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Advanced Grassroots Advocacy Strategies and Tactics

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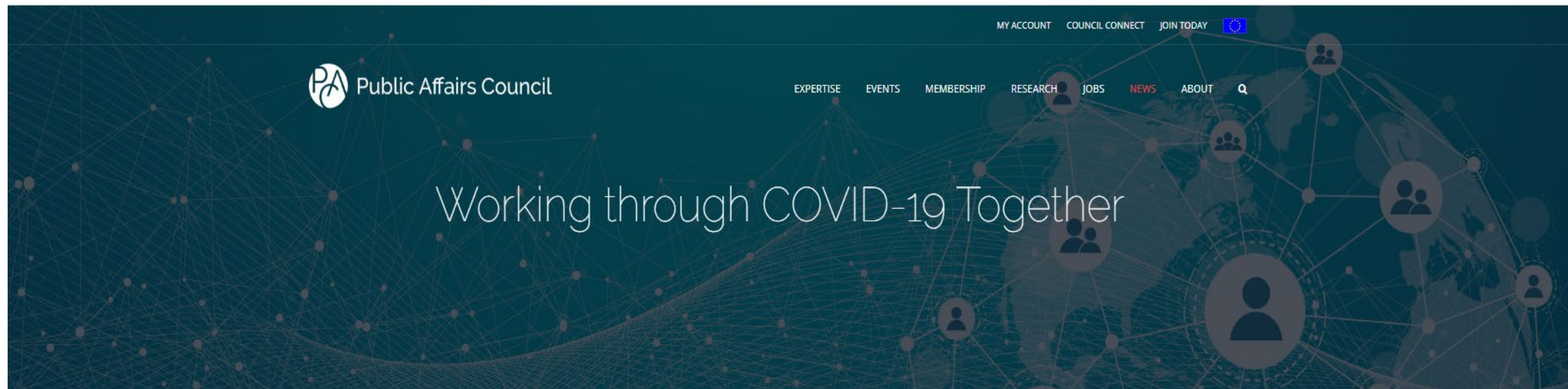
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COVID-19 Announcements and Access to Expertise



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Advanced Grassroots Advocacy Strategies and Tactics



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Advanced Grassroots Advocacy Strategies and Tactics

Nick's Agenda

- Types of Programing
- Strategic Planning
- Budgeting
- Further Reading

Types of Grassroots Programs

1. **Employee or Member Program:** usually open to all employees of a company or members of an association. It can be an opt-in or opt-out.
2. **Grasstops Program:** an invite-only or exclusive group of advocates who can either leverage their knowledge, seniority, relationships or their stature to advocate for your organization's policy positions
3. **Customer or Supporter Program:** open to customers or public supporters who care about a particular policy issue and would like advocate on behalf of your organization.
4. **Key Contact Program:** select advocates are chosen to manage the relationship and serve as the primary contact for a legislator
5. **Grassroots Ambassador Program:** leaders or ambassadors are chosen and use peer-to-peer tactics to get other members to join your organization's grassroots advocacy efforts
6. **Next Generation Program:** younger advocates are encouraged to join a tailored program designed to increase the amount of activity amount emerging leaders

Big Strategic Questions

Questions you should ask before you start a grassroots program:

- Which levels of government are we trying to influence? Federal, state and/or local? Or even global?
- Will it be legislative- or regulatory-focused, or both?
- Do you need coverage in all the legislative districts, or just in the key districts?
- If it's a corporate program, will membership include: retirees, suppliers, customers, community leaders, etc.?
- If it's a trade association program, will you run your own program or encourage the member companies to communicate on issues to their employees?

Foundation and Mission

- Mission, Vision, Values
 - Who you are and what you do
- Political Involvement Policies
- Ethical considerations
 - Are you up-to-date on current rules and law
- Transparency
- Areas of Focus
- Contracting – Determine your needs

Obstacles and Common Pitfalls

- HR
- Legal
- IT
- Heavily Partisan Employees
- Government Affairs Team Members
- Lack of Executive Support
- Organizational Culture

Strategic Planning

- Tie each of your goals to policy outcomes or larger organizational goals
- Decide what type of strategic plan you want to develop
 - Strategic vision or focus setting
 - Goal development and activity listing
 - ROI and metric focused
- If you include metrics, try to focus on outcomes, not outputs
 - The tactics and numbers matter, but outcomes demonstrate value
- Use the language of your organization
- Try to kill one tactic or offering each year

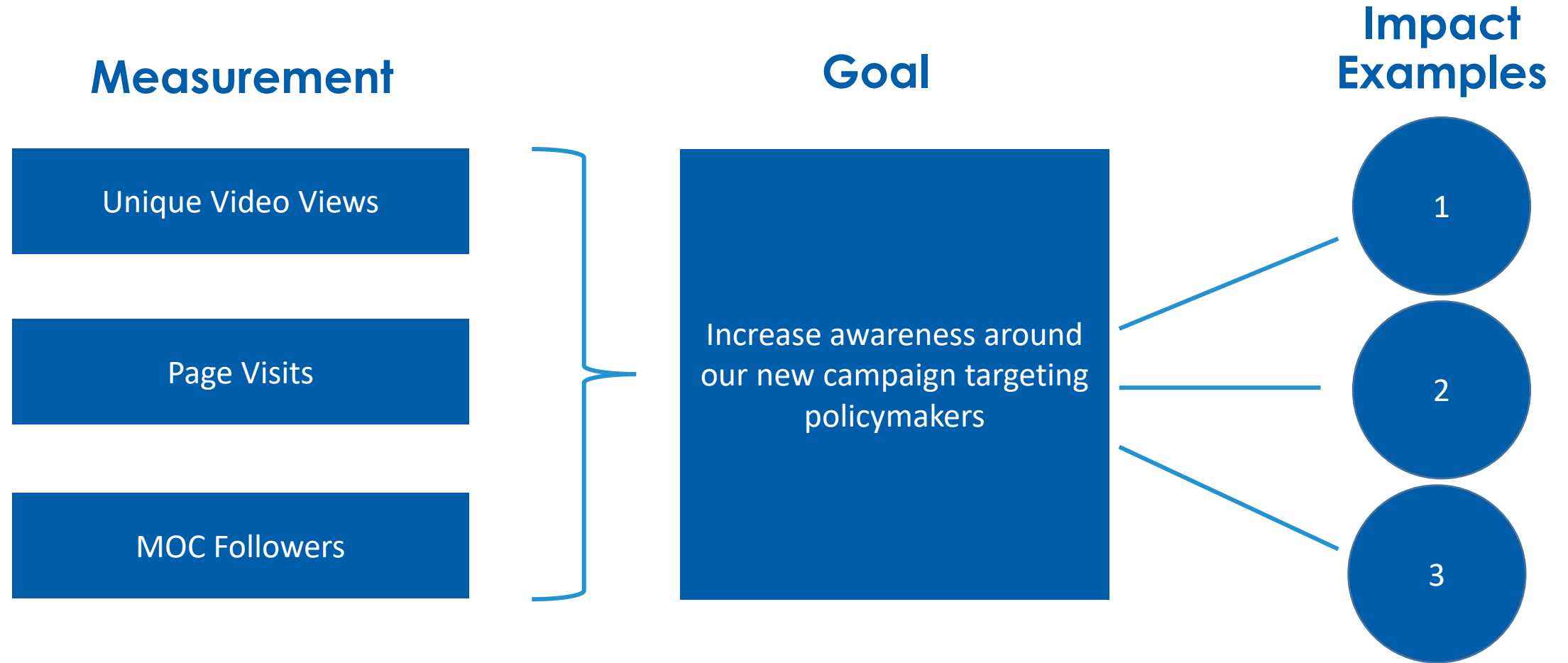
Strategic planning templates

STRENGTHS <ul style="list-style-type: none">- Employees that care about the company's mission,- Strong advocacy database- Support for, and awareness of, the importance of advocacy is strong-Budget for one advocacy event a year	WEAKNESSES <ul style="list-style-type: none">- Inadequate funding to do everything in our plan- Little understanding of the power of social media across the organization- Unwilling to use Twitter for lobbying-We are lobbying on the same issue for the last five years
OPPORTUNITIES <ul style="list-style-type: none">- Our employees are very engaged on social issues- Our policy podcast just launched this year- We have a significant following on Facebook-There are thousands of supporters who have yet to take an action	THREATS <ul style="list-style-type: none">- Changing industry landscape means we must be aware of hundreds of issues worldwide- Activists online can often get reporters attention- Policymakers are looking for ways to raise revenue- Consumers have a negative view of our industry

Strategic planning templates

Goals	Audience and Target	Actions/ Tactics	Metrics	Desired Results
<i>Educate advocates on the importance of NIH funding</i>	<i>Supporters in our database that have been added in the last two years</i>	<i>1. Host 4 webinars on NIH Policy</i> <i>2. Storytelling Campaign</i>	<i>Webinar attendance rate</i> <i>Video views on storytelling campaign</i>	<i>Advocate survey results will show that NIH funding ranked as number one priority for our newest supporters</i>

Determining the ROI of Your Programs



Budgeting Best Practices

1. Start early, budgets can often go sideways
2. Try to keep the details or assumptions in the budget notes
3. Consider how you will break down your costs “i.e. cost per acquisition”
4. Include any revenue, if acquired through the program
5. Include historical information
6. Keep the budget on a yearly timeframe in line with our organization
7. Try to include a small innovation budget for things that come up yearly
8. Be very careful when benchmarking budgets

Grassroots Base Salary by Job Title– 2019 Data

Title/ (org type)	Lower Limit	25 th Percentile	Median	75 th Percentile	Upper Limit	Mean
Associate (Association)*	\$45,000	\$51,250	\$62,500	\$76,500	\$110,000	\$67,807
Manager (Association)	\$56,000	\$67,000	\$76,000	\$85,000	\$98,000	\$76,917
Director/VP (Association)	\$65,000	\$94,375	\$134,050	\$155,500	\$280,000	\$135,703
Associate (Corporate)*	\$68,000	\$74,000	\$80,000	\$85,000	\$90,000	\$80,000
Manager (Corporate)	\$69,000	\$85,250	\$104,000	\$116,000	\$145,000	\$103500
Director/VP (Corporate)	\$113,000	\$117000	\$153,000	\$202,000	\$240,000	\$162,375

n= 96

* “Associates” include positions with titles such as specialist, administrator, coordinator and assistant.

Grassroots Budget Template

Grassroots Advocacy Budget Template



	Jan-20		Feb-20	
	Budget	Actual	Budget	Actual
Technology				
CRM and Advocacy Database	10,000.00	12,000.00	100.00	100.00
Assorted Digital Tools	1,500.00	2,000.00	100.00	100.00
	100.00	100.00	100.00	100.00
Advertising				
Social	100.00	100.00	100.00	100.00
Search	100.00	100.00	100.00	100.00
Programatic and Online Publishers	100.00			
Internal Advertising	100.00			
Events and Programs Costs				
Fly-In	100.00			
Assorted Program Costs	100.00			
Awards	100.00			
Food/Bev	100.00			

Year-to-Date Summary

	Budget	Actual	Amount Left
Tehcnology	\$12,200.00	\$14,700.00	-\$2,500.00
Advertising	\$1,200.00	\$1,200.00	\$0.00
Events/ Program Costs	\$1,200.00	\$6,100.00	-\$4,900.00
Staff/ Travel	\$85,800.00	\$100,800.00	-\$15,000.00
Agencies	\$900.00	\$900.00	\$0.00
TOTAL	\$101,300.00	\$123,700.00	-\$22,400.00



Further Reading

- *The Psychology of Persuasion* by **Robert Cialdini**
 - 6 “weapons” of influence
- *Identity Politics and Politicized Identities* by **P. G. Klandermans**
 - Strong group identity makes individuals more likely to take a political action
- *Social Movement Theory and the Prospects for Climate Change Activism in the United States* by **Doug McAdams**
 - Injustice framing, organizational strength and political opportunity

Templates

- Budgeting Template
 - <https://docs.google.com/spreadsheets/d/1BC-zqK3MlCUdo9vfhODBwlEyMsOnyud8rwWHmlFffNQ/edit?usp=sharing>
 - Grassroots Advocacy SWOT
 - https://drive.google.com/file/d/1kt6CB83VM1n6lqNzdX_YOYqeT3RgoSLw/view?usp=sharing
- Strategic Planning Template
 - Will be in your follow up materials