



**POWER PRISM**  
A TOOL FOR ADVOCACY PLANNING, EXECUTION & EVALUATION



## Key Questions for Campaign Planning

### Goal and Power Analysis

What do you want? (What is the specific policy or systems change you are seeking?)

Why do you want it?

What data/research do you have to support the policy goal?

Which individuals or institutions have the power to give you what you want? Who are the key decision makers?

Are there allied organizations that will be fighting for the same thing?

What assets can your allies bring to the table? (Such as money, time, relationships, expertise, grassroots, etc.)

Who will oppose you?

Who are the key stakeholders? With whom do you have connections?

With whom do you have connections/relationships that have access to key stakeholders or decision makers?

What factors make this a good time for this campaign?

What might make this a difficult time for this campaign?

Who do you already have "at the table" who will be critical to your success?

Who is not already "at the table" who will be critical to your success? How can you get them to the table?

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## Research and Policy Analysis

Who will lead research and policy analysis work for this campaign?

Is the proposed policy or system change consistent with your mission and priorities?

Do you need help drafting a regulation, bill, policy, or ballot question? Do you need a policy expert to review the draft?

Which decision-making bodies will consider this proposal?

Among the decision-makers, who are the most important targets for you to influence?  
(Names/positions?)

Does the proposed policy include an enforcing agent, or administrative office that will be part of your solution?

How much "intelligence" do you have on legislative/administrative targets? How will you get it?

Who is your opposition? How much do you know about the opposition? How will you gather necessary information?

What data do you need to make your case?

Do you have sufficient and up-to-date polling data of voters? Do you need it?

How much do you know about your media's support for this issue?

Has a similar policy change been previously attempted? If so, what was the outcome, what were the challenges, etc.?

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COALITION BUILDING & MAINTENANCE

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## Coalition Building and Maintenance

Who will lead coalition building and maintenance work for this campaign?

Is there already a coalition or other organization working on your issue? If so, who are they?

Will a new coalition be formed to work on this campaign?

Within the coalition that will lead the campaign, who are (or who will be) the active participants? Who are the core decision-makers and worker-bees?

Are you already seen as a leader on this issue or will you need to establish yourself as a leader? If so, how will you do that?

What other key stakeholders need to be invited or more actively engaged?

Does your coalition include representation from the affected constituency you seek to help?

Who can and will reach out to other organizations who are already working on this issue or those who might join your efforts? How will this be done?

How will the campaign and the coalition working on the campaign be funded?

Do you have a good recruitment pitch, package, and enlistment form?

What's in it for others to get involved? i.e. what is the advantage for them/their organization?

What roles can/do member organizations play in the campaign? What opportunities are there for involvement?

Does the coalition have bylaws, or a common resolution/statement of principles that member organizations endorse? If not, how can one be developed?

Are target decision makers aligned with organizations that could be enlisted? (As board members, donors, volunteers, bill sponsors, etc.)

Will your coalition be a formal group that meets regularly to execute a campaign, or will it be a looser structure, perhaps united by signing onto a joint statement of principles or a resolution and then empowering a smaller group to make key decisions and to inform and engage as needed?

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## Fundraising and Development

Who will lead fundraising and development work for this campaign?

Is there a budget for your policy campaign -- both a bare-bones and a fantasy budget?

How much money is in the bank?

How much needs to be raised?

What in-kind donations might member organizations commit to contributing? (Printing, mailing, meeting space, food for meetings/events, lobbyist time, etc.)

Are there local foundations, businesses, etc. that might help fund the campaign?

Is there a fiscal agent for the campaign?

Could you approach grassroots activists and member organizations to help raise enough money to pay for a specific campaign "product"? (Poll, advertisement, window decals, direct mail piece, etc.)

Are there places you can go to raise hard cash for lobbying?

Among your coalition member organizations, can any of their financial supporters (individuals, companies, foundations, etc.) be enlisted as advocates in this campaign?

Do the decision-makers you seek to influence have relationships with any of the funders of coalition member organizations? If so, how might you engage those funders as grassroots advocates?

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## Grassroots and Key Contacts

Who will lead grassroots and grasstops work for this campaign?

How many online advocates – with known voting addresses - do you have access to?

How many advocates (grassroots and grasstops) live in the area you are trying to impact?

Of those, how complete and up to date are your records (email addresses, voting addresses, phone numbers, personal relationship to issue, etc.)

Have you captured your advocates' personal relationships to lawmakers, the media, business leaders, etc.? If not, how will you do this?

Have you collected relevant personal stories from affected constituencies/grasstops/donors that live in key legislative districts? If not, how will you do that?

Who manages communications with grassroots?

How often do you communicate with grassroots?

Have you been trained in writing online action?

Do you have district captains in key districts?

What offline opportunities are there for grassroots activists to meet coalition members? To meet each other? To meet their lawmakers? To tour city hall or the state house? Etc.

Do you train your grassroots members in becoming better advocates?

Do coalition members forward action alerts to their volunteers and advocates?

Who are the grasstops leaders with whom you have relationships?

How will you activate grasstops leaders?

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## Media Advocacy

Who will lead media advocacy work for this campaign?

Do you have a complete and up-to-date media list?

How strong are your relationships with the media? (political reporters, health reporters, editors, etc.)

Do grassroots activists and coalition members know basic principles of media advocacy (how to's of writing press releases, Editorial Board meetings, events, etc.)

Which media outlets do your target decision-makers go to for their news?

Who will be your spokespeople on key issues:

- Affected constituencies and vulnerable individuals/populations (survivors, family members, caregiver, etc. --people negatively impacted by issue your campaign seeks to improve)?
- Content experts?
- Public support for issue and/or solution?
- Economic impact of proposed policy?

Do you have a training plan for spokespersons?

If social media will be used as part of the campaign, what are the specific goals of using social media?

If using social media, how will those efforts be coordinated to assure consistency of message and audience relevance?

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DECISION-MAKER ADVOCACY

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## Decision-Maker Advocacy

Who will lead decision-maker advocacy work for this campaign?

Who are your key targets at each step of the campaign?

Once targets are known, what opportunities are there to cross reference member organizations' lists (staff, volunteers, Board members) with the target to identify connections and linkages?

Who will be responsible for conducting decision-maker visits, contacting key decision-makers, etc.?  
Who else will be involved and how?

Can you create a schedule of regular contact with key decision-makers?

Can you develop a calendar of events that will attract decision-makers through which you might educate them about your issue?

Do you know everything about your target decision-makers that you need to know? (What makes them tick? Who do they most support, etc.?) If not, who will conduct Pathways of Influence research?

Do you have access to good legal expertise to advise your policy work and assess drafts?

How will you keep up a "steady drumbeat" on your issue?

If the campaign is legislative, do coalition member organizations have lobbyists who will work on the issue?

If this is a legislative campaign, how will the lobbyists be integrated into the campaign planning and execution so that the campaign is fully coordinated and those members who cannot lobby are at least aware of the lobbying plan and can be tapped to provide expertise and education when needed?

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