



NWF Campaign Planning: Worksheet #3

Post Campaign Planning Session

Ground-Truthing:

The final phase of the planning process should be to “ground-truth” your plan. This means that you need to test your plan’s assumptions by overlaying the real-world factors that might impact your ability to be successful with a set of tactics. This means asking questions like: Do we have the budget for this activity? Does the plan need to be adjusted given the objectives of funders? Do we have the necessary field, online, communications staff or capacity to execute?

- **Budget:** Sometimes you are building your campaign plan in order to help strengthen your case to a funder. In this instance, you may simply price out your plan and ask high. In another instance, you may already have a budget established for the campaign and you will need to ensure that the plan you have established fits within that budget. If your budget is, at least in part, coming from a funder, you will also need to compare your DRAFT plan with your funding agreement to ensure that you will satisfy the objectives of the funder in the course of your plan. Either way, there will come a point where you will need to work on lining up your best strategic thinking on what tactics might move your target with the real-world considerations of affordability, capacity, funder needs, and ability to execute.

Here are some helpful estimates to use when pricing out various tactics in your plan:

- Outreach Consultants (OCs): Between \$3,000 and \$6,000 per month depending on deliverables and location.
- Roundtables/summits: \$2,500 per event
- Beer summits: \$200
- Fly-ins: \$1,500 per participant (hotel, travel, meeting space)
- Telebriefings/Press events: \$1,000 per event (microphones, conferences lines, materials, props, spokesperson travel)
- Editorial board tour: statewide travel \$2,000
- Paid phonebanks: \$5,000-\$20,000 (depending on audience size)
- Teletown Halls: \$5,000-\$20,000 (depending on audience size)
- Online Ads: \$500-\$20,000 (depending on desired visibility, placement and run-time)
- Online Recruitment: \$5,000-\$100,000 (depending on desired engagement numbers, ~\$2/name)

Once you have the bones of a campaign plan, it is now time to hand this off to smaller groups or states so that they can dig deeper on a target. If this a state-based campaign with only 1-2 targets, this might not be necessary. However, if you are writing a plan that covers many states with many different targets, it will be critical to transform your plan into something that is local and specific to your target.



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Power Mapping:

Skip power-mapping if you already did this during the planning.

Best Practices:

1. Make sure that the *right people* are in the room for this conversation. You need the experts who really understand the targets and can answer questions and participate in this exercise.
2. “Influencers” are *people, organizations, businesses, media outlets* not categories. This should be a proper noun.
 - a. For example: “Mark Zuckerberg” is an influencer, but “campaign donors” is not.
 - b. “REI” could be an influencer, but “businesses” are not.
 - c. “Toledo Blade” could be an influencer, but “media” is not.
3. Even with the right people in the room, you may not be able to answer all of these questions specifically and you may need to do some follow-up. The key is to *clearly delegate any necessary follow-up*. If you want to target campaign donors, but don’t know which ones, delegate one person to do the research necessary to ID donors to your target and with whom your campaign has the most access.

Instructions:

1. Identify all of the players in the field that impact your target, then place them on this continuum.
2. Circle the ones who have the *most* influence over the target
3. Star the ones that NWF has access to
4. Prioritize the categories that have circles *and* stars
5. Identify the top 3-5 best influencers to prioritize.



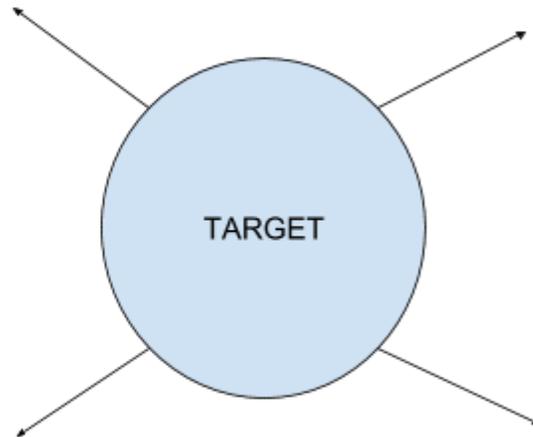
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Public Influencers

Media
Social Media
Key constituencies
Organizations
Regions

VIP Influencers

Elected Officials
Experts (Scientists, Economists)
Religious/Moral Leaders (The Pope)



Personal Influencers

Family
Friends
Inner Circle/Trusted Advisers
Personal Faith Leader
(Target's Priest, Rabbi)

Financial Influencers

Campaign Donors

Communications Strategy:

- **Audience:** Using your power mapping exercise, identify the audience(s) for this campaign/target?
(VIP? Key constituency? Ex: Father Joseph of St. Mary's; Cyclists in Oregon)
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- **Readiness:** Where is/are your audience(s) on this issue? Are they already knowledgeable? Are they motivated to take action?
(Sharing Knowledge; Building Will; Reinforcing Action)
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- **Core Concerns:** What are the core values of your audience(s)? What are the current barriers that stop your audience(s) from being engaged?
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- **Theme:** What is the big picture you want to appeal to with your audience(s)?
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- **Message:** What should you say?
 - Is your message based on the core concerns?
 - Does it overcome - not reinforce - barriers?
 - Is “the ask” in the audience’s comfort zone?
 - Is it consistent with the theme?
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- **Messenger:** Who should deliver the message? (*key constituencies aligned?*)
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State-Specific Tactics:

Using your power mapping and communications outlines, take a look at the tactics and timeline and identify ways to tailor tactics to your state, your target, your audience, key influencers.

Example: If the tactic is “Hold a roundtable discussion about climate change,” you might ensure that the participants in the roundtable are hunters from SW Virginia in order to influence Senator Warner. You might ensure that the roundtable focuses on messages regarding our outdoor heritage and our hunting traditions in that part of the state.