



Welcome.
We'll get started shortly.

We'll be covering material from the **Audubon Advocacy Manual**. Download here: audubon.org/advocacymanual





Audubon

Fundamentals of Winning Campaigns

**2021 CAMPAIGNS TRAINING
SERIES SEPTEMBER 14, 2021**

Try out the chat box, or add your comment

- Tell us **where** you are tuning in from



Welcome!

Marisa Vertrees
National Campaigns Manager

Lander Karath
National Campaigns Manager



The National Campaigns Team



Maddox Wolfe
National Campaigns
Manager



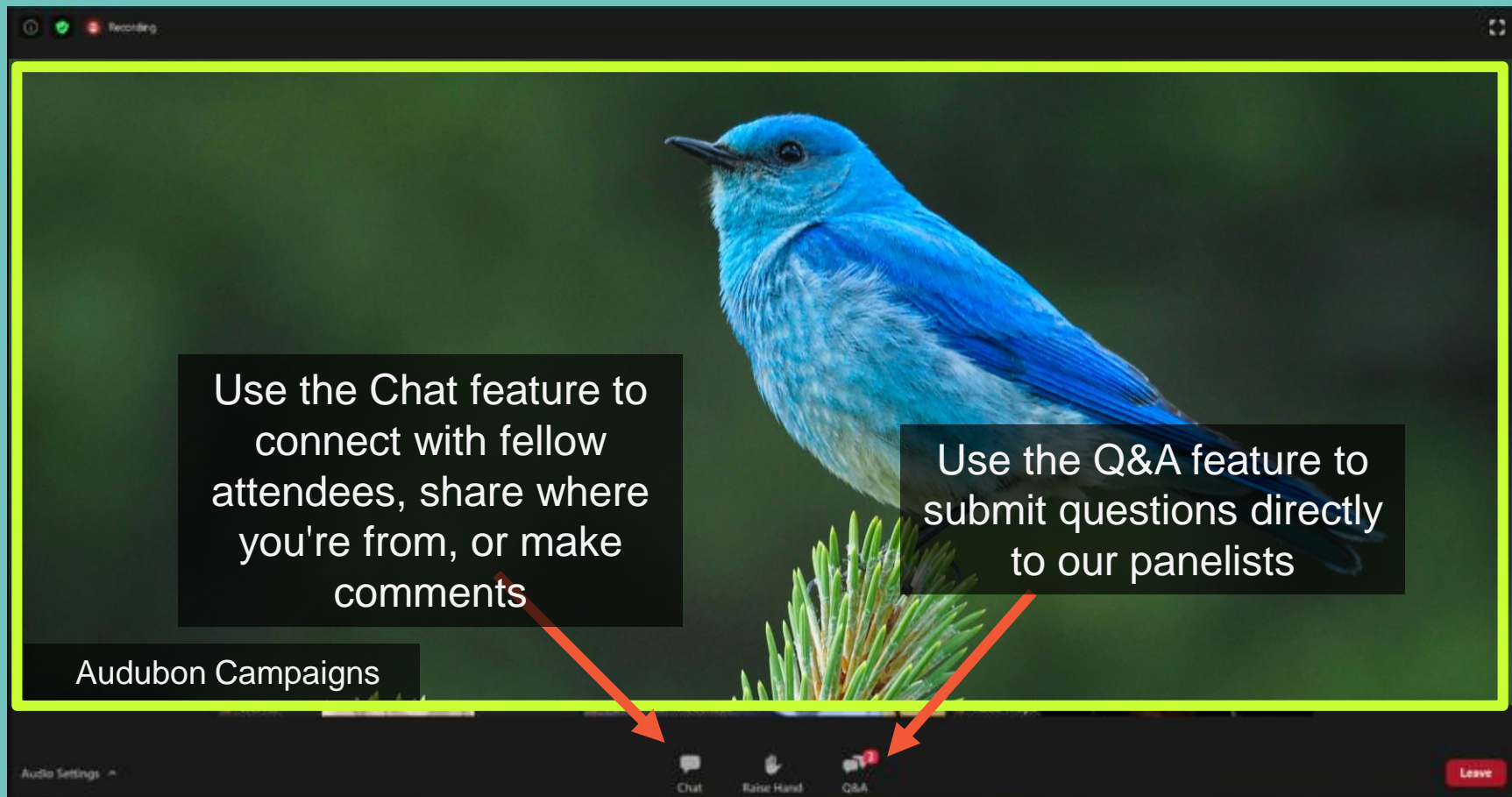
Greg Taylor
National Campaigns
Project Manager



Erin Meade
Senior Manager, National
Campaigns



Amanda Mourant
Digital Campaigns
Senior Manager



Recording

Use the Chat feature to connect with fellow attendees, share where you're from, or make comments

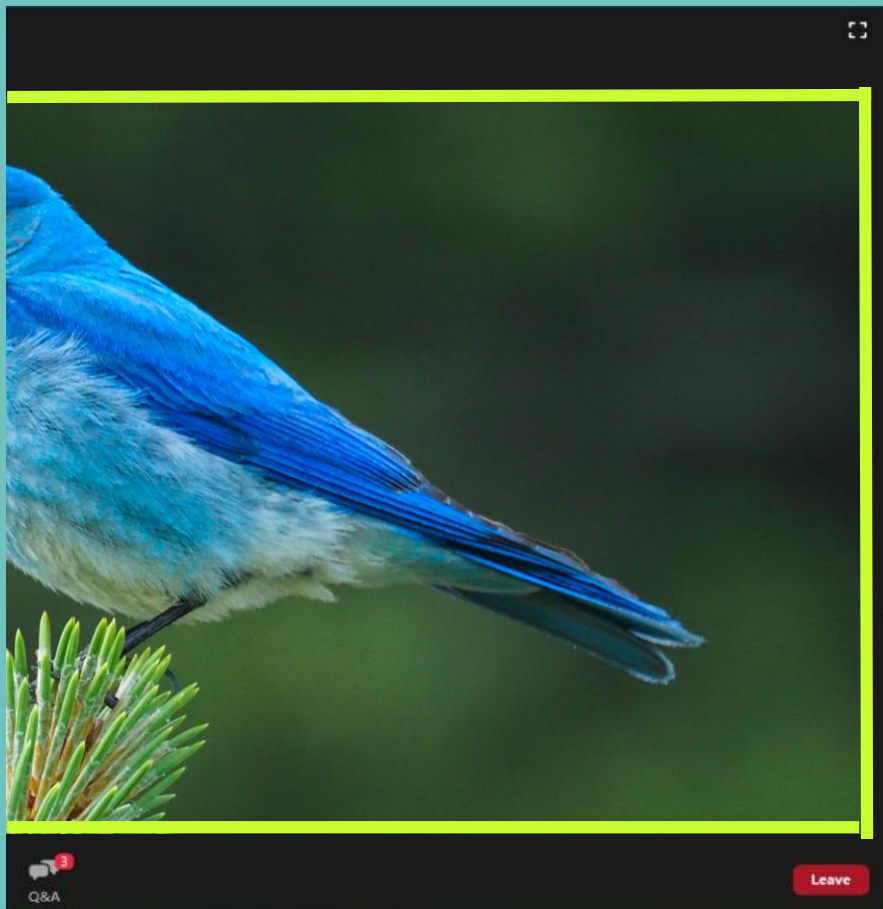
Use the Q&A feature to submit questions directly to our panelists

Audubon Campaigns

Audio Settings

Chat Raise Hand Q&A

Leave



In the chat box, ensure
your comment will reach
the right people!

From the menu,
select "All panelists
and attendees" to
share thoughts and
ideas
with everybody.

Save The Dates:

- **Next Campaigns Webinar**
Tuesday, Oct. 12 – 8:00pm ET
- **Climate Week Webinar**
Wednesday, Sept. 22 – 12:30pm ET
- **Solar Siting Webinar**
Wednesday, Oct. 13 – 7:30pm ET



Agenda

- Intros
- About Campaigns at Audubon
- Campaign Example
- Questions and Next Steps



About Campaigns at Audubon



Our Vision

Audubon can build a successful climate movement on these principles:

- Bird lovers can become climate advocates and climate advocates can become bird lovers.
- Everyone, everywhere can take meaningful steps to advocate for climate action.
- We can talk and act constructively about climate change without leaving anyone behind.



Campaign Charter

Our Mission

To be the most effective conservation network in America

Our Team Goal

Consistently win policy campaigns at the speed and scale that is needed to protect birds and the places they need now and into the future

Our Strategy

We leverage policy, communications, science and our grassroots to run and win policy campaigns that get decision makers to do something they otherwise would not have done at the local, state and federal level

Accepts existing
power relationships

Challenges existing
power relationships

Engagement Program

Policy Campaigns

**Direct Service for
Birds:**

Plants for birds, habitat protection,
be a good egg

**Science and
Education:**

Nature center programs, our
magazine and blogs, youth
programs

**Representative
Advocacy:**

Speaking with people in power on
behalf of a community.

Direct Advocacy:

Speaking with people in power on
behalf of the self.

Our Approach

Audubon's Campaign Process

1. Campaign Strategy Development

- Choose an issue
- Develop Campaign Strategy Chart
- Build your budget and team

2. Communications & Field Planning

- Develop factsheet/report
- Develop message and material development
- Write field plan and timeline

3. Execution

- Execute strategy-based campaign & field plan
- Conduct ongoing regular internal campaign coordination meetings, external coalition meetings, tracking, and evaluation
- Facilitate debrief – after action review

It's not only about winning,
it's how you win.

What is Power?

- Power: the ability to get someone to do what you want *even if they may not want to do it*



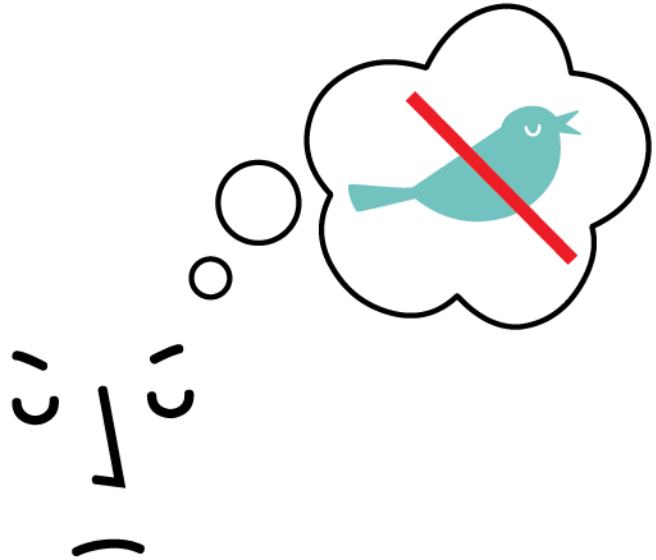
What is Power?

Power comes from either **organized people** or **organized money**. You either have a lot of people on your side or a lot of money. Though you should aim for both.

Audubon's grassroots organizes the power of people **against** the power of organized money.

When do we need power?

"I could certainly never vote for this bill.
I *hate* birds."

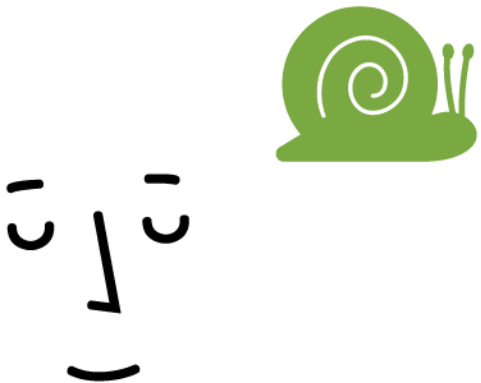


When someone agrees but is still not going to support our goal

“Of course I love this fantastic policy! But I can’t vote for it, that’s electoral suicide!”



When a decision maker is in support, but this isn't a priority.



“I’d love to help, but we need to move slowly and my constituents are interested in other issues. We’ll get to this in a few months; it’s just not a priority.”

Power is Not:

- Being right.
- Having the moral high ground.
- Having good information, the best science, and polished documents.
- Speaking for large numbers of people.

These are all important capabilities, but they don't always translate to **direct, sustained pressure on the appropriate decision maker.**



Our Framework

Audubon's Campaign Framework				
Strategy:				
Goals	Organizational Considerations	Decision Makers (Targets)	Power Analysis	Tactics

What is Strategy?

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

Steps:

1. How much power do you have?
2. How much power do you need to win?
3. What is your plan to build enough power to win?

Goals: In the right order

1. Long Term

What do you really want?

Example: Combat climate change through adaptation and mitigation in order to protect birds now and into the future.

2. Intermediate

The campaign goal

Example: Pass State Clean Energy Bill

3. Short term

A step towards achieving your intermediate goal.

Example: Secure 3 additional co-sponsors on your bill

Organizational Considerations

1. Resources

What resources do you have specifically for this campaign now?

- What resources can you raise?
- By when?

2. Organizational Gains?

What the organizations wants to get out of the campaign?

- New members?
- Leaders?
- Donors?
- Reputation?
- Skills?

3. Internal/External Considerations

Are there any internal problems, tensions, or conflicts within the organization?

- What is your plan to address them?
- Who will address them?
- By when?

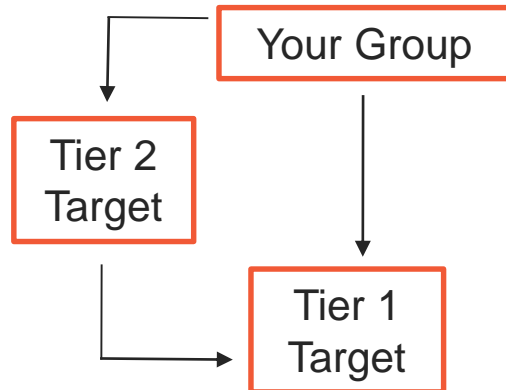
Decision Maker(s): Always a person

Tier 1 Targets

The person who can *give you what you want*

Tier 2 targets:

A person who has *power over or influence with those* who can give you what you want.



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

Are organized people or organized money against what you want.

2. Constituents

Are your members or people that can join as members

3. Allies

Are groups or people that can not join Audubon but support our issue.

4. Partners

Groups who are actively working with you to win.

Tactics: 3 Essential ways to demonstrate your power

1. Lots of People

Demonstrate to the target that lots of people agree with you.

Example: petitions, sign-on letters, action alerts

2. Lots of people in one place

Demonstrate lots of people care deeply about the issue and will show up where the target is.

Example: Rallies, public forums

3. Meet face to face with your target

Get the right people in the room with the target

Audubon's Campaign Framework

Strategy:

Goals	Organizational Considerations	Decision Makers (Targets)	Power Analysis	Tactics
Long Term	Resources	Tier 1 Targets	Opponents	Always come last
Intermediate	Organizational Gains	Tier 2 Targets	Constituents	Are done by people to target
Short Term	Internal /External Considerations	Tier 3 etc.	Allies and Partners including Action Fund	Escalate over time

Opposition < Audubon = Win

A Reddish Egret stands in a grassy field at sunset. The bird has white plumage with some brown staining on its wings and back. It has a long, dark beak and a distinctive reddish-brown patch on its forehead. The background is a dark, silhouetted forest.

Where Do I Start?

Strategy Chart

Strategy				
Goals	Organizational Considerations	Decision Makers (Targets)	Power Analysis	Tactics
Long-Term	Resources	Tier 1	Opponents	<ul style="list-style-type: none"> • Always come last • Are done by people to a target • Escalate over time
Intermediate	Organizational Gains			
Short-Term	Internal Considerations	Tier 2	Constituents	
			Allies & Partners	

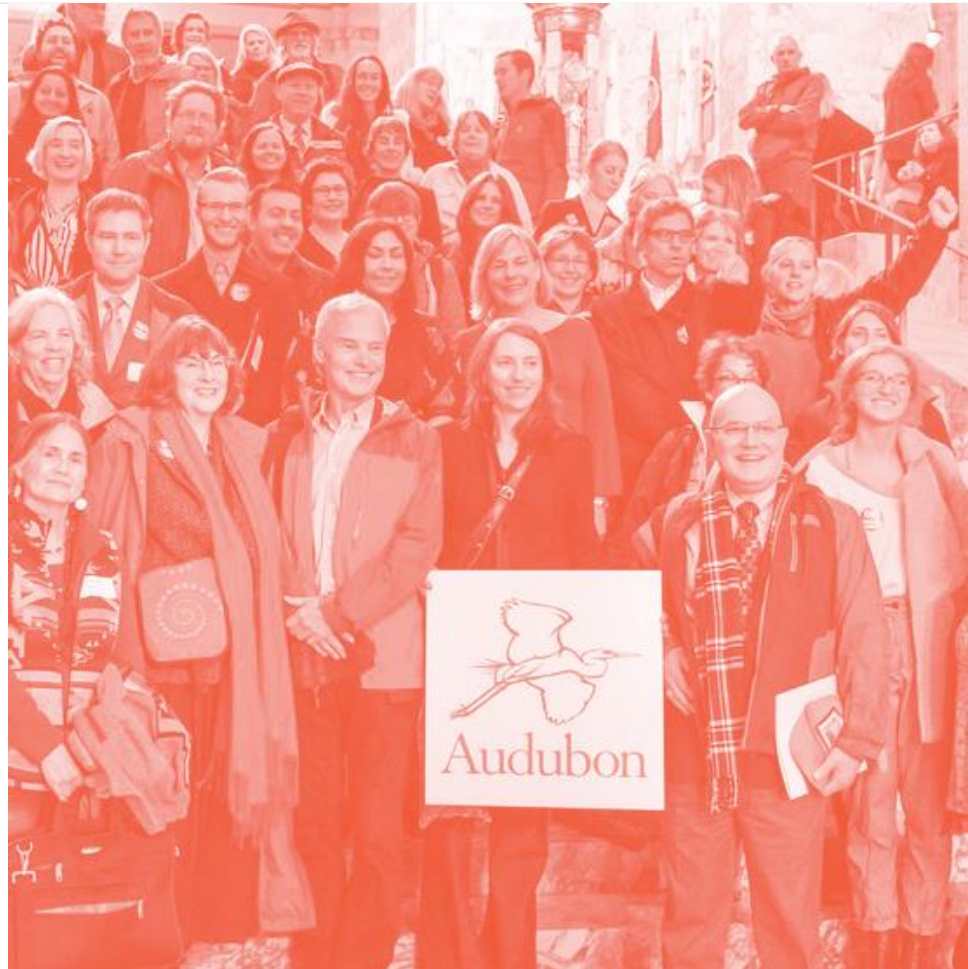
Strategy Chart Example

Audubon Great Lakes: Indiana Climate Campaign

Goals	Organizational Considerations	Decision Makers (Targets)	Power Analysis	Tactics
Long-Term Passage of federal climate legislation that leads to net-zero emissions by 2050.	Resources 8 core staff 27,009 members	Tier 1 Senator Mike Braun Senator Todd Young	Opponents Coal industry, anti-climate change advocates	<ul style="list-style-type: none"> • Always come last • Are done by people to a target • Escalate over time <ul style="list-style-type: none"> • Bird walks (congressional delegation) • Birds and Brews events (membership) • Virtual events • LTEs • Op-eds • Earned media
Intermediate Indiana senators support and promote natural climate solutions legislation.	Organizational Gains New volunteer base New Indiana staff Better engagement with chapters	Tier 2 Congressional delegation Members of Indiana legislature Senate staff Key mayors	Constituents Audubon Chapters in IN; farmers, landowners, some republican primary voters, Farm Bureau	
Short-Term Build relationships with Indiana senators and their staff.	Internal Considerations Challenge: building new internal infrastructure around climate advocacy		Allies & Partners Conservation Groups, some industry	



Questions/ Thoughts?



Ready to get started?

Sign up today and our team will contact you with specific ways you can take action, whether that's by plugging you into an existing Audubon campaign or helping you launch one.

<https://act.audubon.org/a/find-your-flock>



More Resources

- Take the survey!
[Audubon.org/FYFSurvey](https://audubon.org/FYFSurvey)
- Download the Advocacy Manual:
audubon.org/AdvocacyManual
- Join the Community:
audubon.org/FindYourFlock



A large flock of white geese is captured in flight over a body of water. The geese are in various stages of flight, with wings spread wide, showing dark feathers on the undersides. The background features a clear blue sky and distant, hazy mountains. The water reflects the light, and some geese are visible swimming. A semi-transparent dark rectangle is overlaid on the left side of the image, containing the text "Thank you." in white.

Thank you.