



# Welcome. We'll get started shortly.

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

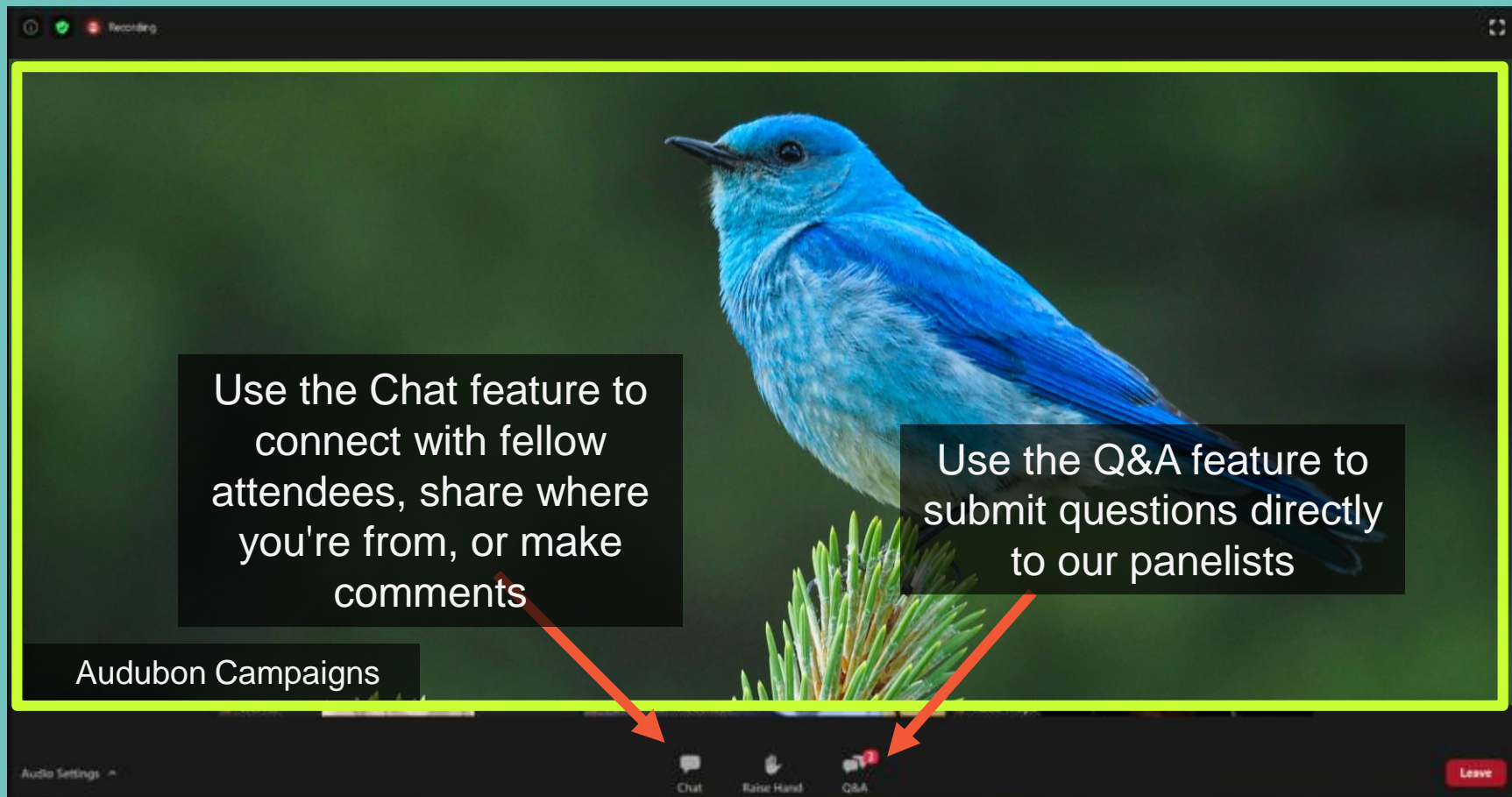


**Lander Karath**  
National Campaigns  
Manager



**Amanda Mourant**  
Digital Campaigns  
Senior Manager





Recording

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

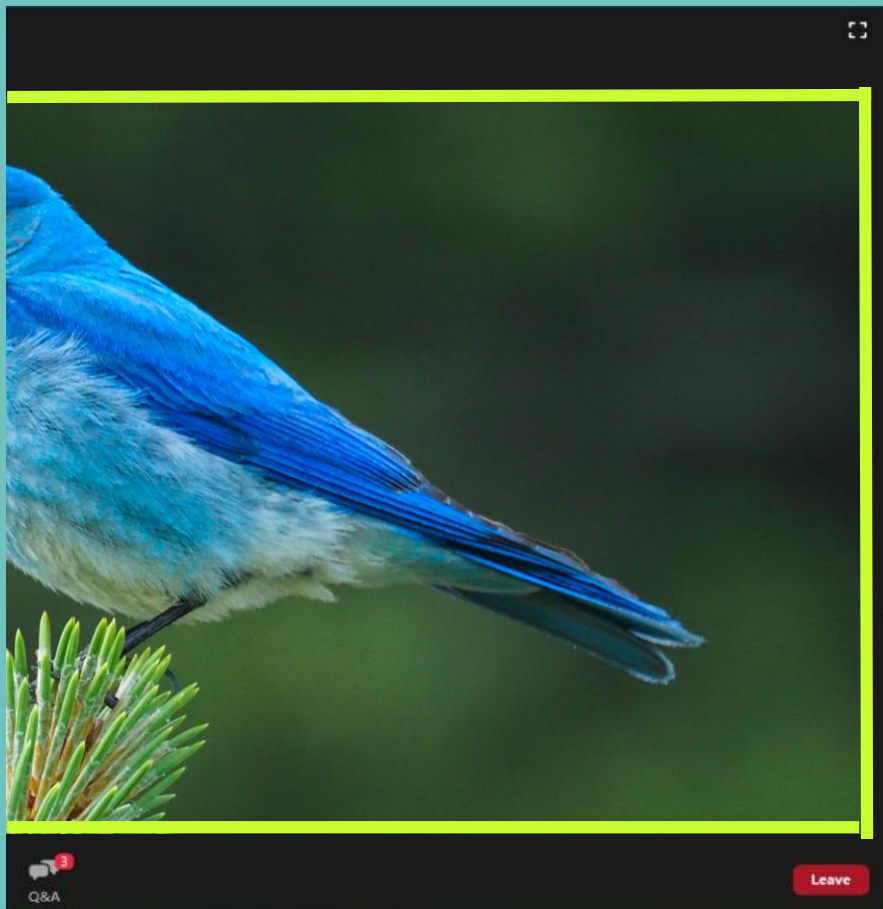
Use the Q&A feature to submit questions directly to our panelists

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:

- **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

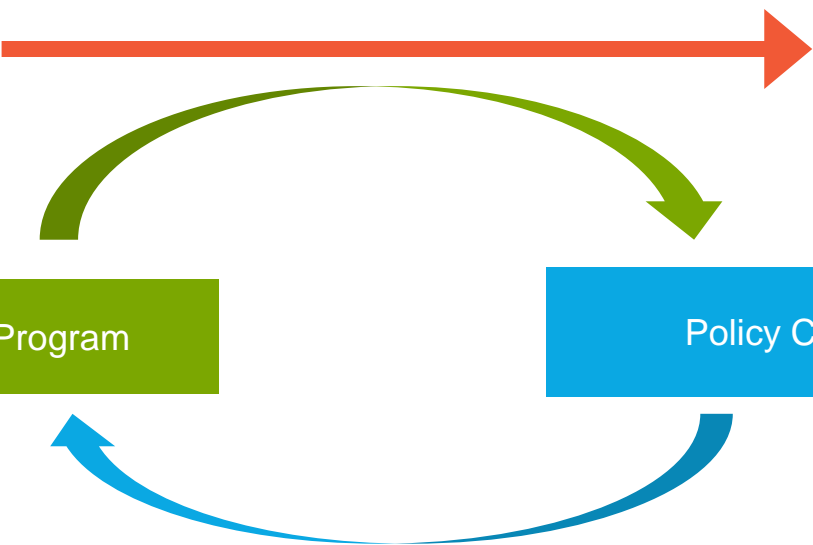
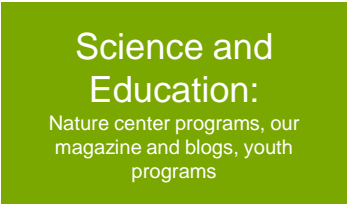
With a strong and trusted brand, people everywhere, and science and fact focused policy asks, we can build a community of advocates and **durable public will through campaigns.**

# 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

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### **Our Mission**

To be the most effective conservation network in America

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### **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

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### **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

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## 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 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?

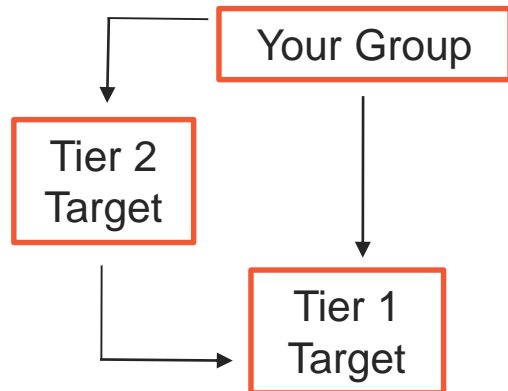
## Decision Maker(s): Always a person

### Tier 1 Targets

The person who can *give you what you want*

### Tier 2 targets:

A person who has *power over 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



A Red-crowned Crane stands in a field of tall grass at sunset. The bird is white with a distinctive red patch on its forehead and a long, dark beak. The background is a soft, golden glow from the setting sun, creating a serene atmosphere. The crane is positioned on the right side of the frame, facing left.

**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"> <li>• Always come last</li> <li>• Are done by people to a target</li> <li>• Escalate over time</li> </ul>
Intermediate	Organizational Gains			
Short-Term	Internal Considerations	Tier 2	Constituents	
			Allies & Partners	

# Strategy Chart Example

## Audubon Washington

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






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## Bill Information

### Search by Bill Number

☒ Bill

☐ Initiative

2021-22




### Find Specific Text in 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



WASHINGTON STATE LEGISLATURE

## Detailed Legislative Reports - Bills In/Out of Committee

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Date Options

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

Bills In Committee

<input type="checkbox"/>	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	Pollet
<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



## Environment, Energy & Technology

Committee Members & Staff Contact

Agendas and Documents

Bills In/Out of Committee

Current Committee Reports and Issues

Archived Reports and Publications

### Main Sections

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## Senate Environment, Energy & Technology Committee

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### Committee Members

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

### Other Contact Information

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

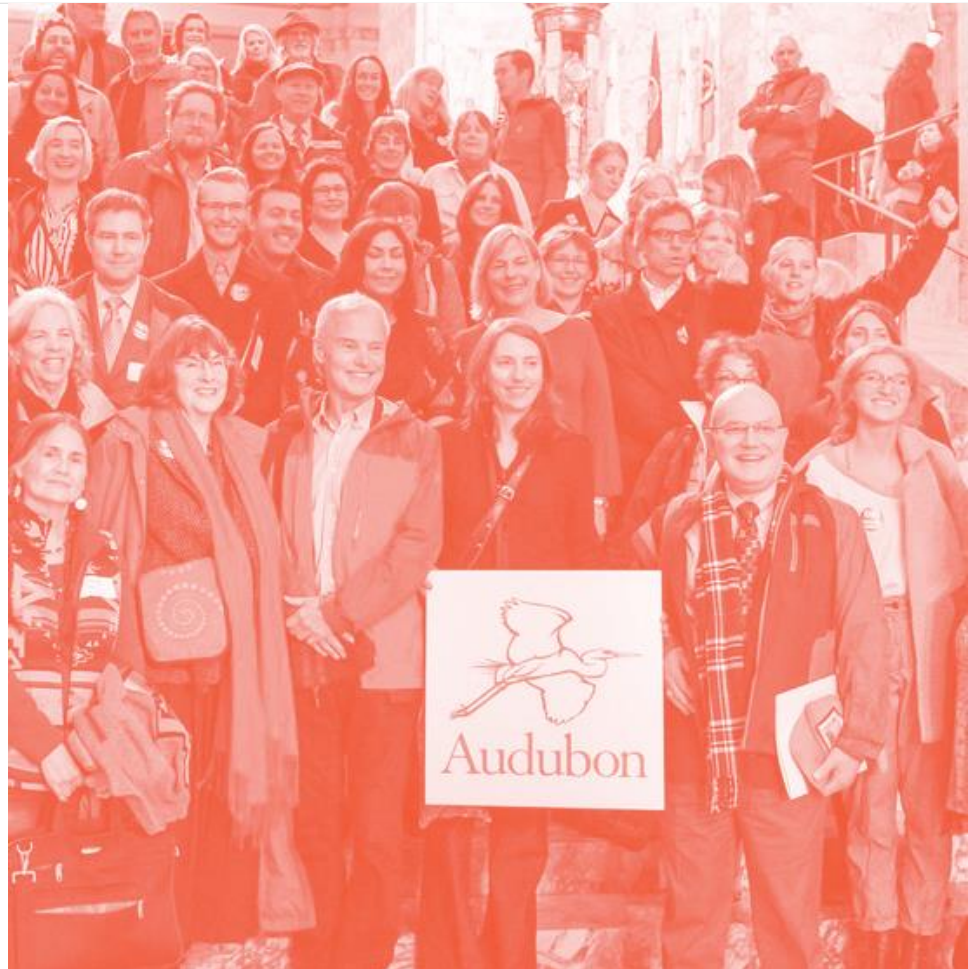
Legislative Hotline Operators:  
[1-800-562-6000](tel:1-800-562-6000)

# Strategy Chart Example

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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](https://audubon.org/AdvocacyManual)
- Join the Community:  
[audubon.org/FindYourFlock](https://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>



## Photo Credits

Slide 1: Snow Goose. Photo: Robert Shupak/  
Audubon Photography Awards.

Slide 2: National Audubon Society, staff

Slide 5: Luke Franke/National Audubon Society.

Slide 7: Washington State Environmental Lobby Day, Luke  
Franke/  
National Audubon Society.

Slide 9: Everglades Action Day in Tallahassee, 2020. Dominic  
Arenas.

Slide 12: Green-tailed Towhee-OR-Robert Shea CC BY-NC  
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Slide 16: National Audubon Society.

Slide 20: Snowy Owl. Photo: Kristina Lishawa/Audubon  
Photography Awards.

Slide 21, 30: Whooping crane. Photo: Tim Timmis/Audubon  
Photography Awards.

Slide 22: Audubon WA.

Slide 35: Ross's Goose and Snow Goose. Photo: Gary Grossman/  
Audubon Photography Awards



A large flock of white geese is captured in flight over a body of water. The geese are in various stages of flight, with some showing their dark wingtips and red feet. The background features a clear blue sky and distant mountains. The overall scene is vibrant and dynamic.

Thank you.