About Food & Water Watch

Food & Water Watch works to ensure the food, water and fish we consume is safe, accessible and sustainably produced. So we can all enjoy and trust in what we eat and drink, we help people take charge of where their food comes from, keep clean, affordable, public tap water flowing freely to our homes, protect the environmental quality of oceans, force government to do its job protecting citizens, and educate about the importance of keeping shared resources under public control.

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We’re up against a lot. Powerful special interests are influencing policies that affect our most essential resources, our health, and our environment. The good news is: **we have the tools to fight back.**

Our opponents will always have more money than we do. But we have the power to harness the energy of single person who cares about safe food and clean water. Our job as organizers, community activists, volunteers, and engaged citizens is to turn our concerns into meaningful collective action that translates to real change. This manual will empower you to do just that.

Here are the resources you have at your fingertips:

**Section 1: Developing Your Strategy**

- Know Your Target: Power Mapping
  - How-to: Power Map Your target
    - Exercise: Power Mapping Worksheet
- Strategy
  - How-to: Develop Your Strategy
    - Exercise: Strategy Scenario

**Section 2: Campaign Planning**

- Planning Basics
  - How-to: Plan Your Campaign
    - Exercise: Fill in Your campaign Plan
- Sample Plans
  - Plan a Recruitment Drive
  - Organize a Call-in Day

**Section 3: Recruitment**

- Recruitment Planning
  - How-to: Plan a Recruitment Drive
    - Exercise: 4-week Kick-off Meeting Plan
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Section 1: Developing Your Strategy

The first step to launching a successful campaign is developing a solid game plan. If we could simply ask for what we want, we wouldn’t need to organize. Your goal is to build power to change the self-interest of your decision maker so that they give you what you want. In other words, you make it so that siding with your campaign is the easiest (or least painful) decision for them to make. Your strategy is the theory for how you will do that, and win.

This section will walk you through the key elements to developing a solid strategy, starting by setting an appropriate goal, and then deciding the most effective way to influence those who have the power to give you what you want.

In this section:

- Know Your Target: Power Mapping
  - How-to: Power Map Your Target
    - Exercise: Power Mapping Worksheet
- Strategy
  - How-to: Develop Your Strategy
    - Exercise: Strategy Scenario
How-to: Power Map Your Target

Goal
Before launching a campaign, decide on a specific goal and research how to get what you want.

Best Practices

- Set your goal **first**.
  - Your goal should be concrete and specific.
    - E.g. “Ban fracking in Maryland in 2013”
  - You need to know exactly what you want so you can figure out who can give it to you.

- Do your research
  - Knowing who and what can influence your decision maker will take time, but it’s a critical piece to running an effective campaign

How-to

1) Once you’ve decided on your campaign goal, find out who can give you what you want.

   - This decision maker is your **target**.
     - Your target should be an individual (not a group of people).
     - If you’re running a local or state-level campaign, you may need to research several potential targets in a decision-making body (such as the city council).
       - Figure out how many votes you need to get on your side, and decide the most likely swing votes you can influence.

2) Research your target (or targets). Questions to start with:

   - Who is your target?
     - What do they care about?
       - What is their public image?
       - Do they donate to any causes?
     - What is their record on issues related to your goal?
     - Are they on social media?

   - Who or what can influence your target?
     - Who are their key constituencies?
     - If they’re an elected official, who are their donors?
     - Do they have any key personal connections or organizational affiliations?
     - What are the main sources of media in their area?
Who else is influential to their constituencies?

3) Assess your strengths
   • What resources do you have?
   • Where is your power?
   • How can you influence those that influence your target?
   • Who are your opponents and what resources/influence do they have over your target?
Exercise: Power Mapping Worksheet

**Target:**
Phone:  
Email:  
Office:  
Staff contact:  

**Lay of the Land**
- **Geography**
  - What area does the target cover?  
  - Major cities:  
  - Colleges (and any key contacts):  
- **Demographics**
  - Who are the voters?  
- **Political considerations**
  - Is the target up for re-election?  
  - Who is the challenger and is it going to be a tough race?  
  - Does this target have larger political ambitions (running for higher office)?

**Issues**
- What is the target’s record on related issues?  
  - List vote history (if available):

**Media**
- **Major Newspapers:**
  - Have the newspapers (staff and ed board) written anything on the issue?  
- What reporters should we build relationships with/provide information to?  
- Does the target have a social media presence (include links)
Sphere of Influence
• Who are the powerful people in the area (grasstops)?

• What allies do we have in the area?

• Who does the target have relationships with?

Main Interest Groups
• Who or what influences this decision maker?
  
  o Campaign Contributors [http://www.opensecrets.org/]:
  
  o Do they contribute to any causes?

• Which, if any, of the powerful people/grasstops do we have access to?

• What other resources do we have that we could leverage?

Messaging
• What messaging will work best?

• Who is the best messenger?

• What messaging should we avoid?

Opposition
• Who opposes us?
  
  o What resources do they have?
  
  o What is their relationship to the target?
  
  o Expected tactics/strengths:

Other
• Are there events scheduled, or that we can create that could help us have better access with the key players or the target?
How-to: Develop Your Strategy to Win

Goal
Decide on a strategy and tactics to win your campaign.

Best Practices
• Define your strategy as your theory for how you will win.
  o Be careful not to confuse your strategy with your tactics, which are the specific actions you’ll take to advance your campaign.
• Stick to it
  o The tone of your campaign and every tactic you choose should fit your strategy.
  o Before taking an action, assess whether it gets you closer to your goal.

How-to
1) Before choosing your strategy, make sure you have:
   • A goal for your campaign
     o A good goal is measurable and within a set timeframe.
       ▪ You should be able to tell whether you won or lost at the end of the campaign.
     • A power map for your target (or targets)

2) Decide on your strategy (your theory of how you’ll convince your target to give you what you want)
   • Common strategies:
     o Champion strategy
       ▪ Your target agrees with you, but you need to encourage them to act. You want to keep them on your side, and convince them that doing what you want will be a positive move for them.
     o Cover strategy
       ▪ Your target would likely agree with you, but they don’t feel supported by their constituencies to do the right thing. You need to give them cover by showing them that supporting your campaign will not be a negative move for them.
     o Pressure strategy
       ▪ As it stands, it is not in your target’s self-interest to give you what you want. You need to demonstrate that there will be consequences if they ignore you (i.e. negative press, a loss of votes, or a lack of support
from constituencies they care about). Tip: you might start with a different strategy but decide that you need to escalate to pressure if you aren’t making progress with your target.

• Use this box to help you choose the appropriate strategy for your campaign:

<table>
<thead>
<tr>
<th>Strategy Box</th>
<th>Constituents are with you</th>
<th>Constituents are not with you</th>
</tr>
</thead>
<tbody>
<tr>
<td>Target is with you</td>
<td>Champion</td>
<td>Cover</td>
</tr>
<tr>
<td>Target is not with you</td>
<td>Pressure</td>
<td>(Re-assess goal)</td>
</tr>
</tbody>
</table>

3) Brainstorm appropriate tactics

• Think about what sort of power you need to demonstrate to influence your target
  o Which tactics fit your strategy?
    ▪ Champion – use tactics that build your relationship and give them positive reinforcement.
    ▪ Cover – use tactics that make them feel supported by their constituents.
    ▪ Pressure – use tactics that make them feel like their job is on the line if they don’t give you what you want.

<table>
<thead>
<tr>
<th>Sample Tactics</th>
<th>Champion Strategy</th>
<th>Cover Strategy</th>
<th>Pressure Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collecting petitions or handwritten letters</td>
<td>x</td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>Getting LTEs printed in the local paper</td>
<td>x</td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>Generating sign-ons to a coalition letter</td>
<td>x</td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>Inviting your target to your town-hall meeting</td>
<td>x</td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>Inviting your target to speak at your press event</td>
<td>x</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Flooding your target with phone calls</td>
<td></td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Calling your target out in the media</td>
<td></td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>Holding a sit-in or other visibility event in front of your target’s office</td>
<td></td>
<td></td>
<td>x</td>
</tr>
</tbody>
</table>

4) Fill out a strategy chart to layout a roadmap for your campaign (See Midwest Academy Strategy Chart in appendix):
Training: Strategy Scenario

Objective
Use this scenario to practice developing a strategy for a local campaign.

Instructions
In this scenario, you’re getting ready to launch a campaign to save your neighborhood library. First decide which city council member(s) to target and come up with a strategy to convince your target(s) to vote against the library closings. There are no right or wrong answers, but there are some approaches that would work better than others.

Scenario
The City of Garfield (population 100,000) has been working on alleviating a huge budget deficit by cutting back on certain municipal services. For weeks, the City Council has been deliberating on shutting down four public libraries around the city, including the Mitch Jones Library in your neighborhood called Riley. City Council is having a final vote on whether to close down the libraries in 2 months.

You are part of the Riley Neighborhood Association, which is opposed to closing down Mitch Jones library. Your group is opposed because many residents in Riley rely on the library for books for their children and Internet access. The neighborhood does not have many other public services. The Riley Neighborhood, which has been around for 5 years, is composed of 75 families. Only 20 people are active members who come to the regular monthly meetings and consistently support the organization.

The Riley neighborhood itself is becoming gentrified – that is, more affluent individuals and businesses serving them are moving in to what used to be a mostly lower-middle class community. Many of the original inhabitants live in single-family homes or Section 8 (government subsidized) apartment complexes. Since the installation of a subway stop in 2007 the demographics of the neighborhood has changed. Two new high-rise condos were erected next to the subway stop and a few high-end retail stores have replaced local businesses on the main street of Riley.

In the past, your neighborhood association has worked on keeping the neighborhood clean and safe by doing trash cleanup days and working with the local high school to provide afterschool programs to keep kids off the streets. Your members have been concerned about the gentrification but have mixed feelings on it. Some thought that having more affluent residents would reduce crime while others see it as destroying a tight nit community. They are all opposed, however, to the closing of the Mitch Jones Library.
Stylin’ Life Condos has been putting pressure on Council member Elderhoff to close the Mitch Jones library and has expressed interest in buying the land to put in a new high rise.

One of your association members attends the five-member City Council meetings regularly and has found out that: 2 council members completely favor shutting down the four libraries to cut costs; 1 council member has stated that she is opposed to closing the libraries; and 2 council members – including your council member – are on the fence.

The City of Garfield itself has long been an industrial city with a railroad line that mostly serves the 5th district where 9 steel and plastic related factories export. These factories employ almost 30% of the city’s population. The adjacent District 4 is the least densely populated area because it houses a huge train depot that serves the factories. A few groups, in fact, have been working in the mostly working class neighborhoods in the area to reduce crime in and around this train depot. In the last five years, a burgeoning downtown area has also sprung up in District 1 and many new faces to Riley have been buying condos in Districts 1 and 4. District 2 is a residential area with the largest population in Riley. It has mostly upper middle class residents who own their homes. A large city park is located in District 2 that is frequented by residents from all over the city.

**Council members:**

**District 1:** Jump McDonald — Republican, in favor. Jump grew up in a single-family home in district 3, where his parents still live.

**District 2:** Ignatius Figdom — Republican, in favor. Ignatius is a former Springfield Library trustee.

**District 3:** Gregory Elderhoff — Democrat, undecided. Gregory is up for re-election in six months. He has three young kids who use the library and his old college buddy is the CEO of Stylin’ Life Condos.

**District 4:** Jaskon Straights — Republican, undecided. Jackson is a former real estate agent. He’s been pushing for redevelopment in his district, but hasn’t been successful in attracting any new housing projects.

**District 5:** Tiana Kreighton — Democrat, opposed. Tiana has a degree in library sciences and is also up for re-election in six months. It’s widely known that she is planning to run for mayor after her next term.
City Map:
Develop your strategy and tactics:

Goal: Keep Mitch Jones Library open.

1. Which council member will be your primary target? Why?

2. What’s going to influence them?

3. What type of strategy will be effective? (Champion, Cover, or Pressure?)

4. Who are your allies? Who are your opponents?

5. What tactics will your group use to influence your target?
Section 2: Campaign Planning

A strong plan is essential to running a successful campaign. Your plan is the roadmap you derive from your strategy. It allows you to stay on track, evaluate your progress along the way, and if your campaign isn’t successful, it allows you to go back to the drawing board and start again with an even stronger approach.

This section will cover the principles of good campaign planning, walk you through how to plan your campaign, and provide sample plans for several key campaign tactics.

In this section:

- Planning Basics
  - How-to: Plan Your Campaign
    - Exercise: Fill in Your Campaign Plan
- Sample Plans
  - Plan a Recruitment Drive
  - Organize a Call-in Day
  - Pass a Local Resolution
  - Plan an Event
How-to: Plan Your Campaign

Goal
Execute an effective campaign by developing a solid roadmap to win.

Best Practices
- Decide on a clear goal in a specific timeline
  - The more specific the better
- Set numeric goals
- Set priorities
  - Your priorities are the things that need to get done to move your campaign forward.
    - Not to be confused with your to-do list, which may include items that are urgent, but not crucially important to the success of your campaign.
- Evaluate your progress
  - Benchmarks are only helpful if you use them. Revisit your plan often (at least every week).

How-to

1) Anatomy of a plan

<table>
<thead>
<tr>
<th>Realms</th>
<th>January</th>
<th>February</th>
<th>March</th>
<th>April</th>
<th>GOALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grassroots Pressure</td>
<td>Wholesale recruit for kick-off meeting</td>
<td>Flyering (2 flyers)</td>
<td>100 petitions</td>
<td>100 petitions</td>
<td>100 petitions</td>
</tr>
<tr>
<td>Recruitment/Leadership</td>
<td>Recruiting volunteers (4 hrs/ 100 flyers)</td>
<td>One-on-one w/ potential leaders</td>
<td>Volunteering (4 hrs)</td>
<td>5 volunteers recruited</td>
<td>2 leaders</td>
</tr>
<tr>
<td>Development</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Events</td>
<td>Campaign kick-off mtg</td>
<td>10 attendees</td>
<td>Visibility event</td>
<td>30 attendees</td>
<td>Meet with target</td>
</tr>
<tr>
<td>Coalition building</td>
<td>Coalition outreach</td>
<td>20 groups contacted</td>
<td>Coalition outreach</td>
<td>20 groups contacted</td>
<td>10 coalition sign-ons, 3 attend meeting with target</td>
</tr>
<tr>
<td>Media</td>
<td>Media event</td>
<td>3 media hits</td>
<td>Outreach to paper (LTs)</td>
<td>10 letters submitted</td>
<td>1 press event; 3 media hits; 2 letters to the editor printed</td>
</tr>
</tbody>
</table>

Priorities
1) Plan/strategize
2) Set time/location for kick-off meeting
3) Start wholesale recruitment
4) Plan for next phase

Timeline

Benchmarks

Goals for each realm

Priorities

Campaign Realms
• Timeline (First row)
  o The timeframe you’ve set to achieve your goal (or this phase of your goal)
• Campaign Realms (Left-hand column)
  o The different areas of focus on your campaign
  o Common realms:
    ▪ Grassroots pressure
    ▪ Recruitment and Leadership Development
    ▪ Events
    ▪ Coalition Building
    ▪ Media
• Goals (Right-hand column)
  o Topline campaign goal
  o Quantifiable goals for each realm
• Benchmarks (Columns in each month)
  o These are the goals for each realm broken down month-to-month (or week-to-week, depending on the timeline)
• Priorities
  o Set for each month (or week), these keep you focused on the most important aspects of the campaign

2) Set goals
• What key tactics will you use to influence your target?
  o How many signatures do you need?
  o How many phone calls will you generate?
  o What sort of media coverage do you need?
• Set high goals but make sure they’re achievable, given your resources

3) Fill in your plan and set benchmarks
• Work backwards to fill in the details
  o If you know you want 300 petition signatures in four months, how many will you need halfway through?
• Re-evaluate as you plan
  o If you have too much to do in Month 2, consider re-prioritizing to shift things around
  o **Tip:** Focus on recruitment early on, so you have more people working with you as you move forward

4) Use it!
• Don’t forget to revisit your plan and make adjustments as needed to keep you on track to hit your goals.
### Exercise: Plan Your Campaign

<table>
<thead>
<tr>
<th>Target:</th>
<th>Strategy:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Realms</td>
<td>Month 1</td>
</tr>
<tr>
<td></td>
<td>Activity</td>
</tr>
<tr>
<td>Recruitment</td>
<td></td>
</tr>
<tr>
<td>Grassroots Pressure</td>
<td></td>
</tr>
<tr>
<td>Leadership Development</td>
<td></td>
</tr>
<tr>
<td>Media</td>
<td></td>
</tr>
<tr>
<td>Events</td>
<td></td>
</tr>
<tr>
<td>Coalition building</td>
<td></td>
</tr>
<tr>
<td>Admin/Planning</td>
<td></td>
</tr>
</tbody>
</table>

#### GOALS Campaign Goal:

#### Priorities

1. 1
2. 1
3. 1

#### Planning Steps:

1. Fill in your campaign goal, target, and strategy
2. Set goals for each realm that will influence your target
3. Work backwards to fill in benchmarks
4. Set priorities to keep you on track
5. Revisit your plan regularly and adjust as needed
<table>
<thead>
<tr>
<th>Recruitment Drive Plan</th>
<th>Week 1</th>
<th>Week 2</th>
<th>Week 3</th>
<th>Week 4</th>
<th>GOALS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Realms</strong></td>
<td>Activity</td>
<td>Benchmark</td>
<td>Activity</td>
<td>Benchmark</td>
<td>Activity</td>
</tr>
<tr>
<td>Kick-off Meeting</td>
<td>Find KOM location</td>
<td>(Set date and time)</td>
<td>Line up volunteers</td>
<td>(2-3 core vols)</td>
<td>Confirm vols and location</td>
</tr>
<tr>
<td>Petitioning</td>
<td>Write script, start collecting signatures</td>
<td>50 signatures</td>
<td>Collect signatures</td>
<td>100 signatures (2 vols)</td>
<td>Collect signatures</td>
</tr>
<tr>
<td>Phonebanking</td>
<td>Write script, call petition signers (recruit vols)</td>
<td>25 contacts</td>
<td>Phonebank signers (recruit vols)</td>
<td>25 contacts</td>
<td>Phonebank signers (to attend KOM)</td>
</tr>
<tr>
<td>Group Outreach (coalitions)</td>
<td>Build list of groups to contact</td>
<td>List of 25+ groups</td>
<td>Group outreach</td>
<td>10 groups contacted; 5 yeses to help recruit to KOM</td>
<td>Group outreach</td>
</tr>
<tr>
<td>Visibility</td>
<td>Create flyers for KOM</td>
<td></td>
<td>Flyering</td>
<td>100 Flyers up</td>
<td>Flyering</td>
</tr>
<tr>
<td>Admin/Planning</td>
<td>Check-in on plan Databasing</td>
<td>Weekly priorities covered?</td>
<td>Check-in on plan Databasing</td>
<td>Weekly priorities covered?</td>
<td>Check-in on plan Databasing</td>
</tr>
<tr>
<td><strong>Priorities</strong></td>
<td>1) Set KOM date, time, location</td>
<td>1) Petitioning (100 signatures)</td>
<td>1) Petitioning (200 signatures)</td>
<td>1) Finalize KOM agenda</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2) Build list of groups to reach out to</td>
<td>2) Phonebanking (3 volunteers recruited)</td>
<td>2) Phonebanking (20 yeses to KOM)</td>
<td>2) Phonebanking (20 yeses to KOM)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3) Write scripts for petitioning and phonebanking</td>
<td>3) Group outreach (5 yeses to help recruit)</td>
<td>3) Prep vols for KOM</td>
<td>3) Flyering near KOM location</td>
<td></td>
</tr>
</tbody>
</table>
## Sample Plan: Organize a Call-in Day

<table>
<thead>
<tr>
<th>Week 1</th>
<th>Activity</th>
<th>Benchmark</th>
<th>Grasroots</th>
<th>Event Planning</th>
<th>Coalition Support</th>
<th>Admin/Planning</th>
<th>Priorities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Day 1</td>
<td>Initial volunteer outreach</td>
<td>20 new volunteers trained</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Day 2</td>
<td>Confirm local media interest</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Day 3</td>
<td>Outreach to community groups</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Day 4</td>
<td>Confirm call to action script</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Day 5</td>
<td>Confirm call to action script</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Day 6</td>
<td>Confirm call to action script</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Day 7</td>
<td>Confirm call to action script</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Week 2</th>
<th>Activity</th>
<th>Benchmark</th>
<th>Grasroots</th>
<th>Event Planning</th>
<th>Coalition Support</th>
<th>Admin/Planning</th>
<th>Priorities</th>
</tr>
</thead>
<tbody>
<tr>
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</tbody>
</table>

| | GOALS | Activity | Benchmark | Grasroots | Event Planning | Coalition Support | Admin/Planning | Priorities |
|------------------|----------|------------|-----------|----------------|------------------|---------------|-----------|
| Week 1 | | 10 volunteers recruited | | | | | | |
| Week 2 | | 10 volunteers recruited | | | | | | |
| Week 3 | | 10 volunteers recruited | | | | | | |
| Week 4 | | 10 volunteers recruited | | | | | | |

| | Sample Plan: Organize a Call-in Day |
|------------------|------------------|------------------|------------------|------------------|------------------|---------------|-----------|
| | Calls to target | Outreach to target | Calls to target | Outreach to target | Calls to target | Outreach to target | Calls to target | Outreach to target |
| | | | | | | | | |

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**www.foodandwaterwatch.org**

1616 P St. NW, Washington, DC 20036
Section 3: Recruitment

The key ingredient in a people-powered movement is people. Recruitment is one of the most important aspects of grassroots organizing. Bringing in more people allows you to get more done and helps build the sustainable, long-term movement to protect our food and water. Plus, you’ll need broad support to achieve your goal.

This section will cover how to plan and execute a recruitment drive, review the basic recruitment skills that everyone in your group should know, and hold a kick-off meeting to ramp up your recruitment efforts.

In this section:

- Recruitment Planning
  - How-to: Plan a Recruitment Drive
    - Exercise: 4-week Kick-off Meeting Plan
- Recruitment Tactics
  - How-to: Collect Petitions
  - How-to: Phonebank
  - How-to: Hold a Kick-off Meeting
How-to: Plan a Recruitment Drive

Goal
Build sustainable grassroots power by planning a recruitment campaign.

Best Practices
- Set goals and benchmarks
  - Decide how many people you need in your group, or at an event you’re planning
  - Once you set a goal, work backwards to plan week-to-week
- Plan with recruitment in mind
  - Think about the total hours needed to get something done, but think in terms of people hours
    - i.e. if you plan for 10 hours of petitioning in one week to hit your recruitment goal, you can ask 5 people to petition for 2 hours each.
- Evaluate progress
  - Benchmarks are only helpful if you use them. Revisit your plan early and often.

How-to

1) Pick a date for a campaign kick-off meeting to recruit new volunteers to your campaign
   - Even if this isn’t the start of your campaign, a kick-off meeting is a great way to infuse new energy into your efforts.
     - Finalize the date, time and location early so you can start promoting your KOM.
       - It’s best to give yourself at least 4 weeks

2) Set a turnout goal. We suggest a goal of 20 people at your KOM.
   - How big do you want your group to be?
     - Overestimate – not everyone who joins the KOM will stay involved in your group.
   - How many people do you need to get things done?
     - Remember, if you’re not growing, you’re shrinking.

3) Do the math
   - Follow the Rule of Halves (or “organizer math”)
     - Not everyone who you recruit is going to show up – the best thing to do is plan accordingly.
     - If you want 20 people at your first meeting, you’ll need 40 “yeses.”
     - Example: Turnout goal = 20
       - Names you’ll need to start with = 160
People you’ll be able to contact = 80
People who will say yes = 40
People who will show = 20

Use the Recruitment Drive Planning Worksheet to figure out how many petitions, phonebanking contacts, and people hours you’ll need.

4) Brainstorm recruitment tactics – how will you reach people in your community?
   - Retail (personal, one-on-one tactics)
     - Petitioning
     - Event tabling
     - Phonebanking
     - One-on-one meetings
   - Wholesale (broadcasting to a large audience)
     - Listserv blasts
     - Group raps (presentations)
     - Social media
     - Flyering

5) Fill out your plan with week-to-week benchmarks.
   - If your goal is to have 20 people at a meeting in week 4, decide how many total petitioning hours you need to build your list to contact.
   - Work backwards to fill in the details, keeping in mind that you might be on your own the first week, but you should have more people working with you (so, more people hours) later on in the plan.
### Recruitment Drive Planning Worksheet - Kick-off Meeting (KOM)

Tips: plan in people hours, work backwards, use a pencil

<table>
<thead>
<tr>
<th>Planning steps:</th>
<th>Retail Recruitment Worksheet:</th>
<th>Sample Rates:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>KOM Turnout Goal =</td>
<td>Petitioning</td>
</tr>
<tr>
<td>1. Set a turnout goal for your campaign kick-off meeting (we suggest 20 people).</td>
<td>Yeses to KOM needed (if 50% will show) =</td>
<td>Phonebanking</td>
</tr>
<tr>
<td></td>
<td>Phonebanking contacts needed (if 50% will say yes) =</td>
<td>Yes/Turnout rate</td>
</tr>
<tr>
<td>2. Use the space on the right to do the &quot;organizer math&quot; and figure out how many petitions, phonebanking contacts, and yeses to your KOM you'll need to hit your turnout goal.</td>
<td>Phonebanking hours needed (at 3 yeses/hr) =</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Petitions with contact info needed (if you can contact 50%) =</td>
<td>Wholesale Recruitment:</td>
</tr>
<tr>
<td>3. Use the grid below to fill in your week-to-week plan. Start by filling in your goals on the right-hand side, then work backwards. Tip: Frontload petitioning towards the beginning to build your recruitment list.</td>
<td>Total petitions needed (if 80% have contact info) =</td>
<td>Coalition listserv blast goal =</td>
</tr>
<tr>
<td></td>
<td>Petitioning hrs needed (at 10/hr) =</td>
<td>Flyers goal (50 flyers/hr) =</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Realms</th>
<th>Week 1</th>
<th>Week 2</th>
<th>Week 3</th>
<th>Week 4</th>
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<tbody>
<tr>
<td>Kick-off Meeting</td>
<td></td>
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<td>20 people at campaign Kick-off meeting; 5 volunteers</td>
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<tr>
<td>Petitioning</td>
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<td></td>
<td>____ Hours; ____ Petitions</td>
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<tr>
<td>Phonebanking</td>
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<td></td>
<td>____ Hours; ____ Contacts</td>
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<td>Group Outreach</td>
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<td>____ Groups listserv blasts</td>
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<tr>
<td>Visibility</td>
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<td>____ Hours; ____ Flyers up</td>
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</table>

Exercise: Plan a Recruitment Drive
How-to: Collect Petitions

Goal
Collect petition signatures to build grassroots support for your campaign, influence your target, identify new potential volunteers, and educate your community.

Best Practices

• Set petitioning goals
  o Set a total petition goal for your campaign, and for each petitioning event.
  o Goals help your team stay on track and motivated.
• Spend time with the people who agree with you
  o Don’t waste time trying to convince someone who isn’t with you.
    ▪ While it may be tempting, remember that the goal is to identify people who support your campaign and give them an opportunity to take action.
• Use strong, concise language
  o Keep your message simple and to the point
  o Make your ask strong and confident
    ▪ e.g. “Will you sign a petition to ban fracking?” (vs. “Would you mind signing a petition to ban fracking?”)

How-to

1) Set goals
   • For your campaign
     o Decide how many signatures you’ll need to build enough grassroots pressure to influence your target.
       ▪ The more petitions you have, the more grassroots support you’ll be able to show, but make sure it’s a realistic goal.
     o Also consider how many petitions you’ll need to recruit the number of people you want in your group or at your next event (see “How-to: Plan a Recruitment Drive”).
   • For each event
     o Depending on where you’re petitioning, you can usually collect about 10 petitions an hour (more if you’re at a high-traffic event)
     o Figure out how many hours you’ll be petitioning, and set individual and team goals (if you’ll have more than one person there).
2) Get your petitioning materials ready

- The petition:
  o The first line should be addressed to your target
  o It should have a clear ask for what you want
  o Include these fields for contact info: name, email, address (at least zip code), phone, and a volunteer checkbox

### Let Me Decide: Make GE Labeling the Law

Dear Elected Official,

I urge you to pass legislation that would require genetically engineered (GE) foods to be labeled. GE foods have become pervasive, are largely untested and are potentially unsafe. I deserve the right to know whether or not the food I buy is genetically engineered. Just as labels list fat, sodium and sugar, labels should tell the buyer whether or not the product includes GE ingredients. Anything less is misleading and leaves consumers in the dark about the food they’re eating.

Thank you for your consideration.

<table>
<thead>
<tr>
<th>Name</th>
<th>Email</th>
<th>City, State, Zip</th>
<th>Phone</th>
<th>Volunteer</th>
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- The “rap” (or script):
  o Having a rap is helpful to make sure you and your volunteers stay on message and are giving every person the most compelling pitch to sign your petition every time.
  o Rap structure:
    1. The “hook”
       - “Can you sign a petition to protect our water?”
    2. Introduction
       - “Hi, my name is ____, and I’m a volunteer with Food & Water Watch. Thanks for stopping!”
    3. Context: briefly explain the problem, solution, and why we need their signature
       - “Fracking threatens our water because…”
       - “We’re fighting back by…”
       - “We need your signature to show ___(target)___ that he/she should ___(your campaign goal)___.
    4. Strong ask
       - “Will you sign the petition?”
    5. Thanks! Collect info, and make a plug to volunteer
       - “Thanks for signing! Definitely put down all your contact information and check the volunteer box to get more involved!”
3) Find people in your community
   • Most people are overwhelmingly in support of safe, healthy food and water. Your job is to turn that support into action.
     o Brainstorm where you can find people in your community:
       ▪ Farmers markets
       ▪ Community group meetings
       ▪ Churches
       ▪ On a street with high foot-traffic
       ▪ Tabling events (e.g. fairs and festivals)

4) Make the ask
   • Ask your personal network to sign
     o Think of co-workers, family, friends, etc. who would support your campaign.
   • Present your petition to community groups
     o Find groups that meet regularly in your community and ask for permission to make a short pitch at the beginning or end and pass your petition around.
   • Set up a table or stand with a clipboard
     o Find a high-traffic area and ask passersby to sign. You can find a public area (any sidewalk), or ask a local co-op, farmers market, or coffee shop for permission to set up near their entrance.
   • Go door-to-door
     o Ask your neighbors to show their support. This is particularly helpful if you want to show an elected official that you have grassroots support from a specific geographic area.

5) Database your petitions
   • Once you’ve started collecting signatures, database them into an excel file right away so you can start contacting signers.
     o Use a new column for each piece of information

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<th>G</th>
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<td>First Name</td>
<td>Last Name</td>
<td>Address</td>
<td>City</td>
<td>State</td>
<td>Zip</td>
<td>Email</td>
<td>Phone</td>
<td>Volunteer (1=yes)</td>
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6) Follow up with signers
   • Once someone has signed your petition, they’ve taken the first action to indicate that they support your campaign
     o These signers are potential volunteers and leaders on your campaign – it’s your job to give them the next action.
o Follow up with a phone call (or email if they didn’t give you their number)

o Plug them in to the next action right away
  ▪ Ask them to collect petitions with you
  ▪ Invite them to the next group meeting
  ▪ Brainstorm a list of all the other actions that can help support your efforts (See “Building a Group” and “Leadership Development” sections for more ideas).
How-to: Phonebank

Goal
Contact petition signers to get them more involved in your campaign.

Best Practices

• Set phonebanking goals
  o Making phone calls is the best way to contact someone once they sign a petition.
    ▪ It’s more personal than email and gives you calculable results.
  o Like petitioning, your group will be more focused and successful if you set goals for contacts and yeses while phonebanking.

• Brainstorm asks
  o Think about what you need people to do before you start calling.
  o Lead with the most important thing they can do, but be ready with a second ask. The key is to get them more involved at whatever level they can help. Some common asks:
    ▪ Come to your next meeting?
    ▪ Help collect more signatures?
    ▪ Make a phone call to your target?

• Don’t do it alone (if you can help it).
  o Phonebanking (a.k.a. funbanking) is way more fun with a buddy or two. Make it a group activity if you can.

• Smile while you dial!
  o You may not notice it, but if you smile while phonebanking, your friendliness comes through on the other end.

• Use phone ear glue.
  o You can’t buy it in a store, but it’ll help your phonebanking rates if you keep your phone to your ear as much as possible. Don’t take long breaks between calls – just long enough to track your conversations.

How-to

1) Set goals for your phonebank
  • How many yeses do you need?
    o Remember the rule of halves
      ▪ Half the people you contact will say yes to your ask
      ▪ Half the people who say yes will follow through
    o You can expect to contact about 10 people/hour
2) Get your phonebanking materials ready
   • The list:
     o If you’re calling with a group, make sure you have enough phone numbers for everyone to call (expect a rate of 10 contacts/hour).
       ▪ If you don’t have enough numbers – collect more petitions to get them!
       ▪ You should call everyone on your list, whether or not they checked the volunteer box, just make sure you take them off if they ask not to be contacted again.

   • The “rap” (or script):
     o Just like with petitioning, a phonebanking rap is important to have so that everyone is giving the most compelling pitch, especially for new volunteers.
     o Rap structure:
       6. Introduction
          - “Hi, is this_____? Hi! My name is______ and I’m a volunteer with Food & Water Watch!”
       7. Context: briefly explain the problem, solution, and why we need their support
          - “Fracking threatens our water because…”
          - “We’re fighting back by…”
          - “We’re building grassroots support in our community to show __(target)__ that he/she should _____(your campaign goal)______.
       8. Strong ask
          - “Can you come to our meeting tomorrow?”
       9. Thanks! Confirm details
          - “Great, we’re looking forward to seeing you at ___(date, time, location)________!”

3) Track your calls
   • Make sure everyone keeps good records while they phonebank.
     o Add columns onto your excel file for:
       ▪ Contacted?
         • Yes (Y), No (N), or Left Message (LM)
       ▪ Response
         • Yes, No, Maybe (to what you’re asking)
       ▪ Other notes
         • Is there other useful information you should remember about this person?
- e.g. they own a coffee shop, have a relationship to your target, are a member of the media, etc.
- Keep track of who you contacted, what they agreed to, and any notes, so you can refer back the next time you contact them.

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<th>C</th>
<th>D</th>
<th>E</th>
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<tbody>
<tr>
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<td>First Name</td>
<td>Phone</td>
<td>Contacted?</td>
<td>Coming to event?</td>
<td>Other notes?</td>
</tr>
<tr>
<td>2</td>
<td>Jerry</td>
<td>870-741-7150</td>
<td>N</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>MaryLou</td>
<td>482-921-9326</td>
<td>Y</td>
<td>Y</td>
<td>She can bring cookies</td>
</tr>
<tr>
<td>4</td>
<td>Deborah</td>
<td>360-840-5067</td>
<td>N</td>
<td></td>
<td></td>
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<tr>
<td>5</td>
<td>Linda</td>
<td>203 696-0806</td>
<td>LM</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Diane</td>
<td>561-846-0213</td>
<td>Y</td>
<td>N</td>
<td>Might be able to make the next meeting</td>
</tr>
</tbody>
</table>
How-to: Hold a Kick-off Meeting

Goal
Jumpstart your campaign or add new energy by holding a kick-off meeting to recruit new volunteers and focus your efforts.

Best Practices
- Have a solid campaign plan going into your kick-off meeting
  - Leave room for new members to add new ideas, but make sure you have a solid, strategic plan to make things happen. (See “Campaign Planning” section.)
    - A good plan will encourage new members to stay involved because they can see that their time is being well spent.
- Recruit as you go
  - You’ll need volunteers to help you execute a successful kick-off meeting. Try to recruit a core group of at least 3 people to help early on.
- Follow-up is key
  - Recruitment doesn’t stop at the kick-off meeting. Make sure you have ongoing actions planned to plug meeting attendees into right away.

How-to

1) Set a turnout goal
   - We suggest 20 attendees at your KOM
     - Rule of halves
       - You’ll need twice as many “yeses” to attend your event to hit your turnout goal (= 40 yeses, in this case).
     - Set goals for the number of petitions you’ll need to collect and phonebanking contacts you’ll need to make (use the “4-wk Kick-off Meeting Plan” exercise)
       - Brainstorm all the different ways you’ll get the word out (like listserv blasts, flyering, social media, and other wholesale tactics), but keep in mind that you have the most control over personal, one-on-one interactions like petitioning and phonebanking to hit your turnout goal – so these should be your primary focus.

2) Logistics
   - Set a date and time
     - We suggest planning 4 weeks out to give you enough time to recruit
• Find a location
  o Some ideas:
    ▪ Local library
    ▪ Community center
    ▪ You or a group member’s home
  o Make sure the room holds the number of people you’re trying to recruit to be at the meeting, and fits your needs (not too loud, doesn’t cost money, etc.)
  o Reserve the space or confirm that you have permission to be there for as long as you need (plan for 1-1.5 hours).

3) Make a plan (see the sample “Recruitment Drive” plan under the “Campaign Planning” section). Follow these priorities for each week:
   • 4 weeks out (Week 1):
     o Set your meeting date, time, and location
     o Focus on petitioning to build a list of people to recruit
       ▪ Start phonebanking petition signers to recruit volunteers to help with petitioning right away
     o Start building a list of groups in the community you can reach out to for help recruiting to your event
   • 3 weeks out (Week 2):
     o Keep petitioning to build your list
     o Continue phonebanking to recruit volunteers
     o Reach out to groups to start building relationships and ask for their help in recruiting for your event
   • 2 weeks out (Week 3):
     o Keep petitioning (with more volunteers)
     o Start phonebanking to recruit to your KOM (not just volunteers)
     o Start prepping volunteers for the KOM
   • 1 week out (Week 4):
     o Finalize your KOM agenda
     o Final phonebanking push to recruit and remind attendees
     o Flyering push (focus on the area around the KOM location)

4) Meeting prep
   • A good meeting starts with a well-planned agenda that will propel your group to stay involved and take action after the meeting. Here’s a sample (for a 1.5-hr meeting):
     o Welcome and Introductions (10 minutes)
       ▪ Have everyone say their name and an intro/ice-breaker question (e.g. Why do you care about safe food?)
     o Campaign overview (10 minutes)
- Start with the big-picture context around the issue you’re working on.
  - You can’t assume everyone knows why fracking, for example, is a problem, and giving that context will help inspire new recruits to stay involved in an important cause.
- Once you give the big-picture context, drill down to your local campaign and what you’re trying to accomplish.
  - Review campaign realms and goals (10 minutes)
    - Provide context for how each realm is key to the success of the overall effort.
  - Breakout groups (30 minutes)
    - Decide which realms you want to focus on, and set goals for each breakout group to brainstorm around. For example:
      - Grassroots pressure
        - How do we reach 500 signatures?
      - Coalitions
        - What groups will make our coalition most powerful?
      - Media
        - How can we raise the profile of our issue in the local media?
  - Report back to the large group (20 minutes)
    - Have each group choose someone to report back on what was discussed in their breakout.
  - Wrap-up and next action (10 minutes)
    - Leave some time for questions people might have, but do your best to keep the meeting on time.
    - Always have a follow-up action ready to announce at the end of any meeting
      - In this case, it might be the next regular group meeting.
- Assign roles
  - Try to have as many people involved in running the meeting as possible.
  - Prep a core group member (or someone who has volunteered before) to facilitate each breakout group.
- Make a checklist:
  - To-do:
    - Confirm KOM location
    - Prep breakout group leaders
5) Running the meeting
   • Stay on time
     o We all lead busy lives. Respect everyone’s time so that new recruits will be more likely to keep coming back. (See “How-to: Run Effective Meetings.”)
     o Start a “parking lot” of questions/concerns that can be addressed at a later point to help keep things on track.
   • Assign someone take notes during the meeting, and in each breakout group.
     o Ideally, this should be someone else other than the group leaders
   • Allow space for new, creative ideas, but remember that you’re the one with the plan.
     o Try to keep discussions focused around how you’ll execute your plan, not coming up with a long list of other things the group can do.

6) Make a follow-up plan
   • Having a next action to plug new recruits into right away is key to making sure that you keep the forward momentum going
     o Make sure the details for your group’s next action planned ahead of time. This can be:
       ▪ Petitioning at the farmers market
       ▪ The next group meeting
       ▪ A special campaign action
     o Have attendees sign up to help with the next set of actions and call to confirm afterward
Section 4: Building a Group

Recruitment doesn’t stop once you get someone through the door. In order to build a sustainable movement to protect our food and water, we need trained groups of engaged activists in every community. A group of citizens working together toward a common goal is more powerful, more effective, and more fun than doing it alone.

This section will cover best practices on building a group and keeping it growing, developing a structure for your group and creating roles for new people, and how to run productive meetings in order to keep members engaged and focused on achieving your campaign goals.

In this section:

• Building a Group
  o How-to: Build and Maintain a Group
• Ongoing Recruitment
  o How-to: Develop Group Structure
    ▪ Training: Role-play Pitching a Role
    ▪ Sample Campaign Role Descriptions
      • Grassroots Pressure Coordinator
      • Recruitment Coordinator
      • Media Coordinator
      • Coalitions Coordinator
      • Events Coordinator
• Facilitating Effective Meetings
  o How-to: Plan and Run Effective Meetings
How-to: Build and Maintain a Group

Goal
Build a sustainable core group to help execute your plan and win your campaign.

Best Practices

• Build recruitment into your campaign plan
  o Before you start building a group, make sure you have a plan. People want to be a part of a successful effort. (See “Section 2: Campaign Planning”)
    ▪ Without defining your roadmap to win, you’ll have a hard time recruiting new members to help.
  o Ongoing recruitment should be a key component to your campaign
    ▪ Your plan should also reflect your recruitment goals.
      • Plan for more people to be involved several weeks down the road, who can help you get more done.

• Cast a wide net
  o Spread your recruitment message far and wide and think about the most compelling way to reach out to different audiences.
    ▪ What’s the best way to message your campaign to environmentalists? College students? Co-op shoppers?

• Create a welcoming atmosphere
  o Make space for new members to take on more responsibility and ownership of the campaign.

• Always be recruiting
  o If you’re not growing, you’re shrinking!
  o Keep ongoing recruitment a key piece of your campaign plan.

• Be ready with the next ask
  o The main reason someone doesn’t get involved is because they weren’t asked. Always be ready with the next thing someone can do.
    ▪ For example, if someone signs your petition and is really excited about what you’re doing, ask if they can stick around and help collect more or come to your next group meeting.
How-to

1) Find potential group members
   • Anyone who is supportive of your campaign is a potential new recruit. Brainstorm where to find those people (Tip: most people are with us; it’s our job to find them and make the ask)
     o Your personal network
       ▪ Chances are, if you care about it, so do the people you’re close to.
     o Other groups
       ▪ Whether or not they work on similar issues, it’s likely that people who are already active in your community might also be interested in what you’re doing.
     o Strangers
       ▪ Everyone cares about safe food and clean water. Petitioning in a high-traffic area is a great way to broaden your network and meet new people.
         • Especially if you petition at places where the people you find are typically supportive, like a farmers market.

2) Once you’ve identified who to reach out to, the first ask is to sign your petition. (See “How-to: Collect Petitions”)
   • While generating grassroots support for your campaign, you’re also collecting contact information and building a list to recruit from.

3) Follow up with a phonebank
   • Collecting petitions is just the first step. You should try to follow up with every petition signer, whether or not they check the “volunteer” box. (Just be sure to remove their number if they ask not to be called again)
     o Often, people don’t check the box only because they don’t know what they’re signing up for until you call them.
   • Call every petition signer who you have a number for, and invite them to the next meeting or action.
     o Call as soon as possible – ideally, less than 2 days after they signed the petition.
   • You can email anyone who only gave an email address, but don’t add anyone to a mass email list unless you have their permission.

4) Organize a campaign kick-off meeting
   • Whether you’re starting a new campaign or want to infuse your existing group with new energy and ideas, a kick-off meeting will help you bring in new people.
• Set a date, time and location and start recruiting. (See “How-to: Hold a kick-off meeting”)
• Your kick-off meeting should provide context for your campaign and create working groups to focus on different realms of the campaign.

5) Hold regular group meetings
• To keep your group’s momentum going, meet regularly to check in on campaign activities and stay on track.
  o Decide on the frequency of meetings that makes sense for your group. We suggest meeting every other week.
• Depending on the size of your group, you may decide to have working groups meet more often (weekly or bi-weekly), with full group meetings to check in on everyone’s projects less often (once a month).
• Don’t meet for the sake of meeting
  o Make sure every meeting you hold has a focus.
    ▪ There should always be a campaign action or training component to each meeting.
    ▪ Always have the next step planned to keep the forward momentum going.
• Good meetings are key to keeping people involved in the group. (See “How-to: Plan and Run Effective Meetings”)
• Try to have at least 1 or 2 new recruits at each meeting (if you’re not growing, you’re shrinking!)

6) Focus on trainings and creating space for leadership
• The key to building a sustainable group is everything that happens after you get someone in the door. (See “Section 5: Leadership Development”)
  o Make a plan for new volunteer recruits to give them the skills to take on more responsibility in the group.
  o Creating leadership roles on your campaign will build your capacity to get more done while establishing a base of group members ready to take more on if someone drops out.

7) Give the campaign away
• Your group may start with just you, or a core group of a handful of people, but the goal of recruitment is to bring in more people to get the job done – don’t be afraid to give pieces of the campaign away to new leaders.
• The more people who are taking on more responsibility, the more effective and sustainable your group will be over the long term.
How-to: Develop Group Structure

Goal
Create a functional structure that works to keep your group growing and your campaign moving forward.

Best Practices
- Create a structure for your group to help divide responsibility and keep you on track to hitting your goals.
- Find a balance of power that works for your group.
  - But don’t let the process get in the way of your progress.
- Promote volunteers to take on more leadership in the group, and create space for new volunteers to fill roles that fit your group needs.

How-to

1) Before launching your campaign and recruitment drive, decide what your group structure will look like and how you’ll make decisions.
   - We suggest this general structure:
     - 2-3 Co-coordinators – leading the group
       - Group Coordinators check in with a FWW organizer
     - 3-6 Realms Coordinators – leading each campaign realm
       - Realms Coordinators check in with Group Coordinators
     - 10+ Group members – join one or more realm teams
       - Realms Coordinators organize efforts of group members
   - This proposed structure has 3 levels. Add as many levels of leadership as you need to create roles for new group members.
     - There’s always more to do. It’s your job to create opportunities for your group members to take more on.
2) Plan for, and train your leadership
   • In order to build the kind of movement we need to win against powerful special interests, we need more trained and engaged citizens on the front lines. (See “Section 5: Leadership Development”)
     o Create a plan for each new group member:
       ▪ Find out what motivated them to join the group
       ▪ Identify their strengths and interests in the campaign
       ▪ As they demonstrate more commitment, give them more responsibility
   • Look for opportunities to provide training (See “How-to: Train Volunteers” under Leadership Development)
     o At group meetings
     o Before a campaign action (e.g. petitioning or phonebanking)
     o Anytime!
       ▪ Ask yourself – Do I need to be doing this alone or can I be teaching someone while I do it?

3) Incorporate accountability
   • Our work to protect our most essential resources is important – it should be taken seriously. (See “How-to: Hold Volunteers Accountable” under Leadership Development)
     o If things don’t happen as planned, ask questions to find out why so you can plan better the next time.
     o Maintain standards for your group so that everyone knows that their involvement is important to the success of the campaign.
Training: Role-play Pitching a Role

Training should build skills and confidence.
Follow these 3 steps: Simple, Sample, Practice

30 minutes

Objective
Practice pitching a volunteer to take on more leadership in the group.

(5 min)

Preview principles
- Prepare
  o Write an agenda for your pitch (include context around the role and why that person will be a good fit)
- Listen
  o Ask questions to learn more about the volunteer you’re pitching (make the conversation 50/50)
- Make a strong ask
  o And plan out next steps right away

Training:

(5 min)

1) Plan out an agenda
   - Connect
   - Context (Issue → Campaign → Realm → Role → Why they’re right for it)
   - Ask (Use strong language – “Will you…”?)
   - Follow-up plan (What are the next steps?)

(15 min)

2) Role-play
   - Depending on the size of the group — either pair off, break into groups of 3, or have everyone practice one at a time
   - Before each role-play, imagine who you’ll be pitching:
     • Who are they?
     • What have they done so far?
     • What role are you pitching?
   - Give feedback after each roleplay, both positive and negative (but remember, this is about building confidence — pick one thing to work on that will help the most).
     o Here’s a checklist of the key feedback to keep in mind:
       ▪ Was it conversational?
       ▪ Did they give enough context around the campaign, the role, and why they’re the right fit?
       ▪ Are they listening (50/50)?
       ▪ Did they learn about the volunteer?
       ▪ Did they use strong language when making the ask?
- Is there a solid follow-up/training plan?
  - If there’s time, have everyone go again
    - The best way to learn is to practice and improve on what you didn’t get right the first time

(5 min)

3) Wrap-up
   - Re-cap main principles
   - Go around and share what everyone learned
Coalitions Coordinator

Food & Water Watch volunteers play a critical role in fighting for our essential resources by leading the charge against the powerful special interests looking to profit at the expense of our health and environment.

A strong coalition represents a diverse base of support united under a common goal. The broader the coalition, and the more constituents represented, the stronger the message we’ll be able to send to decision makers. Building a coalition is just the first step. Coordinating coalition support and organizing joint activities can be challenging, but can turn your campaign into a broad-based force to be reckoned with.

The Coalitions Coordinator will support the campaign in the following ways:

- Coordinating outreach to new potential coalition partners
- Training volunteers working to build coalition support
- Keeping the group focused on hitting coalition building goals
- Reporting to the group on coalition goals and actuals
- Identifying and promoting new potential volunteer leaders under the coalition building realm
- Maintaining systems to gather and track coalition sign-ons
- Coordinating coalition efforts to support the goals of the campaign

Name ____________________________ Signature ____________________________
Events Coordinator

Food & Water Watch volunteers play a critical role in fighting for our essential resources by leading the charge against the powerful special interests looking to profit at the expense of our health and environment.

From campaign rallies, to film screenings, flash mobs, city council meetings, community trainings, and more, events are an important way to bring constituents together around our issues. It’s not enough to just plan events – a good turnout demonstrates to decision makers and others in the community that your group has the power to make change.

The Events Coordinator will support the campaign in the following ways:

- Planning campaign events
- Coordinating volunteers and delegating tasks to help run events
- Keeping the group focused on hitting event turnout goals
- Reporting to the group on event goals and actuals
- Identifying and promoting new potential volunteer leaders under the events realm
- Coordinating coalition outreach, recruitment and turnout around campaign events

Name __________________________ Signature __________________________
Food & Water Watch volunteers play a critical role in fighting for our essential resources by leading the charge against the powerful special interests looking to profit at the expense of our health and environment.

Grassroots pressure is a key component to building the power we need to influence decision makers to do the right thing at the local, state, national, and international level. Our strength comes from our numbers. By demonstrating overwhelming support in the form of petition signatures, phone calls, handwritten letters, and people turning out to key events – we can turn individual concern into meaningful collective action.

The Grassroots Pressure Coordinator will support the campaign in the following ways:

- Coordinating petition drives, call-in days, hand-written letter campaigns, and event turnout focused on influencing our target
- Training volunteers working to generate grassroots pressure
- Keeping the group focused on hitting grassroots pressure goals
- Reporting to the group on grassroots pressure goals and actuals
- Identifying and promoting new potential volunteer leaders under the grassroots pressure realm
- Maintaining systems to track, database, and deliver petition signatures and other campaign product to the target

Name __________________________ Signature __________________________
Food & Water Watch volunteers play a critical role in fighting for our essential resources by leading the charge against the powerful special interests looking to profit at the expense of our health and environment.

Generating media coverage is an important way to raise the visibility of our issues. While our opponents can often buy countless paid ads, we need to earn free media to get our message out. Our campaigns benefit through coverage on traditional media outlets (print, radio, TV), as well as through using new media tactics to build awareness. Through media, we’re not only able to influence public opinion by broadcasting our message to a large audience, we can send a message directly to the decision makers who are watching the news – and paying attention to what their constituents care about.

The Media Coordinator will support the campaign in the following ways:

- Coordinating media outreach around newsworthy events
- Training media volunteers
- Keeping the group focused on hitting media coverage goals
- Reporting to the group on media goals and actuals
- Identifying and promoting new potential volunteer leaders under the media realm
- Tracking media coverage
- Maintaining media clips to deliver to the target
- Using social media when appropriate to support the campaign

Name ___________________________ Signature ___________________________
Food & Water Watch volunteers play a critical role in fighting for our essential resources by leading the charge against the powerful special interests looking to profit at the expense of our health and environment.

Recruitment is the main ingredient of a people-powered movement. We’ll never have as much money as our opponents – but we have power in our numbers. The more people involved in our movement, the more we’ll be able to get done and the more power we’ll be able to demonstrate. In order to overcome the corporate special interests threatening our food and water, we’ll need a sustainable base of long-term power.

The Recruitment Coordinator will support the campaign in the following ways:

- Coordinating recruitment pushes to find new group members
- Training recruitment volunteers
- Keeping the group focused on hitting turnout goals
- Reporting to the group on recruitment goals and actuals
- Identifying and promoting new potential volunteer leaders under the recruitment realm
- Maintaining systems to track new group member involvement
- Creating a welcoming atmosphere to recruit and retain new group members

Name ___________________ Signature ___________________
How-to: Plan and Run Effective Meetings

Goals
Run effective group meetings to make decisions, get input, delegate responsibility and build a sense of accountability and community.

Best Practices
- Have an agenda and follow it
  - Respect everyone’s time
  - Create space at the end (“parking lot”) for other issues that arise
- Make it action-oriented
  - Don’t meet just to meet
  - Is there a campaign action or training component?
- Always be recruiting
  - Make it fun, welcoming, and social so everyone wants to keep coming back.

How-to
1) Before organizing a meeting, make sure one is needed
   - We suggest meeting every other week or once a month, depending on the timeframe of your campaign.
     - Working groups might meet every other week with large group meetings held less often (once a month).

2) Prepare for the meeting (Tip: This can take as long as the meeting itself)
   - Know your goals
     - Figure out what decisions or discussions need to take place in order to help the group achieve their identified goals
   - Set an agenda to accomplish your goals
     - Have as many group members as possible leading sections of the meeting.

Sample Group Meeting Agenda (1 hour)

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<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>1.</td>
<td>Introductions/Sign-in</td>
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<tr>
<td>2.</td>
<td>Overview of meeting: Agenda and goals</td>
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<tr>
<td>3.</td>
<td>Updates/Share information</td>
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<tr>
<td>4.</td>
<td>Discussion of plans</td>
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<tr>
<td>5.</td>
<td>Delegate tasks</td>
</tr>
<tr>
<td>6.</td>
<td>Skills training or campaign action prep</td>
</tr>
<tr>
<td>7.</td>
<td>Review what was accomplished or decided</td>
</tr>
<tr>
<td>8.</td>
<td>Parking Lot/Other Announcements</td>
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<tr>
<td>9.</td>
<td>Adjourn</td>
</tr>
<tr>
<td>10.</td>
<td>Socialize</td>
</tr>
</tbody>
</table>
3) Prepare participants
   o Make sure all meeting attendees have a basic sense of the all the goals of the meeting beforehand

4) Anticipate pitfalls
   o Group dynamics can be difficult. Anticipate problems and develop solutions beforehand.

5) Recap assigned roles at the end of the meeting
   o Be sure to check in on what was assigned at the next meeting to maintain a level of accountability among the group

6) Keep it social
   o We’re not just doing important work, we’re building a powerful social network. Create opportunities for the group to have fun and if possible, hang out after the meeting.

7) Debrief afterword
   o Take time to consider how the meeting went; consider if the agenda was appropriate, who to follow up with, and what should be done differently next time.
Section 5: Leadership Development

Our best chance to win against the powerful special interests we’re up against is by continuing to engage more and more concerned citizens in the fight for safe food and water. Developing leaders on your campaign is like creating a network of ripples in water. Every person you train in campaign organizing skills will go on to train others in those skills, who’ll then train the next batch of organizers, and so on. That’s how we’ll win.

This section will cover how to plan for and develop leadership among your group members, use a leadership ladder, hold effective one-on-one meetings, execute trainings, and to hold group members accountable and continue building skills by giving effective feedback.

In this section:

- Leadership Development
  - How-to: Turn Volunteers into Leaders
    - Exercise: Build Your Leadership Ladder
- One-on-one Meetings
  - How-to: Hold a One-on-one
    - Training: Role-play a One-on-one Meeting
  - How-to: Train Volunteers
    - Training: Role-play Training a Volunteer
- Ongoing Skill Development and Accountability
  - How-to: Give Effective Feedback
    - Training: Role-play Giving Feedback
How-to: Turn Volunteers Into Leaders

Goal
Develop leaders to take on more responsibility and build the capacity of your group to get more done.

Best Practices
- Have the big picture plan in mind
  - It’s your job to see where potential leaders fit into the campaign.
- Use leadership development to retain group members
  - The more responsibility you delegate, the more engaged your team will stay for the long term.
- Develop strategists (not just tacticians)
  - Collecting petitions, generating phone calls and participating in other campaign actions is just the first step.
  - Providing opportunities for leadership among your group means that more people will understand how campaign organizing works, not just how to execute tactics.
- Prioritize spend the most time with the best potential leaders
  - Avoid mistaking dedication to the group for being a good potential leader.
    - Someone might have a lot of time on their hands, but it doesn’t mean they’re the right fit for a leadership position.
- Set the example
  - The best way to provide training and recruit leaders is by setting a good example yourself.
  - Don’t do anything alone, if you can help it. Always look for teaching opportunities.

How-to
1) Plan for leadership
   - Create a “leadership ladder” for each realm of your campaign. (See “Exercise: Build Your Leadership Ladder” and the completed Sample Realms Ladder in the Appendix)
     - Think through what needs to be accomplished and create roles for group members to move into.
     - Sample ladder (Grassroots Pressure):
       - Sign a petition
       - Collect petitions
       - Petitioning Trainer
       - Grassroots Pressure Coordinator
2) Identify potential leaders
   • Good leaders aren’t necessarily the loudest, most opinionated people, and they aren’t always the ones in front of the room. Look for people who have these qualities:
     o They’re **passionate** about the campaign
     o They’re **respected** by other group members
     o They offer **constructive** input
     o They’re **reliable**

3) Promote volunteers and provide guidance
   • Once you decide to ask someone to take on more responsibility:
     o Prepare to make a good pitch (See “Training: Roleplay Pitching a Role” under Section 4: Building a Group):
       ▪ Think about why the role is important to the campaign
       ▪ Think about why they’re the right fit
     o Set up an in-person one-on-one meeting to make your pitch
       ▪ Provide good context
         ▪ Good context is key to making the person feel confident that their role is important and that they’re qualified for the position.
         ▪ Make a strong ask
           ▪ Show that you’re confident in them and they’ll feel comfortable taking the role.
     o Set them up for success
       ▪ Explain the responsibilities of the position and set goals (How many petitions? How many volunteers?)
       ▪ Walk through a plan for accomplishing their goals and make a follow-up plan to check in
       ▪ Provide training
         ▪ Here’s an example of trainings for the Grassroots Pressure realm:
4) Work with your leaders
   • Plan check-ins
     o Depending on how your group meetings are structured, make sure you schedule time to consistently check in with your core group leaders.
     o Check in on:
       ▪ Goals
         • Are we on track?
         • What’s the plan to get there?
       ▪ Debrief actions
         • What worked?
         • What should we change next time?
   • Provide feedback
     o Feedback is important to maintain group standards and keep developing the skills of your group leaders. (See “How-to: Give Effective Feedback”)
       ▪ Both positive and constructive
   • Continue skill-building
     o Always look for opportunities to train leaders on the next step
   • Address problems when something isn’t working
     o Not every person is right for a leadership position
     o It’s ok to “fire” volunteers or leaders
       ▪ If the relationship isn’t helping to move the campaign forward (for whatever reason), end it.
         • First, tell the person there’s a problem and give them an opportunity to change it.
         • If nothing changes, ask them to leave the group or step down from the position.
## Exercise: Build Your Leadership Ladder

### Instructions:

1. Fill in your campaign goals under each realm.
2. On a separate sheet of paper, brainstorm a list of what’s needed to accomplish each goal and turn those tasks into roles.
3. Start with the most basic tasks at the bottom and increase the level of responsibility as you move up the ladder.

### Tips:

- Adjust the number of steps in the ladder to fit the needs of your campaign; include roles for trainers and remember that there are no right or wrong answers.

### Campaign Realms:

- **Grassroots Pressure:** 300 petitions, 100 calls
- **Recruitment:** 10 core group members
- **Coalition Building:** 10 coalition sign-ons
- **Media Outreach:** 3 media hits, 2 letters to the editor
- **Events:** 3 campaign events

### Level of Responsibility:

<table>
<thead>
<tr>
<th>Realm Coordinators</th>
<th>Step 4</th>
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<tbody>
<tr>
<td></td>
<td>Step 3</td>
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<tr>
<td></td>
<td>Step 2</td>
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<tr>
<td></td>
<td>Step 1</td>
</tr>
<tr>
<td>Entry level: first time volunteer</td>
<td></td>
</tr>
</tbody>
</table>
How-to: Hold a One-on-one

Goal
Hold effective meetings to build relationships, improve skills, make strong asks, and promote leaders.

Best Practices
- Prepare
  - Plan out an agenda
- Think of multiple asks
  - Have one main ask, but have others ready:
    - If they say no, how else can they help?
    - If they say yes, what’s the next thing they can do?
- Listen and learn to build your relationship
  - Make the conversation 50/50 (you should only do half the talking)
  - Always take notes to remember what you talked about
- Follow the 4 Cs (below)
  - This general structure is useful whether you’re talking to a volunteer, coalition partner, or anyone else you’re asking to support the campaign in some way.

How-to

1) Connect
   - Spend time getting to know the person and what motivates them.
     Ask questions:
     - How did you first hear about this issue?
     - Have you participated in a campaign like this before?
   - Remember to keep it 50/50 and take time to share more about yourself
     - Tell your personal story of why you’re involved in the campaign.

2) Context
   - You can never give too much context
     - This is the piece that will set up the ask, so the stronger your context, the more reason the person will have to say yes to what you ask.
   - Start with the big picture and drill down to specifics.
     - Context the issue – Why is this important?
     - Context the campaign – How will we win?
     - Context the role you’re asking them to play – How will it help?
     - Context why they’re a good fit – What specific strengths do they bring to the table?
3) Commitment

- Make an effective ask to get their commitment
- Use strong, affirmative language (no weak language).
  - Avoid words like: hoping, maybe, possibly, actually
  - Replace them with: doing, building, winning
    - **Will you join us?**
      (vs. Would you consider joining us?)
    - **Can you make the meeting?**
      (vs. Do you think you can try to make the meeting?)
- The more confidently you ask, the more confidently the person will respond.
  - You’re more likely to get a strong answer with a strong ask
    - **I'll be there** – or – **I can't be there**
      (vs. I'll see if I can make it)

4) Catapult

- Once you get their commitment, catapult them to action
  - Create a plan right away for the next steps in the process
    - When are you checking in next?
    - What needs to be accomplished before then?
    - What training or materials will you give them to accomplish what you’re asking for?
- When they say yes to what you ask, this is a great opportunity to ask for more because they’ve already shown their commitment to help.
  - What else can they do?
    - Spread the word
    - Reach out to their networks
    - Put you in touch with other potential volunteers, coalition partners, etc.
Training: Role-play a One-on-one

Training should build skills and confidence.
Follow these 3 steps: Simple, Sample, Practice

Objective
Practice holding a one-on-one to build relationships and make an effective ask.

(5 min)
Review Principles
- Prepare
  - Write an agenda (Connect, Context, Commit, Catapult)
  - Brainstorm multiple asks
- Listen and learn
  - Ask questions and take notes (make the conversation 50/50)
- Make a strong ask
  - And plan out next steps right away

Training:

(5 min)
1) Plan out an agenda
   - Connect
   - Context (Issue ➔ Campaign ➔ Realm ➔ Role ➔ Why they’re right for it)
   - Ask (Use strong language – “Will you…?”)
   - Follow-up plan (What are the next steps?)

(15 min)
2) Role-play
   - Depending on the size of the group — either pair off, break into groups of 3, or have everyone practice one at a time
   - Before each role-play, imagine who you’ll be pitching:
     - Who are they?
     - What do you know about them?
     - What, if anything, have they done so far?
     - What are your asks?
   - Give feedback after each roleplay, both positive and negative (but remember, this is about building confidence — pick one thing to work on that will help the most).
     - Here’s a checklist of the key feedback to keep in mind:
       - Was it conversational?
       - Did they give enough context around the campaign, the role, and why they’re the right fit?
       - Are they listening (50/50) and taking notes?
       - Did they learn?
       - Did they use strong language when making the ask?
3) Wrap-up
   - Re-cap main principles
   - Go around and share what everyone learned

(5 min)

- Is there a solid follow-up plan?
  - If there’s time, have everyone go again
    o The best way to learn is to practice and improve on what you didn’t get right the first time
How-to: Train Volunteers

Goal
Train volunteers on organizing skills.

Best Practices

• Trainings should have 3 basic parts:
  o Simple
  o Sample
  o Practice
• It should be confidence-building
  o Most organizing skills are pretty basic, but training helps us feel prepared
• Always look for opportunities to train
  o Every meeting should have a training component
  o Try not to do anything alone – lead by example.
• Give honest feedback
  o Pick the one most important thing to improve on

How-to

1) Make it simple
   • Lay out the “how-to”
   • Give 3 easy-to-remember tips
     o Make them actionable
       ▪ For example, when petitioning, a good tip would be “smile,” rather than “be friendly.”

2) Provide a sample
   • Demonstrate how to do the skill
     o Either give a sample yourself or prepare someone else
       ▪ Make sure the sample follows best practices so that everyone sees the right way to do it
   • Answer any questions

3) Have everyone practice
   • If it’s a group training, break off into pairs or small groups and have everyone roleplay the skill
   • Provide feedback after each person goes and remember to focus on building confidence. (See “How-to: Give Effective Feedback”)
     o Have them do it again if they didn’t do it right the first time
Training: Role-play Training a Volunteer

Training should build skills and confidence.
Follow these 3 steps: Simple, Sample, Practice

Objective
Practice running a training with a volunteer.

(5 min)
Review Principles
- Make it simple
  o Go over the “how-to” and give tips
- Give a sample
  o Demonstrate the skill
- Have everyone practice
  o Build confidence by giving feedback

Training:

(5 min) 1) Prepare an agenda for a training
- Simple
- Sample
- Practice
- Feedback

(15 min) 2) Role-play
- Depending on the size of the group — either pair off, break into groups of 3, or have everyone practice one at a time
  - Give feedback after each roleplay, both positive and negative (but remember, this is about building confidence — pick one thing to work on that will help the most).
    o Here’s a checklist of the key feedback to keep in mind:
      ▪ Was the skill laid out in a simple way?
      ▪ Did they provide easy, actionable tips?
      ▪ Did they give a sample to demonstrate the skill?
      ▪ Did they practice with the trainee?
      ▪ Did they give appropriate, confidence-building feedback?

(5 min) 3) Wrap-up
- Re-cap main principles
- Go around and share what everyone learned
How-to: Give Effective Feedback

Goal
Provide constructive feedback to help build skills and maintain high standards for your group.

Best Practices
• Feedback should build skills and confidence
  o Make it constructive
• Create a culture that encourages feedback
  o Either positive or negative
    ▪ Withholding feedback doesn’t do anyone any favors
      • They’ll feel more confident if they are able to be more successful
• Debrief every campaign action or event
  o Figure out what you can learn and improve

How-to

1) Find opportunities for feedback
• After campaign actions
• During one-on-one check-ins
• While providing training
• When goals are hit
• When goals are missed

2) Highlight the positive
• Emphasize things that are being done well
  o Builds confidence
  o Reinforces those skills

3) Choose the most important thing to improve on
• Limit constructive feedback to the one or two most important things they can change to do it better
  o Too much negative feedback at once isn’t helpful

4) Explain what they’re doing wrong and how to fix it
  o Make feedback actionable
    ▪ What are the simple steps they can take to do it better?
    ▪ Provide more training if needed.
Training: Role-play Giving Feedback

Training should build skills and confidence. Follow these 3 steps: Simple, Sample, Practice

Objective
Practice giving feedback after a campaign action.

(5 min)
Review Principles
- Feedback should build skills and confidence
- Highlight the positive
- Pick the most important thing to improve on

Training:

(5 min)

1) Review these petitioning scenarios:
   a. Sally is petitioning for the first time. She has a goal of collecting 20 petitions at the farmers market on Saturday, and you’re checking in after the market. She’s really excited because she collected 30 signatures, but only 10 have email addresses and 15 have phone numbers.
   
   b. Nick has collected over 100 petitions for the campaign so far. He’s at a tabling event with several members of the team and a couple of new volunteers. His goal is to collect 20 petitions during the hour he’s there. He spends most of his time talking to the other group members behind the table and winds up collecting only 10 signatures.

   c. Alex has collected petitions before, but this is his first time volunteering on this campaign. He has a goal of collecting 10 signatures while he’s petitioning with you in front of the local coffee shop downtown. While you’re there with him, you see that he isn’t talking to everyone who walks by, he isn’t smiling when someone stops to talk to him, and you overhear him making a weak ask to sign. He collects 7 petitions in that hour.

(15 min)

2) Role-play
   - Depending on the size of the group — either pair off, break into groups of 3, or have everyone practice one at a time
   - Practice giving feedback after each of the above scenarios.
   - Have the group give feedback (on giving feedback) after each roleplay.
     o Here’s a checklist of the key pieces to keep in mind:
- Did they highlight the positive?
- Did the feedback build confidence?
- Does the volunteer know how to do it better next time?
- Did they overload the volunteer with too much constructive feedback?

(5 min)

3) Wrap-up
   - Re-cap main principles
   - Go around and share what everyone learned
Section 6: Campaign Tactics

In order to move your campaign forward, it’s important to choose appropriate tactics and execute them effectively. Building a strong, strategic coalition will help you amplify your power and get more done, and getting your issue covered in the media will raise awareness among your community and get the attention of your target.

This section will cover how to build and a strategic coalition to influence your target and how to generate media coverage for your issue.

In this section:

- Coalition Building
  - How-to: Build a coalition
    - Training: Role-play a Coalition Call

- Media
  - How-to: Generate Media Coverage
    - Exercise: Write a Letter to the Editor
    - Exercise: Plan a Press Conference
    - Training: Role-play Pitching a Reporter
How-to: Build a Coalition

Goal
Build a strategic coalition of groups that support your campaign, assist in executing tactics, and help influence your target by demonstrating your power.

Best Practices

- Before reaching out to potential coalition partners, think about the type of coalition you’re looking to build and what you’ll ask them for.
  - Are you just asking for an endorsement of your campaign, or do you want more involvement?
  - What does your group bring to the table?
- Your coalition should demonstrate a broad base of support, so don’t limit yourself to only reaching out to similar groups.
  - Think about which potential coalition partners represent constituencies that will influence your target.

How-to

1) Set goals and a plan for coalition building
   - How big does your coalition need to be?
   - Think about what type of coalition will influence your target
     - What does your target care about? (Education, health, small businesses?) Some common groups in your community:
       - Religious groups
       - Businesses
       - Unions
       - Co-ops
       - Nature/Wildlife groups
       - Youth organizations
       - Other community groups
   - What should be the breakdown of different types of coalition partners?
     - You might want a coalition with 10 groups signed on, and 3 or 4 groups from different categories to show broad support.

2) Create a sign-on letter
   - Your sign-on letter should be a statement of your main principles and campaign objective that you’ll use to collect endorsements.
     - Similar to your petition language
     - Directed at your target
   - Work with your Food & Water Watch contact to develop your letter.

3) Build a list
• Start an excel file to build your list of groups, and to track your outreach.

<table>
<thead>
<tr>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>E</th>
<th>F</th>
<th>G</th>
<th>H</th>
<th>I</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Lehigh Valley Sierra Club</td>
<td>Environmental</td>
<td>Julie McDonald</td>
<td>610-433-5687</td>
<td><a href="mailto:julie@penn.org">julie@penn.org</a></td>
<td>Group meets every</td>
<td>15-Oct: Yes!</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Louie's Italian Restaurant</td>
<td>Business</td>
<td>Louie Belletti</td>
<td>610-453-2996</td>
<td><a href="mailto:louie@louies.com">louie@louies.com</a></td>
<td>Popular restaurant in</td>
<td>18-Oct: Call back on 10/21</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Bethlehem Unitarian Church</td>
<td>Religious</td>
<td>Jim Smith</td>
<td>610-453-9721</td>
<td><a href="mailto:jimsmith@byu.edu">jimsmith@byu.edu</a></td>
<td>Community meeting</td>
<td>18-Oct: Call back on 10/19</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Allentown Farmers Market</td>
<td>Food</td>
<td>Sarah Fried</td>
<td>610-457-3354</td>
<td>sarahf@fairgrounds</td>
<td>Open 3 days/week, local</td>
<td>17-Oct: Yes!</td>
<td></td>
</tr>
</tbody>
</table>

• Start with “low-hanging fruit” (groups likely to sign on), and build from there.
• The rule of halves also applies here. Your list should be big enough to get you the number of sign-ons you need:
  o If you have a list of 50 potential coalition sign-ons, you’ll be able to contact half (25) and roughly half will sign on (12).
• Find contact information for someone you can get in touch with
  o The higher up in the group/business, the better
  o Phone numbers are best

4) Research your list of groups/people
• Before contacting a potential coalition partner, think through:
  o Why would they be interested in signing on? (What’s in it for them?)
  o What can they provide? (sign-on only, or do they have an email list, valuable contacts in their community, other resources?)
  o What is your group willing/able to give to them?

5) Make contact
• Email the coalition letter ahead of time and follow up with a phone call.
• Prepare for each call by reviewing whatever background information you have for that person or group
• Have a list of asks ready
  o Sign on to coalition letter
  o Provide meeting/event space
  o Make an announcement about your initiative at their group meeting
  o Help promote events by contacting their members
  o Help you network with other groups
  o Speak at a press conference, etc.

6) Make an ask
• Make it strong and direct
“Can we add your name to our coalition letter?”

- vs. “I was hoping you would consider signing on to our coalition letter”
  
- If they say yes, confirm that you have their information listed correctly.

- Once they’re on board, see how else they might be able to help (from your list of asks).

7) Make a follow-up plan

- They might need more time to consider signing on or helping with your campaign.

- Set up another time to check in (as soon as possible)
Training: Role-play a Coalition Call

Training should build skills and confidence.
Follow these 3 steps: Simple, Sample, Practice

Objective
Practice making a call to pitch a potential coalition partner.

Review Principles
- Prep by thinking through why their group would be interested in working with you and what you can ask them to do
- Listen and take notes
  - Learn about their group (make it 50/50 – don’t do all the talking)
- Make a strong ask (or asks)
  - And make a plan to follow up

Training:
(5 min)
1) Think of who you’ll call and write out a short agenda:
   - Connect (Learn more about them/their organization or business)
   - Context (Issue → Campaign → Why they should join the coalition)
   - Ask (Use strong language – “Will you…”?)
   - Next asks (Can you speak at their meeting? Can they have other contacts? Etc.)
   - Follow-up plan (What are the next steps?)

2) Role-play
   (15 min)
   - Depending on the size of the group — either pair off, break into groups of 3, or have everyone practice one at a time.
   - Have the group practice calling different types of people:
     - A business owner
     - The local Sierra Club Chapter
     - A local church
   - Have the group give feedback after each roleplay.
     - Here’s a checklist of the key pieces to keep in mind:
       - Was it conversational?
       - Are they listening (50/50)?
       - Did they take notes?
       - Did they learn about the potential coalition partner?
       - Did they have a strong ask?
       - Is there a follow-up plan?
3) Wrap-up
   - Re-cap main principles
   - Go around and share what everyone learned
How-to: Generate Media Coverage

Goal
Generate media coverage to raise the visibility of your issue among the public and influence your target.

Best Practices

• Always work with your Food & Water Watch contact before conducting media outreach to help you plan and execute your tactics most effectively.

• Use media strategically
  o What sort of coverage will influence your target?
  o How will the coverage you generate fit with your strategy? (See Section 1: Developing Your Strategy)
    ▪ Champion strategy – look for opportunities to generate positive media attention.
    ▪ Pressure strategy – call your target out to get them to do the right thing.

• Follow your local news
  o Read your paper and watch the local news to see what’s being covered.
    ▪ Look for opportunities to connect what’s happening locally to your issue.

• Stick to your message
  o Anything you say or write will be on record. Be sure you focus on the key message you want to send to your target and the public.
    ▪ Whatever you say will be cut down to a sound bite, so make it concise!

• Pick your best spokespeople
  o In order to generate strategic media coverage, make sure your spokespeople are the best messengers to influence your target.

How-to

1) Who’s your audience?
   • Before launching any media components of your campaign, think about who you’re trying to appeal to and influence.
     o Power map your target to figure out what they care about and what type of message will influence them (See “Know Your Target: Power Mapping” under Section 1).
     o What messages typically resonate with your community? Is the area conservative or progressive? What are the hot topics that people are talking about?

2) Pick your best message and messengers
A strong message is key to generating strategic media coverage for your campaign. This means not only the words you communicate, but who communicates them.

- Decide on your **best message** (See “How-to: Develop Your Message”).
  - It should be the best pitch to influence your audience
  - It should be concise – practice getting your point across in 30 seconds or less.
  - Write out your 5-10 best talking points and memorize them.

- Decide who your **best messengers** are:
  - Who in your group is the best public speaker?
  - Who (either in your group or not) is going to influence your target?
    - Think about people who represent key constituencies that your target cares about:
      - Farmers, union leaders, business owners, etc.
    - How will you involve them?
      - Write a letter to the editor
      - Speak at a press conference
      - Co-sign on an op-ed
      - Come to an editorial board meeting

3) **Brainstorm media tactics**

- **Letters to the editor (LTEs)**
  - Generating LTEs is a great tactic to respond to current news stories that connect to your issue and get the attention of your target. It’s also a great way to involve volunteers in media work because LTEs are typically short and easy to write (See “Exercise: Write a Letter to the Editor”).

- **Press conferences**
  - Think about holding a press conference if you have something newsworthy to announce. For example, if you’re delivering 1000 petition signatures that your group collected, or if you have 10 partner groups who have joined your coalition. (See “Exercise: Plan a Press Conference”)

- **Op-eds**
  - Op-eds are longer opinion pieces that are written to influence the public and decision makers, not necessarily in response to another article (as is usually the case when writing LTEs). You can send a more powerful message through your op-ed by getting a key grasststop or spokesperson who will help influence your target to co-sign.
• Editorial Board meetings
  o If you’re able to meet with the editorial board of your local paper, they might write an editorial in support of your campaign. These meetings should be well planned and include several spokespeople to communicate your message most effectively.

• Radio/TV interviews
  o Opportunities to conduct an interview on radio or on your local TV news program are a great way to get your point across. Make sure you memorize your key talking points and practice staying on message (See “Training: Staying on Message”)

4) Incorporate goals for media coverage into your campaign plan
• Set goals for the media realm of your campaign.
  ▪ Letters-to-the Editor submitted and published
  ▪ Media events held and hits generated
  ▪ Editorial board meetings held
  ▪ Op-eds submitted and published
• Look for opportunities to include media goals in other areas of your plan: e.g. if you’re holding an event, decide if it makes sense to reach out to the media and set a goal of how many hits you’ll generate.

5) Build relationships with members of the media
• You’ll have more success working with members of the media if you work on building strong relationships.
  o Find out which reporters cover topics related to your issue and reach out to them to introduce yourself.
  o Be a resource. If they’re looking for more information on a particular subject that will help them cover your issue, help them find it.
• Remember that it’s a two-way street. We benefit by getting our issue covered, and reporters benefit when we give them information and newsworthy stories to cover.

6) Collect media hits
• Keep good track of your media hits. Print or save press hits and ask if you can have a copy of any radio or TV hits.
• You can deliver media hits to your target to show that your issue is relevant in the community and to help build your case for why they should give you what you want.
Exercise: Write a Letter to the Editor

1) First, figure out how to submit an LTE to your paper:

   Name of paper:

   Opinion contact (include name, phone number, email):

   How to submit a letter (is there a webform, address, or fax#?):

   Word count limit:

2) Write your LTE
   - Ideally, letters should respond to a recently published article. **Reference the article in your LTE.**
   - Letters should be **short and concise**, usually the limit is 150 to 300 words, but check with the paper before submitting.
   - State your specific issue and keep your message to no more than three important points.
   - Include you’re the specific ask to your target.
   - Letters should be creative, written with passion and, if possible, personal. Paint a vivid picture.
   - Use credible evidence (statistics and cited facts) when possible, but don’t overload readers with too many numbers. Keep it simple.
   - **ALL letters must include your NAME, ADDRESS and PHONE NUMBER**

3) Send your letter to your Food & Water Watch contact for approval before submission

4) After submitting your letter, follow up
   - Call the opinion contact and ask if they received it.
   - Ask if they plan to publish it, and if so, find out when.
   - Follow up again if necessary
Sample LTE

Dear Editor,

At the beginning of this year, Walmart launched a website to brag about their greenness. Last year, it put on a high profile press conference with Michelle Obama to announce its promise to make the food it sells healthier. Its past actions, however, tell a different story and speak louder than these hollow gestures.

Take the fact that Walmart is open to selling Monsanto’s new genetically engineered (GE) sweet corn. It is untested, would be unlabeled, and is potentially unsafe, yet Walmart sees no problem with selling it to its customers. Unlike the GE corn that has been used in animal feed and highly processed foods since 1996, GE sweet corn is intended to be eaten fresh on or off the cob and we won’t know the difference. With evidence of the health and environmental risks of GE foods growing every day, it’s time Walmart walk the walk and reject Monsanto’s GE Corn.

People across Grand Rapids are joining Food & Water Watch to ask Walmart to refuse to sell Monsanto’s genetically engineered sweet corn. Walmart should reject GE sweet corn because it is untested, unpopular, and potentially unsafe. If not to protect the health of its customers and the environment, then for the green it does care about – its profits.

(211 words)
Jane Smith
1234 Main St.
Grand Rapids, MI 49503
(313) 555-1234
Exercise: Plan a Press Conference

5) First, decide what makes your story newsworthy. Use this list of angles to focus on as you’re planning and pitching your event:

<table>
<thead>
<tr>
<th>Reporters are interested in stories that…</th>
<th>Check if applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Present new information</td>
<td></td>
</tr>
<tr>
<td>Have particular relevance right now (timely)</td>
<td></td>
</tr>
<tr>
<td>Involve a public figure, celebrity or well-known group</td>
<td></td>
</tr>
<tr>
<td>Have an unusual or ironic angle</td>
<td></td>
</tr>
<tr>
<td>Have a human interest angle</td>
<td></td>
</tr>
<tr>
<td>Have good visuals</td>
<td></td>
</tr>
<tr>
<td>Are centered around an event</td>
<td></td>
</tr>
<tr>
<td>Affect a large number of people</td>
<td></td>
</tr>
<tr>
<td>Localize a national issue</td>
<td></td>
</tr>
<tr>
<td>Involve conflict or controversy</td>
<td></td>
</tr>
<tr>
<td>Have strange bedfellows (i.e. bringing unexpected parties together)</td>
<td></td>
</tr>
</tbody>
</table>

6) Set a date, time, and location

- **Date**
  - The middle of the week is the best day to hold an event. You should set your date at least 2 weeks out.

- **Time**
  - Mid-morning is best for reporters to attend your event. Preferably 10 or 11 am.

- **Location**
  - Choose a location that is relevant to the message your sending, e.g. city hall or in front of your target’s office.
  - Make sure your location is easily accessible to members of the media (ideally, right by their office), or else they won’t show.
  - Find out if you need permission to be there (if you’ll be on the public sidewalk, you probably don’t, but it’s good to check).

7) Confirm and prep speakers

- You should have 2-3 speakers at your event.
- Decide who the best messengers will be and brainstorm a list of people to reach out to:
  - Someone directly affected by the issue (e.g. a farmer)
  - Influential members of the community (e.g. the mayor)
  - Someone who represents a constituency that your target cares about (e.g. a business owner, a teacher, etc.)
Once you find your speakers, ask them to send you their statement beforehand (should be 3 minutes or less) to make sure it fits with your message.

8) **Create Visuals**

- Visuals are important for getting TV coverage, or getting a picture in the paper (print stories with pictures are more widely read).
- Brainstorm visuals that would look impressive or interesting:
  - A visual that incorporates your petitions, like a huge thermometer showing how many your group collected.
  - A big crowd or group of young children holding signs.
  - Pitchers of brown water to show fracking contamination.
  - A group of people in blindfolds to show that we don’t know what’s in the food we eat without labeling of GE ingredients.

9) **Write an advisory and a release**

(Work with your Food & Water Watch contact to create these)

- The advisory tells the media who, what, and where.
  - It should be short (one page) and give the most important information (who is speaking, where to go, and when).
  - Don’t forget to include visuals.
- The release tells the ideal story you’d like to have printed
  - Include quotes from speakers.

10) **Pitch Reporters**

- You should email your advisory to reporters and follow up with a phone call.
  - Make pitch calls 2 days in advance, and call again to confirm/remind reporters the day before your event.
- If you know what that reporter typically covers, tailor your pitch to their interests.
  - Be ready to talk about several different angles of your story (what makes it newsworthy) to make sure you have an angle that they want to cover.
- For TV, be sure to stress the visuals you’ll have.
Training: Role-play Pitching a Reporter

Training should build skills and confidence.
Follow these 3 steps: Simple, Sample, Practice

Objective
Practice pitching a reporter to attend your press event or cover your story.

Review Principles
- Prepare a pitch that highlights the key points of the event
- Think through the different angles that make the event newsworthy
- Make a strong ask to cover your event, and make a plan to follow up if needed

Training:

4) Prep a short pitch for this sample press event:

What: A press conference to deliver 1000 petition signatures to your Mayor, asking for a ban on fracking in your town.
When: Tuesday at 10am (in two days)
Where: The steps of City Hall
Speakers: Food & Water Watch, a local business owner, and a mother
Visuals: A group of elementary school children holding hand-made signs to the Mayor to protect their water

Pitch outline:
1. Ask if they have a minute to talk or if they’re on a deadline.
2. Give them the brief description of the event (include what makes it newsworthy)
3. Ask if they can make it
4. If you don’t get a firm commitment, ask if there’s a different angle they’d be interested in covering or if they need any more information from you.
5. Make a follow-up plan to call and confirm or check in again if they can’t commit.

5) Role-play
- Depending on the size of the group — either pair off, break into groups of 3, or have everyone practice one at a time.
- Scenarios:
a. Call the reporter at your local paper who just wrote a story about the contributions made to your mayor’s re-election campaign by the natural gas industry. He’ll cover the event if you reference his article and make your story relevant.

b. Call a reporter at your local paper who typically covers community events. She just covered a similar event, but if you can give her two or three different newsworthy angles she could focus on, she might consider covering your event.

c. Call the news desk at your local television station. They’re always in a hurry, so this call will be quick. If you emphasize the visuals you’ll have at the event, they’ll consider coming, but they probably won’t decide until the morning of the event.

- Have the group give feedback after each roleplay.
  o Here’s a checklist of the key pieces to keep in mind:
    ▪ When calling print reporters, did they ask if they had a minute to talk?
    ▪ Did they highlight the key information?
    ▪ Did they explain what made the event newsworthy?
    ▪ Did they answer any questions the reporter had (or if applicable, offer to send additional resources)?
    ▪ When calling the TV station, did they describe the visuals?
    ▪ Do they have a follow-up plan?

(5 min)

6) Wrap-up
   - Re-cap main principles
   - Go around and share what everyone learned
# Midwest Academy Strategy Chart

<table>
<thead>
<tr>
<th>Goals</th>
<th>Organizational Considerations</th>
<th>Constituents, Allies and Opponents</th>
<th>Targets</th>
<th>Tactics</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Long-term objectives of the campaign.</td>
<td>1. List your resources (including $$$, staff, volunteers, facilities, reputation, etc.)</td>
<td>1. Who cares about this issue? (Whose problem is it? What do they gain if they win? Who has power over the target?)</td>
<td>1. Primary targets (The person who has the power to give you what you want) *An individual, not an institution or group</td>
<td>1. List tactics that will influence each target. (Should fit with your strategy, utilize your power, and be directed to a specific target)</td>
</tr>
<tr>
<td>2. Intermediate goals of this campaign. (What constitutes victory?)</td>
<td>2. List the specific ways your group will be strengthened by this campaign.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Short-term or partial victories that get you closer to your long-term goal?</td>
<td>3. List any internal problems that should be considered.</td>
<td>2. Who are your opponents? (What will your victory cost them? How will they oppose you? What power do they have?</td>
<td>2. Secondary targets (Who has power over your primary target?) *Not someone you are targeting directly, but who could help you influence your target</td>
<td></td>
</tr>
</tbody>
</table>
## Sample Leadership Realms Ladder

<table>
<thead>
<tr>
<th>Roles</th>
<th>Recruitment/Leader Devo</th>
<th>Grassroots pressure</th>
<th>Events</th>
<th>Coalition Building</th>
<th>Media Outreach</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Activists</td>
<td>Recruitment Coordinator</td>
<td>Grassroots Coordinator</td>
<td>Events Coordinator</td>
<td>Coalition Coordinator</td>
<td>Media Coordinator</td>
</tr>
<tr>
<td></td>
<td>Manage volunteers</td>
<td>Manage volunteers</td>
<td>Manage event hosts and volunteers</td>
<td>Manage coalition</td>
<td>Manage media efforts</td>
</tr>
<tr>
<td></td>
<td>Manage recruitment</td>
<td>Coordinate events</td>
<td>Run a meeting with coalition partners</td>
<td>Run a media event</td>
<td>Plan a media event</td>
</tr>
<tr>
<td></td>
<td>Development</td>
<td>and call-in days</td>
<td>Train media volunteers</td>
<td>Train media volunteers</td>
<td>Manage volunteers</td>
</tr>
<tr>
<td></td>
<td>Train core meeting</td>
<td></td>
<td>Plan an event</td>
<td>Help with media outreach for an event</td>
<td>Help with media outreach</td>
</tr>
<tr>
<td></td>
<td>Train others to host a</td>
<td></td>
<td>Host an event</td>
<td>Host an event</td>
<td>Manage volunteers</td>
</tr>
<tr>
<td></td>
<td>phone bank</td>
<td></td>
<td>Phonebank to drive turnout to an event</td>
<td>Phonebank to drive turnout to an event</td>
<td>Manage volunteers</td>
</tr>
<tr>
<td></td>
<td>Organize a phone bank</td>
<td></td>
<td>Ask other organizations to sign on</td>
<td>Ask other organizations to sign on</td>
<td>Manage volunteers</td>
</tr>
<tr>
<td></td>
<td>Volunteer at a phone bank</td>
<td></td>
<td>Ask an organization to be part of a phone bank</td>
<td>Ask an organization to be part of a phone bank</td>
<td>Manage volunteers</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Entry level: First time volunteer</th>
<th>Step 1</th>
<th>Step 2</th>
<th>Step 3</th>
<th>Step 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volunteer at a phone bank event</td>
<td>Train a tabling volunteer</td>
<td>Host a call-in day event</td>
<td>Train call-in day hosts</td>
<td>Run a call-in day hosts</td>
</tr>
<tr>
<td>Volunteer at a tabling event</td>
<td>Ask an organization to sign on</td>
<td>Ask other organizations to sign on</td>
<td>Train an event host</td>
<td>Plan an event</td>
</tr>
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<td>Run a call-in day hosts</td>
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<td>Run a call-in day hosts</td>
</tr>
</tbody>
</table>
### Databasing Guide

1. Open an Excel spreadsheet

2. Create separate columns for each of the following fields:
   a. First Name
   b. Last Name
   c. Street
   d. City
   e. State
   f. Zip Code
   g. Email
   h. Phone
   i. Volunteer

3. Fill in each row with one person at a time, with one piece of information per box (e.g. you can’t have two email addresses in one box).

4. Indicate if someone wants to volunteer by typing a “1” in the Volunteer column. Otherwise, leave it blank.

5. Avoid:
   - Extra characters
     o Example - dashes, period, exclamation points
   - Only one piece of information per box
     o Example - no extra addresses
   - All caps
     o WE CANNOT USE THIS!

6. Send databased petition lists to your Food & Water Watch contact

Here is an example for your reference:

<table>
<thead>
<tr>
<th></th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>E</th>
<th>F</th>
<th>G</th>
<th>H</th>
<th>I</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>First Name</td>
<td>Last Name</td>
<td>Street</td>
<td>City</td>
<td>State</td>
<td>Zip Code</td>
<td>Email</td>
<td>Phone</td>
<td>Volunteer (1=Yes)</td>
</tr>
<tr>
<td>2</td>
<td>Joe</td>
<td>Smith</td>
<td>4440 Massachusetts Avenue, Washington</td>
<td>DC</td>
<td>20016</td>
<td><a href="mailto:joe@gmail.com">joe@gmail.com</a></td>
<td>60955588329</td>
<td>1</td>
<td></td>
</tr>
</tbody>
</table>