Spectrum of Change

Accepts existing power relationships

Direct Service  Self Help  Science/Education  Rep. Advocacy  Direct Advocacy

Challenges existing power relationships

Adapted from The Midwest Academy
Changing Power Dynamics

“Strategy is about turning what you have into what you need to get what you want”
- Ganz

Adapted from Marshall Ganz
<table>
<thead>
<tr>
<th>Strategy Development</th>
<th>Communications &amp; Field</th>
<th>Execution</th>
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</thead>
<tbody>
<tr>
<td>● Build your team</td>
<td>● Develop your core messages</td>
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<tr>
<td>● Choose an issue</td>
<td>● Write field and communications plan</td>
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<tr>
<td>● Do a strategy chart</td>
<td>● Create factsheets, reports, collateral etc.</td>
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<tr>
<td>● Define budget and KPIs</td>
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<td>● Execute plan</td>
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<td></td>
<td>● Conduct internal &amp; external meetings</td>
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<td></td>
<td>● Track, evaluate and adjust</td>
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<td></td>
<td>● Facilitate a debrief</td>
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</table>
Approach is Key

A lobbying strategy is focused on moving bills from one point to the next.

A grassroots strategy is focused on passing bills AND building power for the organization (Climate Champions Network & Volunteers).

Adapted from Snyder Strategies
What is Strategy?

**Strategy is your plan to build enough power to win something from someone.**

**Key Questions**

- How much power do you have?
- How much power do you need to win?
- What is your plan to build that power?
# Campaign Strategy Framework

<table>
<thead>
<tr>
<th>Goals</th>
<th>Organization</th>
<th>Targets</th>
<th>Power</th>
<th>Tactics</th>
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Framework adapted from [The Midwest Academy](http://example.com)
Goals

1. Long Term
   Vision

2. Intermediate
   The campaign goal

3. Short Term
   Setting and keeping the campaign in motion
Organization: Review of Assets

1. Resources

2. Organizational Gains

3. Internal/External Considerations

What tools are available for the campaign now? What more can you build and by when?

What is there to gain? Skills? Leaders? Donors? Reputation?

Where does tension or conflict lie? Who can address it?
Targets

- **Tier 1** the person who can give you what you want
- **Tier 2** a person who has power over those who can give you what you want

Your Decision Maker(s): Always a Person
Decision Maker(s): Always a Person

Power Analysis for Elected officials Cheat Sheet

Elected Officials Power Analysis:

- Votes – getting (re)elected
- Money – to help them get votes to get (re)elected
- Public image – to help them get (re)elected
Power Analysis

1. Opponents
2. Constituents
3. Allies
4. Partners
Tactics

Demonstrate your power with...

- Lots of people
- Lots of people in one place
- Getting the right people to meet face-to-face with your target
Tactics

Demonstrate your power with....

- Lots of people
  - Petitions, letters, rallies, forums, public meetings
- A strong message
WHAT ESOURCES DO WE HAVE
THAT THEY WANT?

Strategic Action

Plan
Evaluate
Act
Reaction

Targeting

Timing

Tactics

Chart adapted from Marshall Ganz
## Campaign Strategy Framework

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</table>

Framework adapted from [The Midwest Academy](#)
Trajectory of a Campaign

Campaign Strategy

Campaign Goal

Tactics

Set Goals

Educate

Build Organization

Negotiate with Targets

Escalate

Negotiate

WIN!

Adapted from The Ruckus Society's Action Strategy Guide
Campaign Over Time

- Foundation
- Kick-off
- Peak
- Peak
- Mountain Top Goal
- Evaluation & Next Steps

Chart adapted from Marshall Ganz
## Stop Offshore Drilling in the Atlantic Coast

<table>
<thead>
<tr>
<th>Goals</th>
<th>Organizational Considerations</th>
<th>Power Analysis</th>
<th>Decision Maker (Target)</th>
<th>Tactics</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Long Term:</strong> Stop the expansion of offshore drilling into the Atlantic Ocean</td>
<td><strong>Budget Resources:</strong> $110,000 annual</td>
<td><strong>Opponents:</strong> API - American Petroleum Institution, Association of Geological and Geophysical Contractors Association,</td>
<td><strong>Tier 1 Target:</strong> President Obama (Administration)</td>
<td>Get 50% of coastal municipalities per member of congress district to pass resolutions opposing offshore drilling and seismic airgun blasting</td>
</tr>
<tr>
<td><strong>Intermediate:</strong> Get the Atlantic out of the Outer Continental Shelf 5-year Plan</td>
<td><strong>Staff Resources:</strong> Campaign Director, Field Manager, 4 Organizers, 1 Scientist, 1 Economist, 1 Lobbyist, 10% Legal, 5% Marketing, 30% Communications Director, 1 Intern</td>
<td><strong>Constituents:</strong> 300,000 emails nationwide ~50,000 emails in targeted states</td>
<td><strong>Tier 2 Targets:</strong> Coastal Governors</td>
<td>Get 1,000 businesses to publically oppose offshore drilling in targeted states</td>
</tr>
<tr>
<td><strong>Short Term:</strong> Delay seismic airgun blasting permits to search for oil and gas in the Atlantic</td>
<td><strong>Organizational Gains:</strong> Build reputation as the leader on offshore drilling, get new donors, get new members and volunteers.</td>
<td><strong>Allies and Partners:</strong> Coastal Communities and their elected officials, tourism industry, environmental and animal rights groups.</td>
<td><strong>Tertiary Targets:</strong> Members of Congress Representing Coastal districts</td>
<td>Get the mid and south Atlantic fishery management councils to oppose drilling and seismic</td>
</tr>
<tr>
<td><strong>Internal Considerations:</strong> Inherited a dysfunctional team, a losing campaign strategy that people were bought into, no tracking system, was not a priority for leadership.</td>
<td></td>
<td></td>
<td><strong>Quaternary Targets:</strong> Local elected official in coastal communities</td>
<td>Media: Get 100 Editorials, 500 letters to the editor, 1,000 earned media hits in targeted states. Get 100 earned media hits in national papers.</td>
</tr>
</tbody>
</table>
Framing the Issue to Build Power

Offshore Energy by the Numbers

Figure 4: Offshore Wind Creates More Jobs than Offshore Drilling in the Atlantic Region

Figure 5: Offshore Wind Creates More Energy than Offshore Drilling in the Entire Atlantic Region

- Along the Atlantic coast, nearly 1.4 million jobs and over $95 billion in Gross Domestic Product (GDP) rely on healthy ocean ecosystems, mainly through fishing, tourism and recreation;
Tactics: 3 Essential Ways to Demonstrate Your Power

Lots of people

Lots of people in one place

Meet face to face with your target
Lots of People
Lots of People in One Place
Meet Face to Face With Your Target
The way we won the campaign **built people power.**

**Campaign Goals**

- March 2016 the Obama Administration removed the Atlantic Ocean from the draft 2017-2022 Five-Year Plan.

And later:

- January 6, 2017 the Obama administration denied all pending seismic airgun blasting permits in the Atlantic Ocean.

**Tactical Outcomes**

- 90% of all coastal municipalities passed resolutions opposing drilling/seismic (+100)
- 1,200 Federal, state and local elected officials
- 1,000+ business interest
- The Mid and South Atlantic Fishery Management councils
- 160 environmental organizations
Trump’s Offshore-Drilling Plan Is Roiling Coastal Elections

The Trump administration’s proposal to allow offshore oil and gas drilling has met significant opposition from Republican candidates up and down the Eastern Seaboard.
The oil industry, which has been blindsided by Trump's shifting environmental policies, decried the expanded moratorium.
People power = durable

Climate and Environment

Trump plan to allow seismic blasts in Atlantic search for oil appears dead

During a long battle in a South Carolina court, several government permits that allowed seismic testing and harming marine animals slowly expired
Pallone Announces Bipartisan Legislation to Permanently Ban Offshore Drilling

May 7, 2021 | Press Release

Bill is Part of Effort to Protect U.S. Coastline from Devastating Oil Spills

Asbury Park, NJ – Congressman Frank Pallone, Jr. (NJ-06) today announced that he is reintroducing legislation to permanently ban offshore oil and gas drilling in the Atlantic Ocean. The Clean Ocean and Safe Tourism (COAST) Anti-Drilling Act prohibits the U.S. Department of Interior from issuing leases for the exploration, development, or production of oil or gas along the Atlantic Coast, including the North, Mid-, and South Atlantic and Straits of Florida planning areas.
Arkansas Case Study

Solar Access Act 2019
## Arkansas Solar 2019

### Goals

- **Long Term**: Secure conservative support for clean energy and climate legislation in AR.

- **Intermediate**: Pass solar bill in AR to increase adoption in the state, including raising net metering and allowing 3rd party ownership.

- **Short Term**: Defend net metering at the utility commission; secure conservative lead sponsor for solar bill (Wallace)

### Organizational Considerations

- **Resources**
  - Staff list
  - Budget ($50K)
  - Audubon chapters
  - Audubon members and email addresses
  - Audubon Center in Little Rock

- **Organizational Gains**
  - 500 new email addresses
  - 2 advocacy trainings in NW AR with 20 new leaders trained

- **Internal Considerations**
  - Limited in-state campaign capacity and experience

### Decision Makers (Targets)

- **Tier 1 Targets**
  - Governor Hutchinson
  - Rep. Beck (House 65)
  - Speaker Shepherd (AR-6)
  - Senator Lance Eads (7)
  - Senator Pro Tem Hendren (2)
  - Senator Dismang (AR-29)

- **Tier 2 Targets**
  - Chair of PSC Ted Thomas
  - Lt Governor Tim Griffin
  - Sen Hester (Walmart district)
  - Sen Johnson
  - Rep. Hendren (AR-92)
  - Rep Meeks (AR 67)

- **Tier 3 Target**
  - Mark Lowery

### Power Analysis

- **Opponents**
  - Entergy/Utilities
  - Coops
  - Coal producers
  - AR Oil Marketers Association
  - Stephen's Production (Craig Campbell-Oil)

### Tactics

1. Sign on letters:
   - Businesses and corporations
   - Local elected officials
   - Christian Coalition (fly in)
   - Chapters

2. Sponsor legislator breakfast

3. Letter Writing campaign - 10-20 letters to Governor and tier 1 targets

4. Rotunda Day/Lobby day: get 50 people to attend 50% of them in priority districts

5. Digital Media: Paid and organic post geo-targeted

### Allies and Partners

- Advanced Energy Association (Sierra Club-silent partner)
- Arkansas Public Policy Panel
- The Nature Conservancy
- Walmart
- Christian Coalition
## Goals in the Right Order

<table>
<thead>
<tr>
<th>What do you really want?</th>
<th>The campaign goal</th>
<th>A step towards your intermediate goal</th>
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<tr>
<td><strong>Long Term</strong></td>
<td><strong>Intermediate</strong></td>
<td><strong>Short Term</strong></td>
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<td>Secure conservative support for clean energy and climate legislation in AR.</td>
<td>Pass solar bill in AR to increase adoption in the state, including raising net metering and allowing 3rd party ownership.</td>
<td>Defend net metering at the utility commission; secure conservative lead sponsor for solar bill (Wallace).</td>
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Senator David Wallace

- **District:** 22
- **Seniority:** 23
- **District Address:** P.O. Box 11, Leachville, 72438
- **Phone:** 870-919-8046
- **Email:** David.Wallace@senate.ar.gov
- **Party:** Republican
- **Occupation:** Disaster Recovery, Wallace Resource Systems
- **Veteran:** Army (101st Airborne, First Cavalry Division, First Infantry Division, 17th Aviation Group)
- **Legislative Service:** Senate 2017, House 2015,
### Organizational Considerations

<table>
<thead>
<tr>
<th>Resources</th>
<th>Organizational Gains?</th>
<th>Internal &amp; External</th>
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</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Limited in-state capacity and experience</td>
</tr>
<tr>
<td>● Staff and state office</td>
<td>● 500 new email addresses</td>
<td></td>
</tr>
<tr>
<td>● Budget ($50K)</td>
<td>● 10 new volunteer leaders in NW AR</td>
<td></td>
</tr>
<tr>
<td>● 8 volunteer Audubon chapters</td>
<td>● Successful advocacy reputation</td>
<td></td>
</tr>
<tr>
<td>● Audubon members and email addresses (9,000 names)</td>
<td>● 2 advocacy trainings in NW AR with 20 new leaders trained</td>
<td></td>
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<tr>
<td>● Audubon Center in Little Rock</td>
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Decision Maker(s): Always a Person

The person who can give you what you want.
- Governor Hutchinson
- Rep. Beck (House 65)
- Speaker Shepherd (AR-6)
- Senator Lance Eads (7)
- Senator Pro Tem Hendren (2)
- Senator Dismang (AR-29)

A person who has power over those who can give you what you want.
- Chair of PSC Ted Thomas
- Lt Governor Tim Griffin
- Sen Hester (Walmart district)
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- Rep. Hendren (AR-92)
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A person who has power over those who can give you what you want.
- Mark Lowery
Decision Maker(s): Always a Person

Elected Officials Power Analysis:

- Votes – getting (re)elected
- Money – to help them get votes to get (re)elected
- Public image – to help them get (re)elected
## Power Analysis

### Opponents

- Entergy/Utilities
- Koch Industries
- Coal producers
- AR Oil Marketers Association
- Stephen’s Production (Craig Campbell-Oil)

### Constituents

- Are your members or people that can join as members

### Allies

- Are groups or people that can not join Audubon but support our issue.
  - Walmart
  - Christian Coalition
  - Utility Co-op
  - County of Judges

### Partners

- Groups who are actively working with you to win.
  - Advanced Energy Assoc.
  - (Sierra Club-silent partner)
  - Arkansas Public Policy Panel
  - The Nature Conservancy
# Tactics: 3 Essential Ways to Demonstrate Your Power

<table>
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<tr>
<th>Lots of people</th>
<th>Lots of people in one place</th>
<th>Meet face to face with your target</th>
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</table>

- **Demonstrate to the target that lots of people agree with you.**
  - Example: petitions, sign-on letters, action alerts
  - Petition
  - Sign on letters: businesses and corporations, local elected officials, Christian Coalition (fly in), chapters
  - Letter Writing campaign - 10-20 letters to Governor and tier 1 target

- **Demonstrate lots of people care deeply about the issue and will show up where the target is.**
  - Legislator breakfast
  - Attended key hearings
  - Day at the Capitol Reception

- **Get the right people in the room with the target**
  - Day at the Capitol constituent meetings
Features of Effective Grassroots Campaigns

- **Strategically:** Stay focused, make sure you don’t change strategy unless there is a lay of the land change
- **Internally:** Clear decision making and responsibilities
- **Externally:** Don't confuse national media with local power
Features of Effective Grassroots Campaigns

Champions & volunteers = Power

- **Center** long-term relationships with grassroots and grasstops (we'll want them next year, too)
- **Respect** local knowledge and relationships
- **Train** and give power to leaders
- **Celebrate** with volunteers and partners along the way! People love winning, make sure to celebrate it.
Advocacy Program Lifecycle

ACCEPTEES EXISTING POWER RELATIONSHIPS

ENGAGEMENT PROGRAMS

ISSUE CAMPAIGNS

ACCEPTS EXISTING POWER RELATIONSHIPS

DIRECT SERVICE

RESEARCH & EDUCATION

REPRESENTATIVE ADVOCACY

DIRECT ADVOCACY
Questions?

hello@newfundamentals.com