The Importance of Campaign Planning
Why is Campaign Planning Important?

• Create political will to affect change
• Have clear, concise, tangible goals
• Establish your group’s decision-making process
• Build coalitions for a stronger voice
• Anticipate funding and PR needs for the year
• Develop new environmental leaders

“If it ain’t written, it ain’t a plan.”
Campaign Planning Matrix
Living document – not a one-time process

- Define Issue focus
- Define Campaign Goals
  - conservation & organizational goals
- The Lay of the Land
  - Determine allies and opponents
  - Determine organizational strengths and weaknesses
- Strategy
  - Define decision makers/targets
- Communications
  - Message/Slogan
  - Story
  - Media Outlets
- Tactics/Timeline
- Resource management
Define the Issue:

What is the problem?

Save the Montebello Hills Task Force
Establishing Goals

• **Immediate**
  – Raise public awareness

• **Interim**
  – Stop/delay the developments

• **Long Term**
  – Establish park

• **REALISTIC**
• **ACHIEVABLE**
• **QUANTIFIABLE**
Lay of the land

- **Organizational Strengths and Weaknesses:**
  - Funding, people, time, funding, c(3) vs c(4), expertise?

- **Allies**
  - Friends who share your campaign goals
  - What are their strengths and weaknesses

- **Opponents**
  - Special interests who will likely oppose you
  - What are their strengths and weaknesses
Resource Management

- Budget
- Fundraising
- Volunteer Recruitment
Strategy - How will you win?

• Negotiations
  – Purchase/easements
  – Smaller footprints, better mitigation, less impact

• Political
  – City Council/BOS vote?
  – Pass an ordinance?
  – Win an election?

• Legal (CEQA)
  – Build up administrative record
  – Prepare for lawsuit
Targets

Primary Targets
• Board of Directors
• Shareholders
• City Council
• Board of Supervisors
• Mayor
• School board
• Coastal Commission

Secondary Targets
• Voters
• Businesses Owners
• Celebrity
Campaign Communication

- **Message/Slogan:**
  - Compelling
  - 10 words?

- **Story:**
  - who is the villain
  - who the victim
  - what is the problem
  - what is the resolution

- **Media Outlets** - don’t forget social media!
CONSERVATION VALUES*

• LEGACY
• RESPONSIBILITY
• SAFETY
• HEALTH
• FREEDOM
• FAIRNESS
• COMMUNITY
• TRADITION

*Creating Frontlash Workshop
Talking Points

• Dumb growth
• More traffic
• More air pollution
• Quality of life

• Natural heritage
• Cultural heritage
• Future generations
Messaging

Save Tejon Ranch

- Protecting California’s Heritage vs. Corporate Greed
  - California condor
  - Historic importance
  - Biological importance
Messaging

VISION FOR THE
MONTEBELLO HILLS

IT ISN’T JUST
ABOUT THE BIRDS!

Silky flycatcher
California gnatcatcher
Tactics and Timeline

• What actions will you take to pressure your targets
• How will you educate the public and gain more supporters
Petitions, Letter writing
Educational Events

Movie screening, panel discussion, tabling events, canvassing

Don’t be surprised if the opposition shows up
Negotiations

- Talking with the other side
- Willing seller?
- Mitigation for another project?
- Compromise?

- Make sure you have decision-making process in place
- Make sure you have the right people at the table
- Legal representation
Protests
Testify at Hearings
The Save the Montebello Hills Task Force and the Sierra Club endorse Frank Gomez for Montebello City Council

Vote on Nov. 3rd for
Frank Gomez

With your help, he will work hard for you and for the City of Montebello
For Clean Air
More Parks and Open Space
Happy and Healthy Children and Residents
Surveys and scientific studies
Legal

- Establish standing in the administrative record
- Comment on NOPs, EIRs, etc.
- Testify at hearings
- Letters to decision makers, county planning,
- Everything else you’re learning today and at previous trainings
Outings
Press Conferences
Campaign Planning Matrix

Benefits

• Reassess yearly or as issues change
• More organized campaign plan
• Clear and concise goals
• Anticipate resource needs for the year
  – volunteers, funding, media
Resources

• Grassroots Organizing Training Manual
  http://clubhouse.sierraclub.org/training/programs/grassroots-organizing/default.aspx

• Planning matrix training and assistance by Sierra Club conservation coordinator staff

• Midwest Training Academy
Thank you

Jennifer Robinson
Sierra Club Angeles Chapter
Conservation Coordinator

jennifer.robinson@sierraclub.org
(213)387-4287 x204