



Campaign Planning or How to Think Like a Campaigner

Tom Novick | July 2009

Attributes of Effective Advocacy Campaigns

- Clearly articulated and understood goals;
- Effective strategies;
- A swift, efficient decision-making mechanism;
- Coordination among its different parts;
- Efficient use of resources; and
- Resilience in responding to buffeting events.

Components of a Campaign Plan

- Goal
- Lay of the land
- Research
- Strategy
- Tactics
- Resources
- Timeline

Campaign Planning

- Small group
- Defined period
- Done early
- 4 groups of people/audiences:
 - Ideas
 - Decision makers
 - Kitchen cabinet
 - Others, funders, allies, etc.

Research

- Lay of the Land/Research Phase
 - Is a win possible?
 - Who is with us?
 - Who is against us?
 - What resources do we have available now– staffing, budget, constituency?
 - What resources can we get?

Clearly Articulated and Understood Goals

- What are we trying to do?
- SMART test—
 - specific, measurable, achievable, realistic and time bound
- How do we know if we've succeeded?

Clearly Articulated and Understood Goals - Yes or No?

- **SMART test**
- Build support for alternative modes of transportation.
- Influence the governor to increase funding for pedestrian and bike projects by \$22 million by the end of the year.

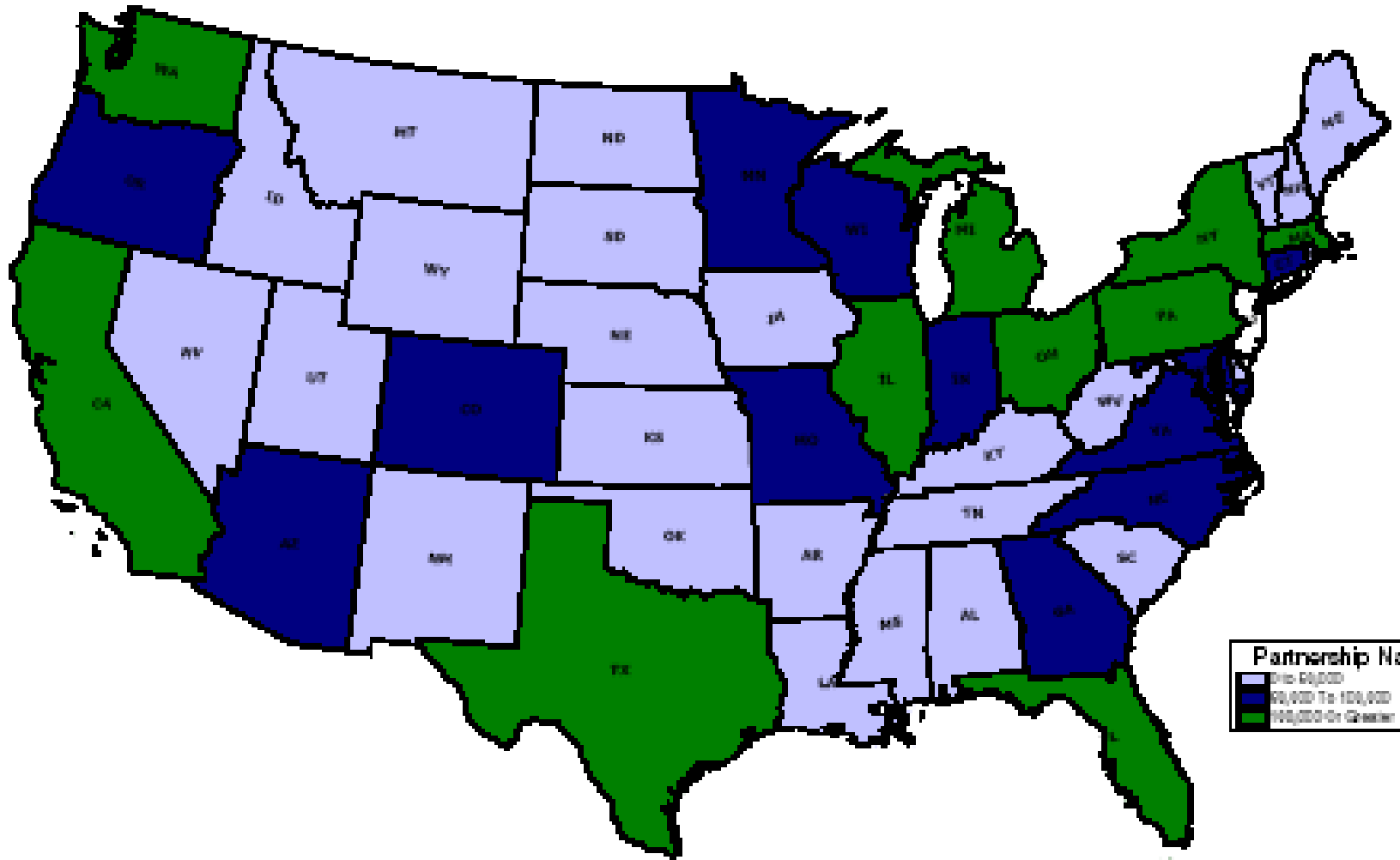
Effective strategies

- Inside and outside
- Inside the building – lobbying
- Outside – creating the climate that allows decision makers to make the right choice
- Appropriate tactics for your targets
- A blend or mix of tactics

Grassroots

- What do we have and what do we need?
 - A strong group of activists - #
 - A database of supporters
 - Are they where we need them?
 - Specific goals
 - Groups and organizations support
 - Ongoing communication method
 - Staffing

Partnership Names/Voter File Matches

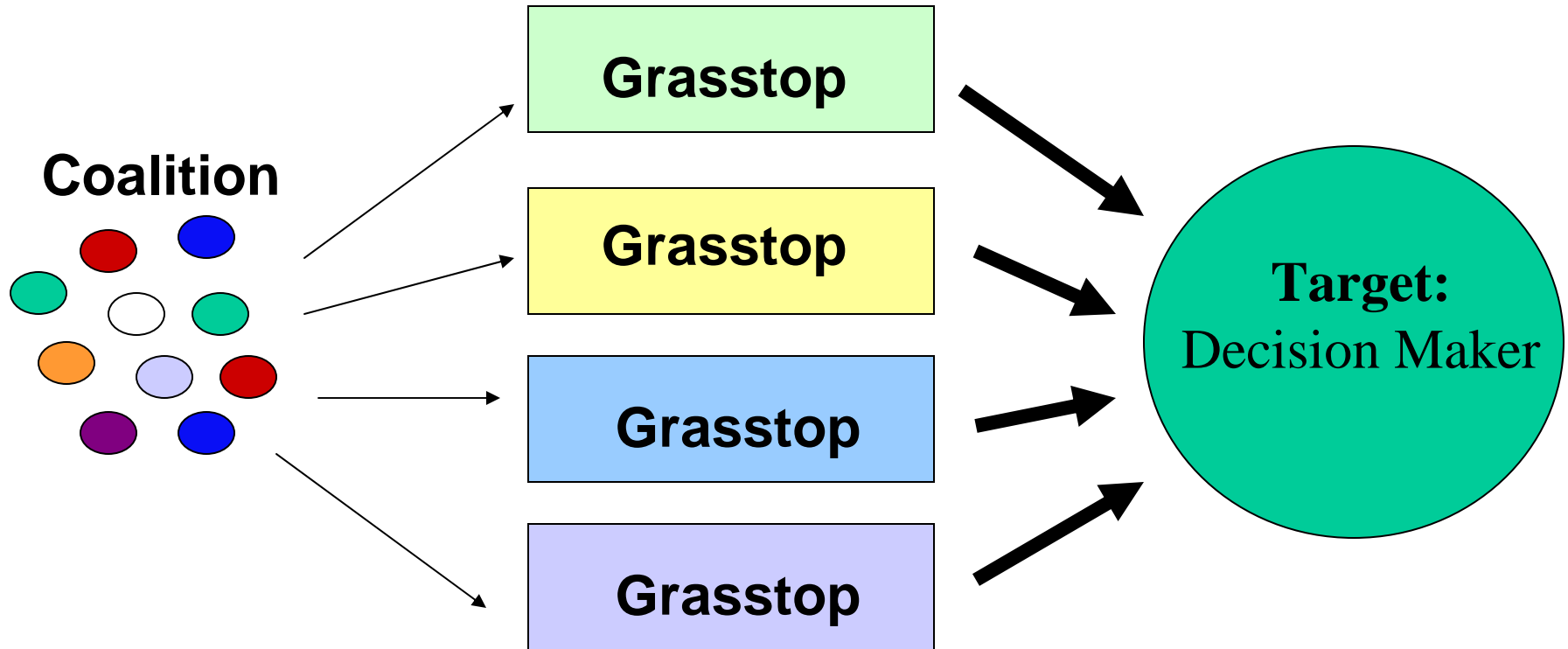


“grasstops” (GRAS.tops) *n.* The leadership in a community or organization. Individuals likely to persuade or influence decision makers.

- Civic leaders, business leaders, faith leaders
- Heads of community organizations
- Respected / well-recognized community members
- People your elected official cannot say “no” to:
 - Mentors
 - Political donors
 - Family friends
 - Political family (campaign manager, treasurer, etc.)

Why are Grasstops so important?

1) Grasstops can influence your current campaign...



2) Strong relationships with Grasstops also build capacity and increase your power for future work together.

Grasstops

- **Identify**
- **Recruit**
 - A connection with the issue
 - Personal/Professional connection
 - Unlikely allies
 - Do it early
- **Activate/deploy**
- **Care and feeding**

Electeds

- Rank them
- Confirm (and re-confirm) them
- Identify and work with champions
- Develop individual strategies for key electeds
- Electeds from other bodies can be grasstops

Coalition Building

- Understand each group's self interest
- Understand each group's internal process
- Develop a common strategy
- Be strategic
- Give and take
- Involve and keep them informed

Leadership

- Includes both public perception of leadership (i.e. campaign spokesperson) as well as day to day team leadership
- Manager verses coordinator - someone who is at a peer level

Communications

- Plan setting out a summary of the communication elements
- Clear message and messengers (Research)
 - Desired tone of the communications
 - Logistical details
 - Specific actions
- Goal is to be pro-active – frame the debate

Media

- Planned and opportunistic
- Recruiting/training spokespeople
- Targeting the right audiences
- Earning media attention

Resources/Budget

- Inventory existing resources – infrastructure, supporters, staff, financial
- Decide what is needed
- Budget realistically
- Raise the funds to implement your plan

Campaign Operations

- How do we make decisions?
- Who speaks for the effort?
- How do we keep everyone informed?
- How do we hold each other accountable?
- How do we coordinate the pieces or manage collective assets?
- How do we know we're on track?

Campaign Operations

- Clear decision making
- Coordination among the parts
- Internal communication
- Accountability
- Clear measurements
- Evaluate – debrief