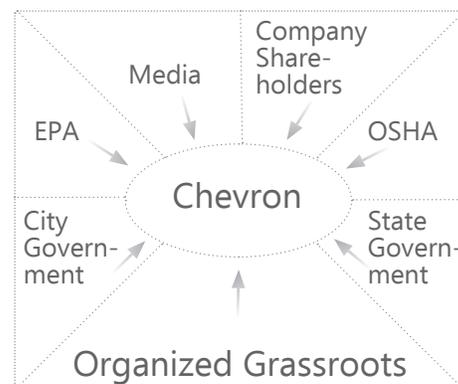
Target Research Practice | ~🕒 2 hours

Draw a diagram of a big box. Put the word "target" in the middle. Put "organized grassroots" at the bottom.

Sample empty diagram:



Sample filled-in diagram:



Pick a generic issue that is relevant to your group. Pick a potential target who has the power to impact this issue and place him/her at the center. Brainstorm with participants categories of people and/or things that might move the target to act on your issue. List them in the different quadrants around the target to simulate pressure coming from different directions. Ensure that organized grassroots is mentioned and include it as the largest quadrant at the bottom.



While all these other pressure points are necessary, they will not be effective without a solid organized base of people who are the most impacted by the issue. We should view our research on how to build power from the ground up as a foundational piece of our campaigns.

➤ **Reveal** the list of Common Secondary Targets on flip chart to summarize other areas for potential research.

Common Secondary Targets:

Political Targets:

- Media
- Other Gov't Agencies
- Party Officials
- Other Communities
- City Staff
- Donors/Endorsers
- Challengers
- Voters

Corporate Targets:

- Media
- Consumers
- Investors
- Politicians
- Competitors
- Regulatory Agencies
- Elected Officials
- Corporate Management/CEO & Board of Directors

Pause for questions or clarifications.

As a group, brainstorm three potential targets you are exploring in your campaign.

Breakout Groups

 Be sure to set aside at least **20 minutes** for this breakout group.

Break into 3 small groups and assign each group a target. Ask participants to map their own diagram on a flip chart paper. Under each secondary target, each group should come up with a list of questions for research about the target.

When they have mapped out each category of secondary targets, ask them to identify potential research questions they could explore about each category.

Have each group report back their analysis and highlight the research questions they identified for each group. Allow the group to ask any clarifying questions. Ask them the following:

 Why did you arrive at the research questions you did? (pick a particular category if it stands out or needs some clarification)

What potential organizing opportunities does this research present?

After all groups have presented, summarize main themes: common interests of both political and corporate targets, a broad strategy that informs what to

research about each target, and a need to fold target research into organizing strategy. Emphasize that the “organized grassroots” remain a powerful foundation for an effective campaign.

 If you broaden the issue wide enough to incorporate these other players but alienate the community most impacted by your issue, your campaign can crumble. It’s important to engage your community in this research to build their leadership and analysis of the issues throughout the campaign.

Pause for questions. Take a few final thoughts and reflections if time permits.

Summary

Without knowing our targets and what influences them, we cannot build effective campaigns. To put pressure on our target, we need both the ammunition of people power *and* organized information to win lasting victories. Target research is an important tool for building leverage in a campaign.

Target Research Practice (advanced)

 There are various sources of data, public records, and other resources to better help us understand what we are up against in our campaigns. Our job is to identify research questions that will lead us to the most valuable information. The following exercise will help us think about the various ways to dig up information about our targets from multiple sources and how to best use the information to inform our campaigns.

Pass out **Target Research Practice Worksheet** handout (pages 37-41). Read the handout together. Ask for questions/clarifications.

 Be sure to set aside at least **30 minutes** for this breakout group.

 **Note:** This section requires access to computers connected to the internet. Each breakout group should have at least one computer.

Breakout Groups

Lay out the following instructions:

1. Break into small groups.
2. All groups will begin by researching “The Essentials”.
3. Assign the remaining categories of questions to each group.
4. Each group will have 30 minutes to dig up as much information as they can on their research area using their own laptops and/or phones.
5. Pass out a blank flip chart and markers to each group. Participants should be prepared to present their main findings on a larger visual.

Reconvene in the larger group, have people share their findings using a flip chart as their visual. After all have shared, begin a discussion about campaign strategy:

 With these pieces of information, what are some possible strategies to focus on in a campaign?

Are there any overlaps in information?

Are there any similarities in identified targets and/or strategies?

Make sure to ask people about their experience, using simple guiding questions:

 What were the advantages and limitations of the tools they were given?

What other sources of information might be useful for the particular questions?

What new thinking do they have about campaign strategy and research?

Close out with summary points about campaign research:

Summary

Doing our research strategically will build more effective campaigns.

Target research activities like this help democratize information. They help build members' skills to find the public information to help develop your campaign.

Target research helps us develop and test our strategy, understand the political landscape we are in, and make real assessments what power we need to win.



Handout

Target Research Practice Worksheet

Headquartered in the Bay Area, Chevron Corporation is a global oil and energy company with industrial operations on several continents. Chevron has a history of perpetrating environmental and economic injustices that disproportionately affect communities of color and indigenous peoples here and abroad. For decades movements have confronted Chevron in courtrooms, before regulatory bodies, in political campaigns, and in the streets to address the company's harmful and inequitable practices.

The task today is to obtain information about Chevron, and the political and economic contexts in which it operates, in order to identify potential targets within a campaign and develop potential strategies to hold Chevron accountable for the harm it has done and mitigate potential harm it may have on communities in the future.

You will be looking at five categories:

- 01. The Essentials:** Basic information on Chevron will lay foundation for more research question and will help you get the ball rolling.
- 02. Control and Command:** Understanding who makes the decisions within Chevron will help you develop appropriate demands and who within Chevron to direct them at. Understanding what government agencies and regulations control Chevron will help you identify potential political targets to go after to regulate Chevron's actions.
- 03. Follow the Money:** Understanding Chevron's financial condition helps us understand their vulnerabilities and advantages in the campaign. It could also help us identify the potential strategies to threaten their financial interests (i.e. their bottom line, profits, etc.)
- 04. Relationships:** Analyzing Chevron's social and political relationships helps us understand the various secondary targets who could influence certain decisions.
- 05. The Dirt:** Chevron has an interest in protecting its reputation and portraying itself as a "responsible" company that is "greener and cleaner" than its counterparts. Uncovering the contradiction between its actual practices and what it portrays could be key in identifying its vulnerabilities.

You will begin with initial guiding research questions to help you get started. In your research, document all the additional research questions that come up when you begin digging. On a flip chart, assign a note taker to capture main findings/discussion points, potential targets you would go after, and potential strategies for a campaign.

Use Datacenter's **Target Research Guide** (pages 25-28) to help you get started.

Guiding research questions:

- Where is Chevron Head-quarters?
- What does Chevron do?
- Is it a publicly traded com-pany?

Additional research ques-tions:

Main findings:

Potential targets:

Potential campaign strategy:

02: Control and Command

Guiding research questions:

- Who serve as management, board of directors, stockholders etc.?
- Do they have a parent company?
- Do they have any subsidiaries?
- What does the workforce look like? Are they union?
- What governmental bodies/agencies are responsible for regulating Chevron's activities?

Additional research questions:

Main findings:

Potential targets:

Potential campaign strategy:

Guiding research questions:

- What are the CEO's getting paid?
- Who are the investors?
- Who owns Chevron?
- Any signs of financial trouble?
- Where does Chevron make most of its profit?
- What campaign contributions have the company made?

Additional research questions:

Main findings:

Potential targets:

Potential campaign strategy:

Guiding research questions:

- What kinds of public relationships do CEOs within Chevron hold (within and outside the company)?
- What kinds of political campaigns and/or figures has Chevron financially contributed to?
- What kinds of political campaigns and/or figures have particular CEOs supported (on or off the record)?
- Do any of Chevron’s board members or top executives hold current or past positions of power and influence in local, state, or federal government, or regulatory agencies?
- How much did Chevron spend on lobbying and on what particular issues?

Additional research questions:

Main findings:

Potential targets:

Potential campaign strategy:

Guiding research questions:

- What criminal and/or civil litigation is Chevron involved in?
- How many lawsuits is Chevron currently a plaintiff or defendant in?
- Have any scandals been leaked in the media? Who was involved?

Additional research questions:

Main findings:

Potential targets:

Potential campaign strategy:



11 Types of Common Data Sources

01. Person Locators

- Lexis/Nexis or Westlaw databases. Free at libraries (especially county law libraries) or to most students.
- Local government vitals records (marriage, divorce, death, etc.) - free on-line but a request for access form must be filled out: Local/State business/professional licensing agencies.

02. Business Records

- Lexis/Nexis or Westlaw databases.
- California Secretary of State Business Entity Search. Specific by state.
- Company website: press releases, annual report, product information, etc.
- Local corporate registrations and business licenses (city, county). County Fictitious Business Names. Each County has its own data.
- Basic company info also available from Yahoo Finance, MSN Money, Google Finance.
- Hoover's Online - basic picture of a company. Its free website offers capsule descriptions of thousands of companies based in the United States and abroad including, stock price, revenue and profit data, employees, history, top execs and top competitors.
- The North American Industry Classification System (NAICS) assigns a NAICS code to specific products and services. You can get NAICS codes from Census Bureau, Yahoo Finance and MSN Money.
- Information on products and services in Security and Exchange Commission (SEC) filings available from the SEC's EDGAR database. MSN Money also provides you with a link to the company's SEC filings
- Property values: Search Systems, BRBPub, or RecordsPedia.

03. Financial Assets & Liabilities

- Lexis/Nexis or Westlaw databases (Real Property, UCCs, etc.)
- Definition: UCC stands for Universal Commercial Code and is a standard set of business laws that regulate financial contracts
- County Assessor's Office
- City Zoning and Planning Departments



04. Non-profit Organizations

- Guidestar: information from tax filings
- Dun and Bradstreet: information about location, organization type, directors and officers, and recently filed tax forms: dnb.com
- CA Attorney General Office of Charitable Trusts: rct.doj.ca.gov
- IRS Tax Exempt Organization Search: use irs.gov/Charities-&-Non-Profits
- IRS 990s (tax returns) use www2.guidestar.org
- Web directories (give.org, charitynavigator.org, taxexemptworld.com)
- CharityWatch.org

05. Campaign Contribution

- Federal races: Opensecrets.org and fecinfo.com
- State races: Followthemoney.org
- Local races: County Registrar of Voters

06. Court Records

- Lexis/Nexis or Westlaw databases (Judgments & Liens)
- Local courts (Civil, Criminal, Family, Probate)
- Federal (Civil, Criminal, Appellate, Bankruptcy) - Use PACER (Public Access to Court Electronic Records), payment based database that provides access to court documents across the US: pacer.login.uscourts.gov/cgi-bin/login.pl
- US Tax Court (ustaxcourt.gov)

07. News

- Lexis/Nexis or Westlaw News databases
- Local newspapers
- Obituaries
- Check bizjournals.com and newspapers.com.
- Bloomberg Businessweek

08. Websites/Blogs

- Search within business website
- Review websites of affiliated companies and non-profits (search within the websites)
- Check website registration at www.WhoIs.sc
- WayBack Machine at Internet Archive archive.org This site stores older versions of websites, which can be a source of previously published information about the company.
- google.com, dogpile.com, ZoomInfo.com and Zabasearch.com



09. Regulatory Agencies (Federal, state, and local)

- Occupational Safety & Health Administration online enforcement system allows for searching of enforcement inspections by the name of the establishment. (www.osha.gov/pls/imis/establishment.html)
- US Equal Employment Opportunity Commission (EEOC): Information obtained from individuals who contact EEOC is confidential and will not be released until the EEOC issues a Notice of Right To Sue. Once a Notice has been issued some records are available via Freedom of Information Act (FOIA) request.
- Environmental Protection Agency (EPA) Enforcement and Compliance History Online (echo.epa.gov) and Right to Know Network (rtknet.org)
- Securities Class Action Clearing House (securities.stanford.edu)

10. International Trade

- PIERS, U.S. Import Export Database: piers.com. For market research, locating suppliers, and verifying contractual compliance - PIERS is a comprehensive, validated, and standardized source of U.S. waterborne import and export trade data online.

11. Political Influence

- opensecrets.org has an "Influence & Lobbying" tab that lists companies and shows the legislation they support.

References

- DataCenter, Corporate Research Toolkit, Researching Corporations & Researching Individuals
- UCLA Labor Center, CarWash Campaign
- Tom Juravich, Strategic Corporate Research
- Phil Mattera, Corporate Research Project



Your Right to Public Records

Ever run into a brick wall when you ask decision-makers for information and they say “Yeah, I’ll get it to you” or “No, you can’t have that information.” Don’t despair, the law is on your side. The federal Freedom of Information Act and similar state or city Open Records (also called Public Records or Public Information) Laws can be useful tools to get gate-keepers to give you the information you need.

A few things to keep in mind when making a public information request:

- **Check the department's or agency's website before you start writing the FOIA.** Remember, FOIA specifies that a lot of information should be posted as a matter of course, and it's possible that what you're looking for is already available. FOIA also requires agencies to post copies of records that have been the subject of previous requests and that are likely to be requested by more people.
- **Many agencies and departments have guidelines for your request.** You'll find them on the FOIA section of the agencies' websites. But you can do it yourself, too, or use a free template or sample provided by another organization.
- **Cite as many applicable public information laws as possible.** Remember there's a big difference between the federal Freedom of Information Act and your state's Open Records Law so be sure to cite the law with the appropriate jurisdiction. For example, cite federal law when contacting the U.S. Department of Education, but state law when contacting the state Department of Corrections. To find out more about the law in your state or city, contact your Governor's and Mayor's offices.
- **Count the days.** The FOIA or Public Records Law will state the amount of days the agency has before they are required by law to respond to your request. Date your letter and do a follow-up call or visit when their time is up.
- **Legal language is good, but don't over do it.** The request should sound professional and knowledgeable, but too much improperly used legal jargon is difficult to understand, and won't help. Remember, the clerical worker reading it probably isn't a lawyer either.
- **Be specific in your request.** Try not to ask for broad categories of information. Huge information requests take a longer time to prepare. Bad example: “I would like documents about welfare to work.” Better example: “I would like documents detailing the number of San Francisco TANF recipients removed from eligibility at the end of their work term since January 2000.”
- **Never take “No” as a first answer.** Think about why they denied your request, then reframe the question. Maybe you are not being specific enough. Maybe you are being too specific. Maybe you have not been clear. Maybe you should offer to pay up to \$10 of the photocopy costs.



- **Don't blame the clerical worker.** People requesting public documents often get mistreated by the office workers in charge of releasing the documents. Keep in mind the context: Our right-to-know is underfunded. Public officials NEVER personally handle public information requests. They hand it over to clerical staff who usually have too much to do already for too little pay.
- **Don't let them confuse you.** Sometimes public employees will use jargon that confuses or misdirects your request. Be clear and insistent on what information you are looking for.
- **When all else fails, call an attorney!** The American Civil Liberties Union or the National Lawyer's Guild in your city or state are good places to go for help. If government officials suspect that you have no power to sue, they will often ignore your request. Once an attorney is involved – even if you just c.c. her on the information request – then officials act more cautiously. Also consider contacting a sympathetic local official to put pressure on the agency or see if you have a Public Ethic's Commission that will put on some heat.
- **You can always contact DataCenter for help.** Call or email us at (510) 835-4692 or datacenter@datacenter.org.

Other FOIA Resources:

- How to File a FOIA Request from NOLO: www.nolo.com/legal-encyclopedia/how-use-freedom-of-information-32508-2.html
- FOIA How To from Electronic Frontier Foundation: www.eff.org/issues/transparency/foia-how-to
- US Department of Justice FOIA database search: www.foia.gov/index.html
- US Department of State FOIA database search: foia.state.gov

Sample FOIA Request

 **Date it!** This is important because they have 10 days to respond to you.

 **Address it!** Make sure you have the correct address of the agency and, if possible, the name of the person who keeps the records for that agency.

[Date]
[Name of Custodian of Records]
[Title]
[Company Name]
[Street Address]
[City, ST ZIP Code]

Dear [custodian of records]:

Under the California Public Records Act § 6250 et seq., I am requesting an opportunity to inspect or obtain copies of public records that [Describe the records or information sought with enough detail for the public agency to respond. Be specific about what you want but not too specific. Don't give them a reason to say no]

If there are any fees for searching or copying these records, please inform me if the cost will exceed \$_____. However, I would also like to request a waiver of all fees in that the disclosure of the requested information is in the public interest and will contribute significantly to the public's understanding of _____. [You can also state that you are low income or work for a community-based organization.] This information is not being sought for commercial purposes.

The California Public Records Act requires a response within ten business days. If access to the records I am requesting will take longer, please contact me with information about when I might expect copies or the ability to inspect the requested records.

If you deny any or all of this request, please cite each specific exemption you feel justifies the refusal to release the information and notify me of the appeal procedures available to me under the law.

Thank you for considering my request.

Sincerely,

[Your Name]
[Street Address]
[City, ST ZIP Code]
[Your Phone Number]

 Don't forget to give them your contact info!



Organizing Capacity-Building Technical Assistance Organizations

DataCenter partners with a number of groups who provide hands-on capacity building in organizing needed to strengthen campaigns for change. The following is a select list of resources for research training, and consultation or technical assistance. Please inquire with organizations directly to receive information of what they provide. This is just a resource list for your reference.

Public Science Project

The Public Science Project has grown out of more than a decade's worth of participatory action research (PAR) at The Graduate Center of the City University of New York (CUNY). First organized as the PAR Collective, we began our work as a coalition of activists, researchers, youth, elders, lawyers, prisoners, and educators, launching projects on educational injustice, lives under surveillance, and the collateral damage of mass incarceration. Most of our projects have been situated in schools and/or community-based organizations struggling for quality education, economic opportunities, and human rights. Knowledge-sharing research camps set the stage for most of our research, designed to bring together differently positioned people around a common table to design and implement the research: youth and educators; young people who have been pushed out of schools and mothers organizing for quality education in communities under siege; prisoners, organizers, and academics. Most projects have vibrant advisory boards of youth, community elders, educators and/or activists to shape the work and hold us accountable to the needs and desires of local communities.

✓ publicscienceproject.org

School of Unity and Liberation (SOUL)

SOUL is working to lay the groundwork for a strong social justice movement by supporting the development of a new generation of organizers rooted in a systemic change analysis -especially people of color, young women, queer and transgender youth and low-income people. We believe that – in order for organizers to build an effective movement for fundamental social change – they need support to develop the nuts-and-bolts organizing skills they need to mobilize their communities and to deepen their political analysis and their visions for fundamental social change. SOUL helps to build the capacity of organizers and leaders of grassroots organizations to win systemic change.

✓ schoolofunityandliberation.org

Strategic Concepts in Organizing and Policy Education (SCOPE)

SCOPE builds grassroots power to eliminate the structural barriers to social and economic opportunities for poor and disenfranchised communities. They combine community organizing, leadership development, strategic alliance building, research, training and capacity building, and policy advocacy to pursue its mission at the local, state and national levels. SCOPE has training workshops and materials on: Power Analysis, Basic and Advanced Community Organizing, Civic Participation Strategies and Programs, Coalition and Alliance-Building, Public Policy Advocacy Campaigns, GIS Mapping and Strategic Planning.

✓ scopela.org

01. Case Study:

Restaurant Opportunities Center of New York vs. the Fireman Hospitality Group

Initially founded to provide support to restaurant workers displaced after the World Trade Center Towers were destroyed on September 11, 2001, the Restaurant Opportunities Center of New York (ROC-NY) fights to win improved wages and working conditions for restaurant workers. It has since grown into a national organization called ROC United.

The Fireman Hospitality Group is one of the largest fine dining restaurant companies in New York. In 2005, a worker from one of its restaurants filed a complaint with ROC-NY, saying that many workers' tips were being stolen. Soon, other labor violations were being reported, such as workers failing to receive their minimum pay wage and overtime, facing discrimination and sexual harassment, and many other forms of exploitation.

ROC-NY identified the Fireman Hospitality Group as a leader in the industry — they assumed that if the company changed their practices, it would influence the rest of the restaurant industry's standards. They worked with lawyers and students to do initial research about the company, including who the decision-makers were in the company, who influenced them, and what factors threatened them. They also relied on workers themselves to surface information about the company's management, operations, and labor violations.

ROC-NY started organizing with workers in one restaurant, and ended up with 250 workers in seven restaurants, covering everyone from the servers and cooks to the dishwashers and busboys. The two and a half year campaign included litigation, picketing outside of the restaurants, consumer protests, and many solidarity actions with community members and organizations.

Supporters and fellow workers stood outside the restaurant during day and evening shifts, waiting for workers to come out to talk to them about the campaign. Other allies showed their solidarity by holding prayer vigils and organizing protest bands and gospel choirs. ROC-NY organized call-in days, where they had customers write letters to Fireman's top leadership. These people were targeted in both the litigation and the press.



ROC-NY combined strategic campaign research with organizing to win better working conditions and a \$3.9 million settlement for unpaid wages and tips. Photo credit: rocny.org



This was a multi-racial campaign that brought together white servers and managers with workers of color. White workers were the first ones to approach ROC-NY, and were encouraged to reach out to workers of color, who came out in large numbers.

In 2008, the federal district court approved a \$3.9 million settlement in unpaid wages and tips. Fireman agreed to implement management training, a change in tipping practices, half-hour lunches for workers, and a grievance procedure for workers' complaints. The company also instituted new company-wide sexual harassment and promotions policies, and reinstated several fired workers with back wages.

For more information:

- rocny.org

Discussion Questions:

1. What was successful about this campaign?
2. What kind of research might they have found to pressure the Fireman Hospitality Group?
3. What was the campaign strategy? Why did they choose this strategy?

02. Case Study: Food Chain Workers Alliance

Founded in July 2009, the Food Chain Workers Alliance (FCWA) is a coalition of worker-based organizations whose members plant, harvest, process, pack, transport, prepare, serve, and sell food, and organize to improve wages and working conditions for all workers along the food chain.

As of 2012, the FCWA is working with Alliance member Restaurant Opportunities Centers United (ROC United) to lead a nationwide campaign against Darden Restaurants, Inc., the world's largest full-service restaurant corporation that owns many of the nation's well-known businesses such as Olive Garden, Red Lobster, and Capital Grille, employing over 180,000 workers worldwide. Darden engages in wage theft and discrimination, does not provide employees full benefits, and actively lobbies to keep the minimum wage down. The campaign seeks to secure fair working conditions and wages for employees all along the company's food chain, from the people who supply the ingredients to Darden businesses to workers in the restaurants. There are varying levels of target research in this campaign.



Food Chain Workers Alliance and ROC team up to lead a nationwide campaign against Darden Restaurants, Inc., the world's largest full-service restaurant corporation.

Photo credit: foodchainworkers.org

In conjunction with several partner organizations, some of their research can be found in a publication called *Darden's Decision: Which Future for Olive Garden, Red Lobster, & the Capital Grille?*, which was conducted by ROC United, the FCWA, and partner organizations. A lot of information for this publication was public and easily found on the web:

- Basic finance, stock, and other company information—such as net profit margins of retail and restaurant industries—was found using finance websites like finance.yahoo.com.
- Specific information on Darden—such as profits, executive pay salaries, and investor information—was available in the company's annual report that is published on its website. Annual reports can also be found at annualreports.com.
- The Citizens for Tax Justice website (ctj.org) reveals that Darden had lobbied



around federal and state tax breaks in 2007 and 2012.

- Public information on the history of Darden's current lobbyist, Bob MacAdam, was found in tobacco lobby documents (legacy.library.ucsf.edu), revealing that he has a history of lobbying for corporate interests of the tobacco industry.
- Darden's lobbying reports (found through opensecrets.org/lobby) reveal that Darden has also lobbied to oppose the minimum wage.

The Governance Metrics Analysis (www3.gmiratings.com), the largest and most respected independent evaluator of corporate governance practices, also released a report on Darden's governance practices, giving it a "D."

Organizers also researched who supplies food (like the chicken, mushroom, bread, etc.) to Darden restaurants. While internet searches have provided some information, investigating the supply chain has also required on-the-ground research:

- The most effective way was having interns call Darden restaurant locations, where they have a story to explain why they need the information. For example, they want to know where the restaurant got the food because they pretend to have an allergic reaction to what they had eaten there.
- Another strategy is to have people go eat at the restaurant and ask about the food. For example, they can ask, "The chicken is really good! Where does it come from?"
- Some restaurant workers have looked at the food labels to trace the companies where they were getting their food. Some even took pictures, but this method did make workers nervous about getting in trouble with their employers.

This campaign is still in progress, but their strategies reveal that some of their target research was publicly accessible, while other research can be conducted by anyone, with just a little bit of practice.

For more information:

- FCWA: foodchainworkers.org
- ROC United: rocunited.org
- "Darden's Decision" publication: dignityatdarden.org

Discussion Questions:

1. Based on the research so far, who or what are the potential targets in this campaign?
2. What are some preliminary organizing strategies and tactics that can apply pressure to the targets?
3. What other information or methods of research (online or on-the-ground tactics) could be useful to learn about Darden corporation?
4. What are some similar strategies you could use for your own campaign?

03. Case Study: Researching the Decision Makers of the University of California

The University of California Student Association (UCSA) is a coalition of students and student governments that aims to provide a collective voice for all students through advocacy and direct action for the accessibility, affordability, and quality of the UC system. Since the 1970s, UCSA has won battles to freeze and roll back student fees, to increase UC diversity, to protect crucial student services, and to expand financial aid.

In order to fight on behalf of the students, UCSA must work to continually pressure members of the University of California Regents, the governing board of the university system. Many of the regents appointed by the governor have historically been lawyers, politicians, and businesspeople.

A number of the 26 UC Regents must turn over every year. Each time a new person is appointed or elected to the board, UCSA must start fresh in profiling these new members to strategize ways to engage these specific individuals.



UCSA students protest budget cuts and fee hikes.

Photo credit: ucsdguardian.org

DataCenter has worked with UCSA to develop a research methodology to do target research on these regents. This research tool is a Shared Google Spreadsheet that lists the following information to be found for each member of the board:

- Name of Regent, Home Address(es) and Contact Information, Key Demographic, Information, Family Info
- Committees and Roles on Board of Regents, Voting Record as a Regent
- Employers and Major Contracts
- Income for the Past 2-3 Years, Donations, Tax Records
- Media/News Review



- Civil Disputes, Criminal Cases, Other Public Records
- Personal Information
- Any other information

A corresponding document, the Regents Research Guide, lists each category and includes the various websites where researchers can search for the information. For example, pipl.com compiles addresses and social networking sites of a searched name, nexus.com can show you the regent's tax information, and fppc.ca.gov can tell you what businesses and corporations the regent is receiving money from.

This type of methodology standardizes and simplifies the information-gathering process so that even people without professional research training can easily take part.

For more information:

- University of California Student Association: ucsa.org
- Regents of the University of California: regents.universityofcalifornia.edu

Discussion Questions:

1. How can this type of information be useful for leveraging power over the targets for your campaign?
2. What are the strengths and limitations of this research tool?
3. How can your organization apply this research tool to its own work? How might it be modified to fit your organization's needs?



 **DataCenter**
RESEARCH FOR JUSTICE
2201 Broadway, #508
Oakland, CA 94612 USA
Tel: +1 (510) 835-4692
datacenter.org