

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 MAY 11, 2021**



Try out the chat box, or add your comment

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



Welcome!

Maddox Wolfe
National Campaigns Manager

Erin Meade
Senior Manager of National Campaigns

Claire Douglass
Senior Director, National Campaigns



The National Campaigns Team



Marisa Vertrees
National Campaigns
Manager



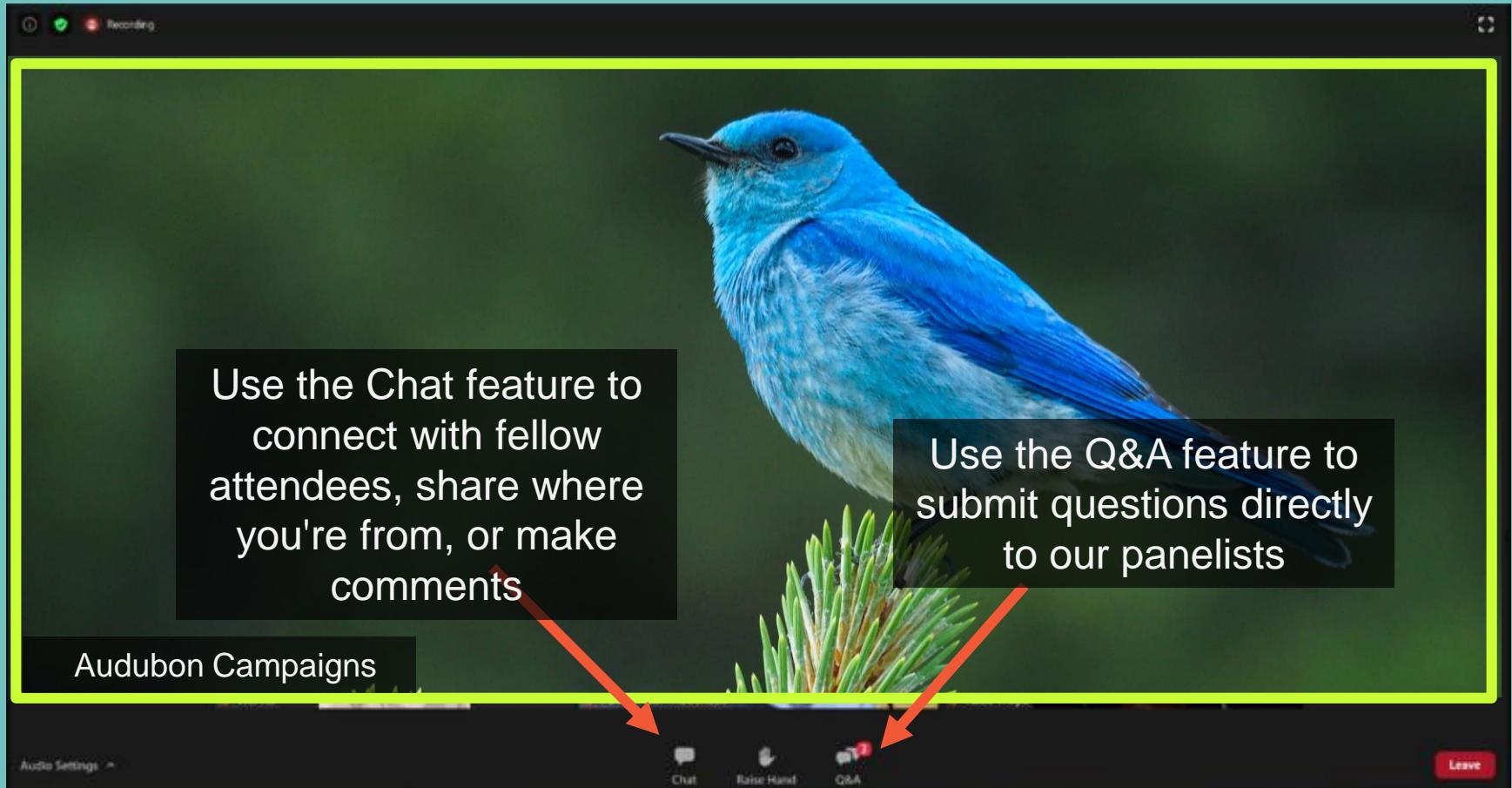
Greg Taylor
National Campaigns
Project Manager



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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

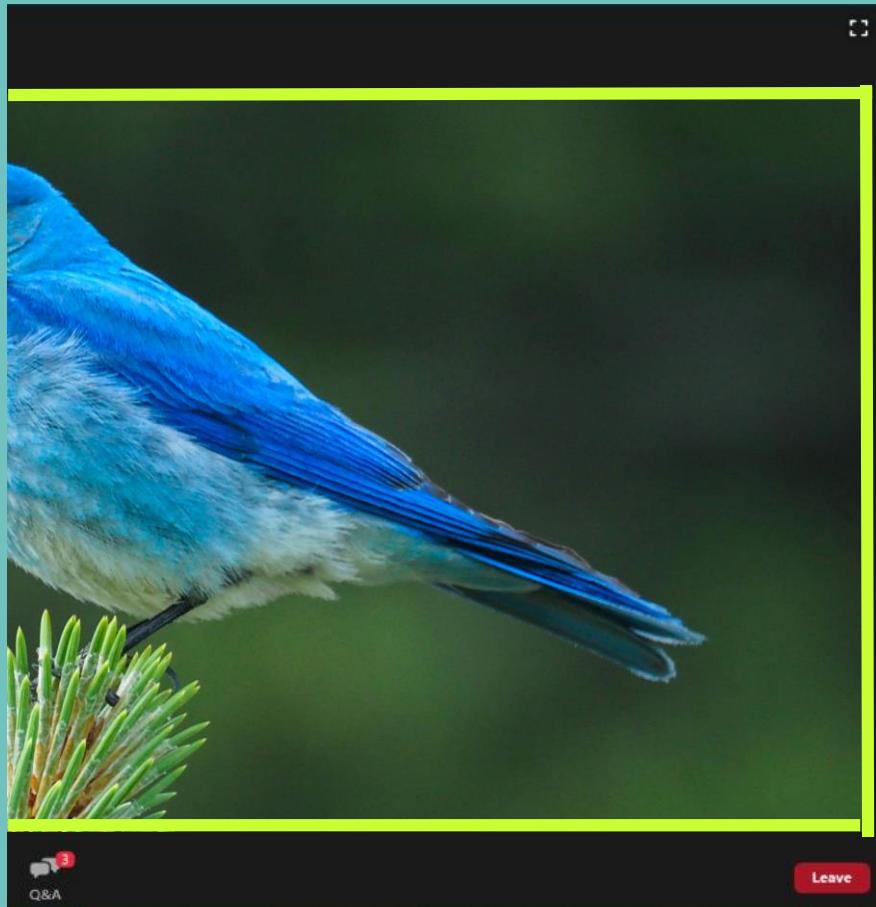
Chat

Raise Hand

Q&A

Leave

Two red arrows point from the text boxes to the 'Chat' and 'Q&A' buttons at the bottom of the screen.



Zoom Group Chat

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

To: All panelists

Type message here...

File ...

✓ All panelists

All panelists and attendees

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

Save The Dates:

- **Ask The Experts**

Thursday, May 20, at 7:00 p.m. ET

- **Next Campaigns Webinar**

Tuesday, June 8, at 8:00 p.m. ET



Agenda

- Intros
- About Campaigns at Audubon
- Winning Campaigns
- 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.



Audubon Theory of Change

What is a Theory of Change?

How you :

1. Think change happens and
2. You can influence change.

This is an overarching frame for how you plan strategy and tactics.

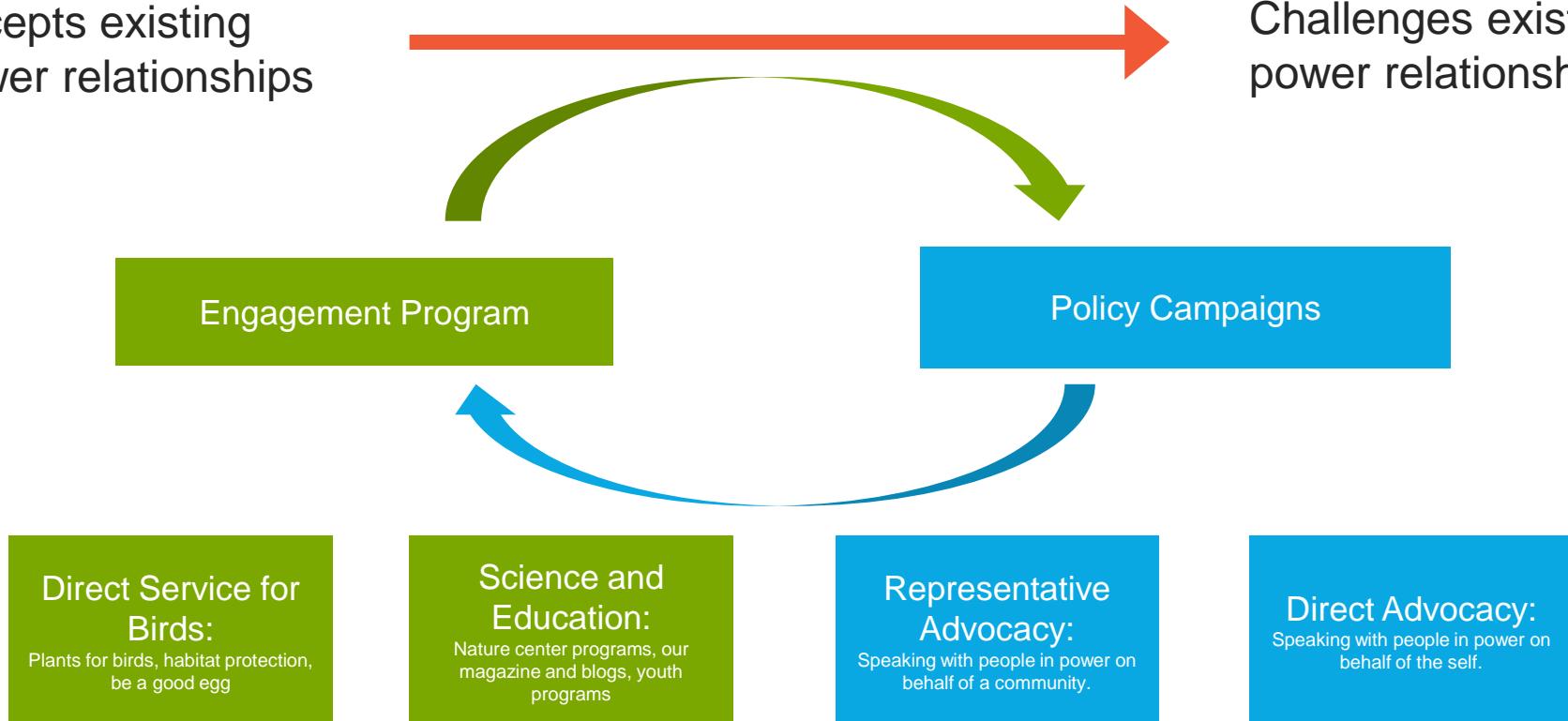
Audubon Theory of Change

With a strong and trusted brand, people everywhere, and science and fact focused policy asks, we can build a community of advocates and **durable public will through campaigns.**

Our Theory of Change:

Accepts existing power relationships

Challenges existing power relationships



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.

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.



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

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.

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 organization 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?

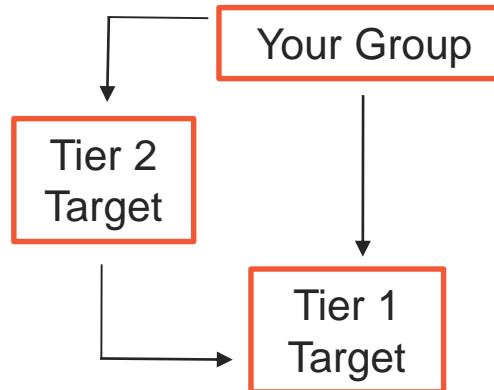
Decision Maker(s): Always a person

Tier 1 Targets

The person who can *give you what you want*

Tier 2 targets:

A person who has *power over 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

Power Analysis

Opposition < Audubon = Win

Example: Washington State





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 lastAre done by people to a targetEscalate over time
Intermediate	Organizational Gains	Tier 2	Constituents	
Short-Term	Internal Considerations		Allies & Partners	

Strategy Chart Example



Audubon Washington

Goals	Organizational Considerations	Decision Makers (Targets)	Power Analysis	Tactics
Long-Term Consistently secure impactful bipartisan climate wins.	Resources 5 full time staff 4,000 volunteers 25 chapters	Tier 1 Moderate Ds and Rs on House and Senate committees: Rural Development, Agriculture, and Natural Resources; W&M; Appropriations	Opponents WA Farm Bureau, anti-gov. conservatives	<ul style="list-style-type: none"> Always come last Are done by people to a target Escalate over time
Intermediate Pass a carbon emissions and sequestration policy in 2021.	Organizational Gains 10 new volunteer leads, 10% increase in members doing advocacy	Tier 2 Seatmates of Tier 1 targets	Constituents Audubon Chapters in WA; farmers, (possibly) ranchers, forest landowners	<ul style="list-style-type: none"> 5 info sessions in target districts Landowner/farmer sign-on letter 1000 calls 100 postcards sent to target lawmakers 50 community leaders signatures on letter of support 10 LTEs and 10 Op-eds
Short-Term Pass updated emissions targets with sequestration incentive.	Internal Considerations Challenge: building long-term relationships in areas where enviro groups are distrusted.		Allies & Partners Carbon WA, WA Forest Products Assoc.	

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2021-22

Search**Find Specific Text in a Bill**

Search the full text of a bill

Standard Reports

Common information requested most often

Reports**Prefiled Bills**

Retrieve lists of the bills prefiled in the House and Senate.
Available in December.

House Introductions (latest) All Intros

Lists the bills to be introduced in the House today.

Senate Introductions (latest) All Intros

Lists the bills to be introduced in the Senate today.

Bill Status Report (formerly Daily Status)

Retrieve a list of all bills and their current status.

Advanced Reports

More detailed information used less often

Detailed Legislative Reports

Historical information back to 1991.

Bill Information**Text of a Legislative Document****Bills by Sponsor****Roll Calls on a Bill****Bills In/Out of Committee****Bills By Citation**



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Date Options

Bills In/Out of Committee: Environment & Energy (H) (2021)

Bills In Committee

	Bill	Flags	Title	Status	Veto	Date	Original Sponsor
<input type="checkbox"/>	HB 1036	Docs	Transportation fuel/carbon	H Env & Energy		01/11/2021	Fitzgibbon
<input type="checkbox"/>	HB 1046	Docs f	Community solar programs	H Env & Energy		01/11/2021	Bateman
<input type="checkbox"/>	HB 1050	Docs	Fluorinated gases	H Env & Energy		01/11/2021	Fitzgibbon
<input type="checkbox"/>	HB 1053	Docs f#	Carryout bags	H Env & Energy		01/11/2021	Peterson
<input type="checkbox"/>	HB 1057	Docs	Clean air act/enjoyment term	H Env & Energy		01/11/2021	Pollert
<input type="checkbox"/>	HB 1075	Docs	On-demand transp. emissions	H Env & Energy		01/11/2021	Berry
<input type="checkbox"/>	HB 1084	Docs e	Building decarbonization	H Env & Energy		01/11/2021	Ramel
<input type="checkbox"/>	HB 1091	Docs e	Transportation fuel/carbon	H Env & Energy		01/11/2021	Fitzgibbon
<input type="checkbox"/>	HB 1099	Docs	Comprehensive planning	H Env & Energy		01/11/2021	Duerr
<input type="checkbox"/>	HB 1114	Docs	Urban heat island mitigation	H Env & Energy		01/11/2021	Dye
<input type="checkbox"/>	HB 1117	Docs	Comp. planning/salmon	H Env & Energy		01/11/2021	Lekanoff
<input type="checkbox"/>	HB 1118	Docs	Recycling, waste, & litter	H Env & Energy		01/11/2021	Berry
<input type="checkbox"/>	HB 1125	Docs	Energy investments	H Env & Energy		01/11/2021	Shewmake
<input type="checkbox"/>	HB 1130	Docs	Energy supply/consumers	H Env & Energy		01/11/2021	Dye
<input type="checkbox"/>	HB 1145	Docs	Carryout bags/nonwood fiber	H Env & Energy		01/12/2021	Rude

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Senate Environment, Energy & Technology Committee

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Committee Members

Legislative Members

Member	Room	Phone
Carlyle, Reuven (D) Chair	233 John A. Cherberg Building	(360) 786-7670
Lovelett, Liz (D) Vice Chair	215 John A. Cherberg Building	(360) 786-7678
Ericksen, Doug (R) Ranking Member	414 Legislative Building	(360) 786-7682
Brown, Sharon (R)	202 Irv Newhouse Building	(360) 786-7614
Das, Mona (D)	230 John A. Cherberg Building	(360) 786-7692
Fortunato, Phil (R)	403 Legislative Building	(360) 786-7660
Hobbs, Steve (D)	305 John A. Cherberg Building	(360) 786-7686
Liias, Marko (D)	309 Legislative Building	(360) 786-7640
Nguyen, Joe (D)	213 John A. Cherberg Building	(360) 786-7667
Sheldon, Tim (D)	417 Legislative Building	(360) 786-7668
Short, Shelly (R)	409 Legislative Building	(360) 786-7612

Other Contact Information

Senate Committee Services
P.O. Box 40466
Olympia, WA 98504-0466
FAX: 360.786.7899

Legislative Hotline Operators:
[1-800-562-6000](#)

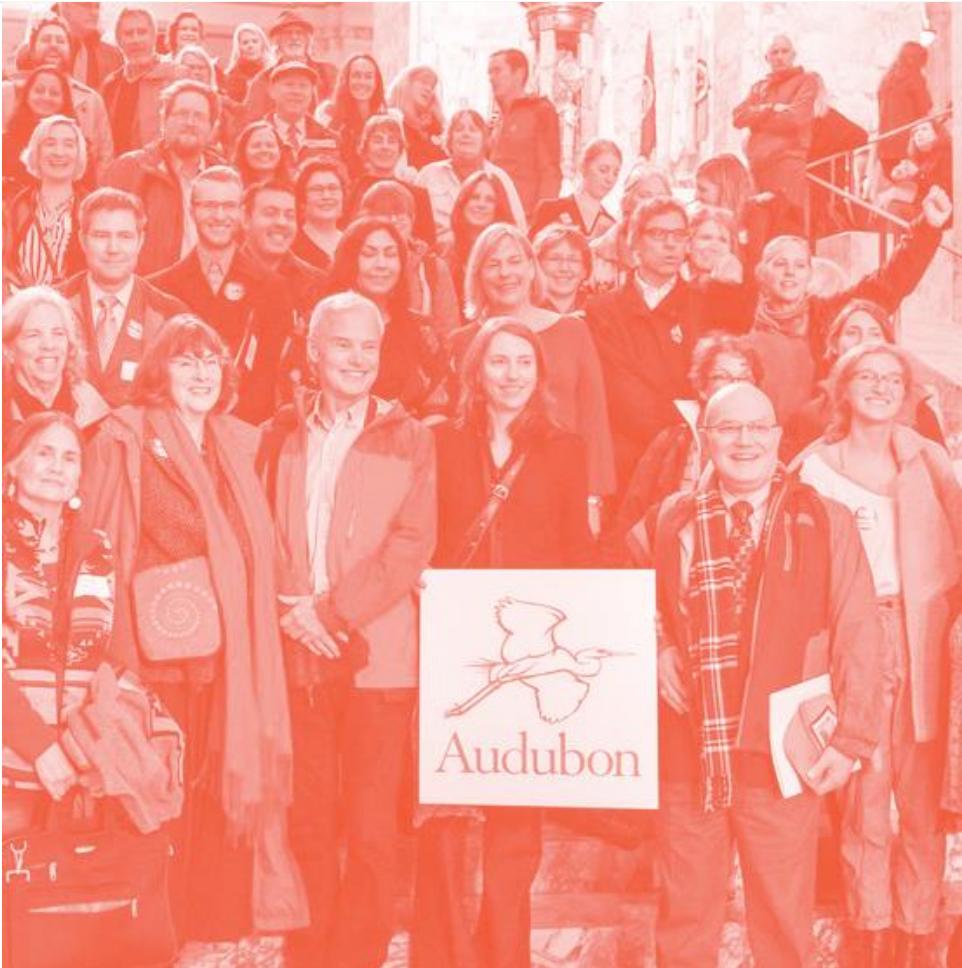
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Questions/ Thoughts?



Opportunities to take action now:

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



Ready to get started? Sign up now!

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 help you launch one.

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



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Slide 22: Audubon WA.

Slide 35: Ross's Goose and Snow Goose. Photo: Gary Grossman/
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Thank you.