

**Message Development
Building Coalitions &
Grass Roots Advocacy**

The Aarons Company LLC

331 North First Avenue Suite 250 Phoenix, Arizona 85003

Phone: 602 253 1821 Fax: 602 452 2929

E-mail: baarons@aaronsco.com

The Aarons Company LLC

Public Policy Consulting Shameless Advertisement

- Public Policy Development and Implementation (aka Lobbying!)
- Grass Roots Advocacy Development and Implementation
- Campaign Management
- Research and Writing
- Training and Seminars
 - Strategic Planning Facilitation
 - Coalition Building
 - Grass Roots Implementation
 - Safety

Good consistent message delivery

The importance of having a
strong core viewpoint

Know what you believe.

Understanding and flexibility.

Thinking great thoughts!

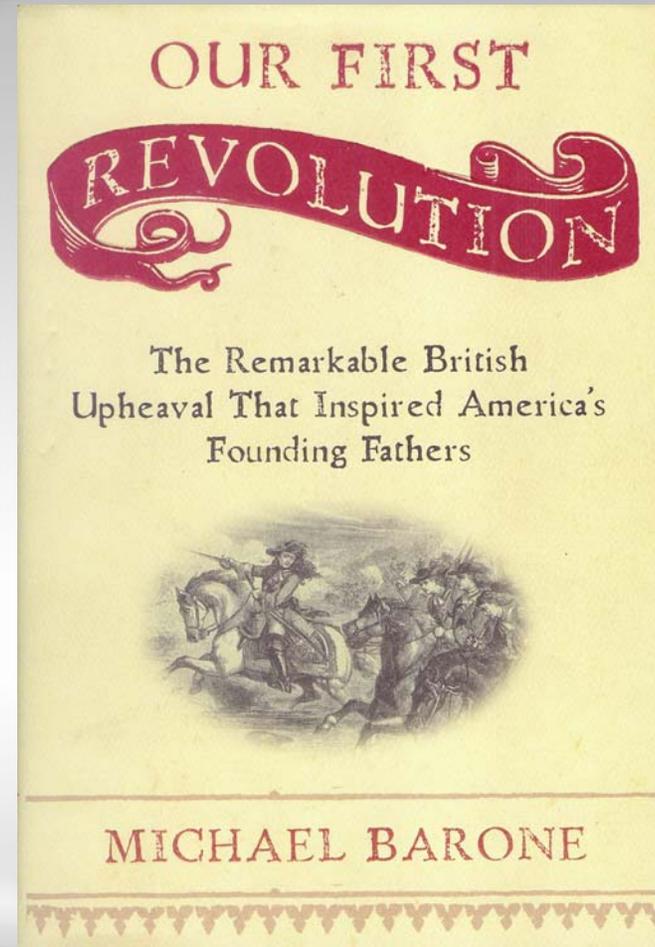
How did the Founding Fathers think up all those great ideas?

The didn't – they had a lot of help and a lot of history available to them

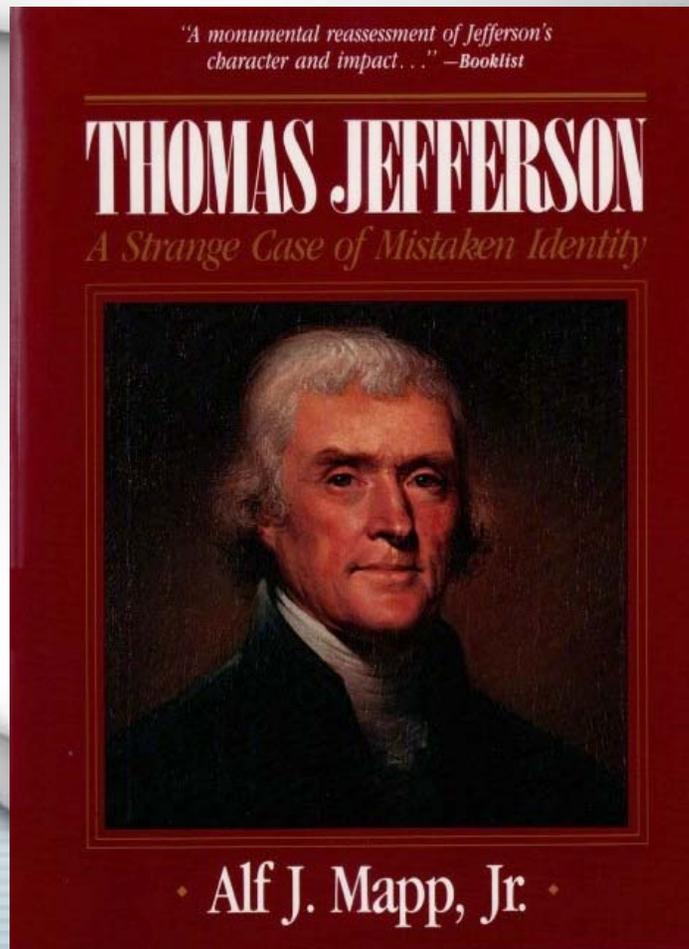
You don't have to think up great ideas all by yourself - you can find terrific examples everywhere you look

Great thoughts – example #1

- The Revolution of 1688-1689
 - Representative government
 - Liberties based on positive law
 - Rejection of an established religion



Great thoughts – example #2



Message
development by
our Founding
Fathers.

The Declaration of the Independence

We hold these truths to be self-evident,
that all men are created equal,
that they are endowed by their Creator with certain unalienable
rights, that among these are ***Life, Liberty and the Pursuit
of Happiness.*** That to secure these rights,
Governments are instituted among men deriving their just powers
from the consent of the governed,
***that whenever any form of government becomes destructive
of these ends, it is the Right of the People to alter
or to abolish it,*** and to institute new Government,
laying its foundation on such principles
and organizing its powers in such form,
as to them shall seem most likely to effect their
Safety and Happiness.

Thomas Jefferson

Influencing Thomas Jefferson

“Moral truths . . . are self evident to every man whose understanding and moral faculty are right . . .”

Thomas Reid

“ . . . Life liberty and property . . . (the business of life being) the pursuit of happiness.”

Adam Smith

“ . . . as the end of all civil power is acknowledged by all to be the safety and happiness of the whole body, any power not conducive to this end is unjust; which the people, who rashly granted it under an error, may justly abolish again when they find it necessary to their safety to do so.”

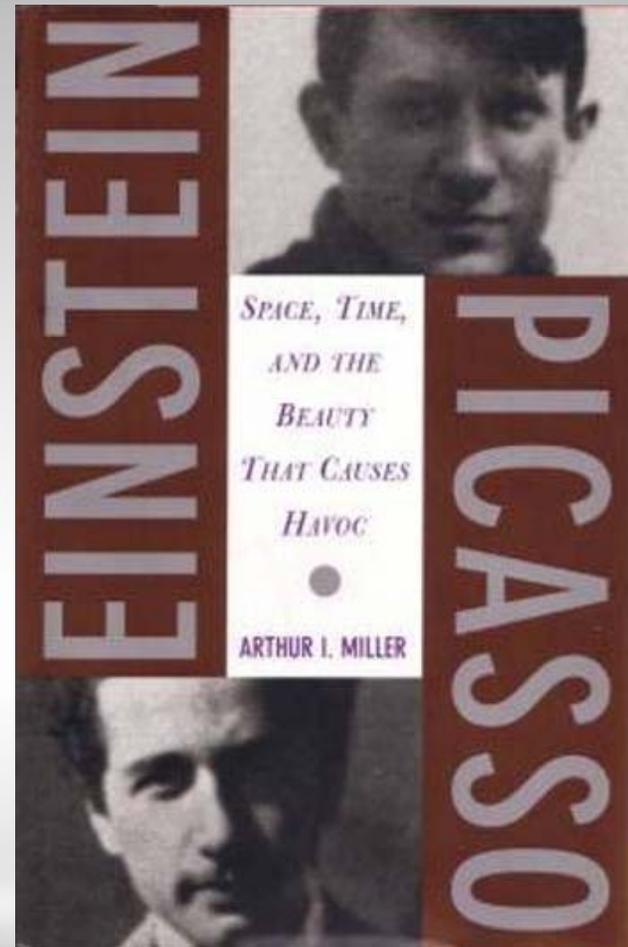
Francis Hutcheson

If you really want to understand issues you have to understand all sides of an issue

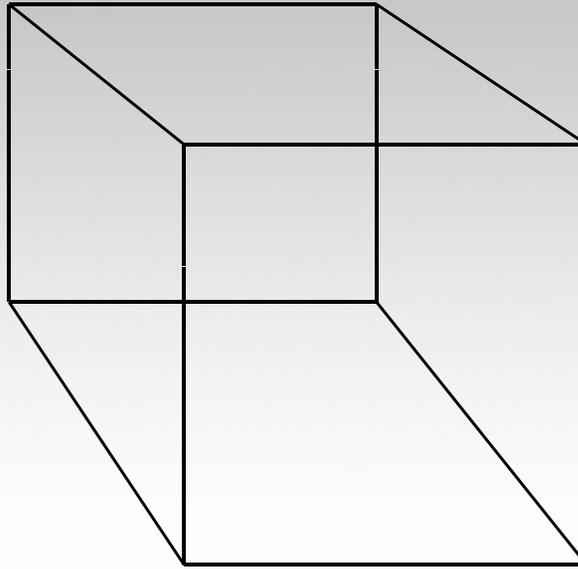
- Spatial Simultaneity

“ . . . the simultaneous representation of entirely different viewpoints the sum of which constitute the object”

Arthur I. Miller



Understanding all sides of an issues



Delivering Your Message

- Identifying the issues.
- Framing the issues.
 - What are you for?
 - What is the opposition for?
 - What the opposition says about us?
 - What the opposition says about themselves?
- The Four Elements of a Winning Message
- Evidence/Action/Benefit
- Personalize, Humanize, Dramatize

Issue Identification

Establishing Issues And Their Parameters

| | <p><u>Issue</u> <u>Identification</u></p> <p><u>Issue</u> <u>Parameters</u></p> |
|--|---|
|--|---|

Establishing Parameters

What is the most that we want

Increments Within

What is the least that
we are willing to accept

e.g. Taxes

- Establish total available for tax adjustments
- Taxes on accumulated wealth
 - Corporate income
 - Individual income
 - Estate (death taxes)
- Consumption taxes
 - Sales
 - Exemptions
 - Use
- Property taxes
 - Business real property
 - Business personal property
 - Individual real property
 - Assessment ratios
 - Rates
 - Exemptions
 - Abatements

The Leesburg Grid

us/us

How we describe ourselves

us/them

How we describe the opposition



them/us

How the opposition describes us

them/them

How the opposition describes themselves

US on US

Individual choice (insurance, doctors, treatments, procedures, drugs)

Personal accountability

Rewards for ambition (buying insurance early in life)

US on THEM

Strip choice from citizens and hand over to bureaucrats

Ends justify the means

Reward selfishness

Increase costs/deficit

More government

THEM on US

Out of touch

Insensitive to the uninsured

Protecting the wealthy

Beholden to big Pharma and big Insurance

THEM on THEM

Everyone will be insured

Eliminate disparity in insurance

Overturn greedy insurance companies

$$E=mc^2$$

Special Relativity Theory



Special relativity overthrows Newtonian notions of absolute space and time by stating that *distance and time depend on the observer, and that time and space are perceived differently, depending on the observer*. It yields the equivalence of matter and energy, as expressed in the mass-energy equivalency formula $E=mc^2$, where c is the speed of light in a vacuum.

Albert Einstein

$M=EC^3$

Special Relativity Theory of Messaging

“Message equals emotion
plus connection, contrast
and credibility”

Anon.

$$M=EC^3$$

Emotion

*Messages must connect with people on an emotional level.
Persuade through reason, but motivate through
emotion.*

$$M=EC^3$$

Emotion

Messages must connect with people on an emotional level. Persuade through reason, but motivate through emotion.

Contrast

Offer people a clear choice. But make sure the choice you offer is one that leads the audience back to you.

$$M=EC^3$$

Emotion

Messages must connect with people on an emotional level. Persuade through reason, but motivate through emotion.

Contrast

Offer people a clear choice. But make sure the choice you offer is one that leads the audience back to you.

Connection

Messages must be relevant to people's daily lives.

$$M=EC^3$$

Emotion

Messages must connect with people on an emotional level. Persuade through reason, but motivate through emotion.

Contrast

Offer people a clear choice. But make sure the choice you offer is one that leads the audience back to you.

Connection

Messages must be relevant to people's daily lives.

Credibility

Messages must be believable.

Evidence/Action/Benefit

- Three factors you need to communicate while you have your audience's attention.
- Evidence. Cite a credible, specific example of the problem you are trying to fix.
- Action. Describe specifically the remedy you are proposing to correct the problem.
- Benefit. Describe the benefits people will enjoy as a result of your proposal.

Personalize, Humanize, Dramatize

- PHD
- Use personal, specific examples of real people in real situations to humanize your message.
- Tell the story dramatically, for emphasis.
- “Victims”
- e.g. President Reagan’s use of PHD in State of the Union addresses

Important note:

- We leave ourselves room to make good on the promise by allowing us to:
 - Define success on our terms!
 - Use issues parameters to deliver on the promise through incremental gain!
 - Allow us to succeed!

Why participate?



“The world is a dangerous place, not because of those who do evil, but because of those who look on and do nothing.”

Albert Einstein

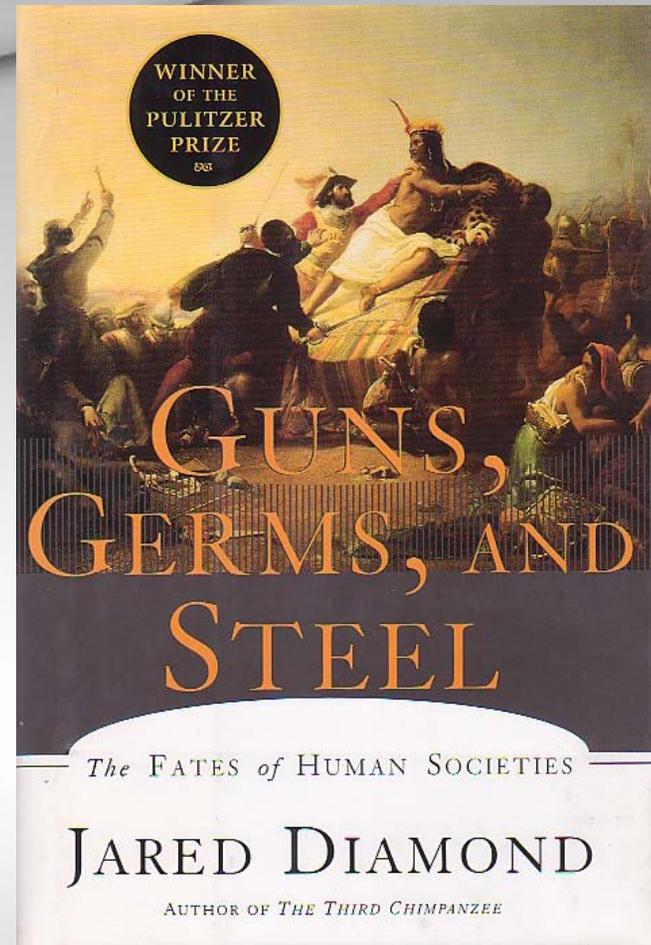
Building Coalitions

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331 North First Avenue Suite 250 Phoenix Arizona 85003 - Phone: 602 253 1821 Fax: 602 452 2929 Email: baarons@aaronsco.com

Background and Perspective

- Why did some civilizations advance before others
 - e.g. Why did Pizarro conquer Atahualpa? Why didn't the Inca's conquer Spain?
- The importance of understanding today's technology



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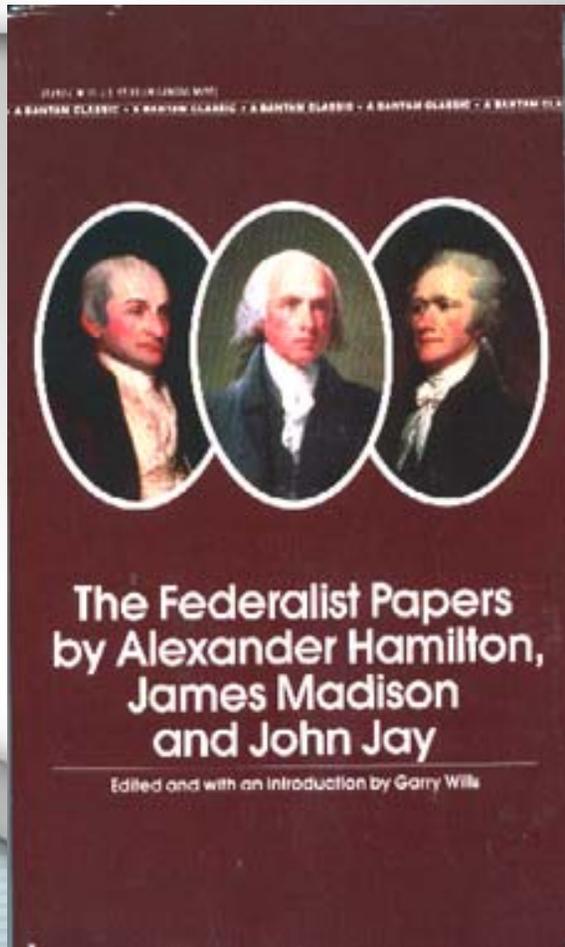
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The influence of special interest groups in recent years has had a negative impact on the integrity of government in America.

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Background and Perspective



“By a faction (aka special interest) I understand a number of citizens, whether amounting to majority or minority of the whole, who are united and actuated by some common impulse of passion or of interest.”

James Madison - Federalist 10

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Factions and Special Interests

“Madisonian democracy accepts the reality of factions (special interests) and allows for factions (special interests) to be heard.

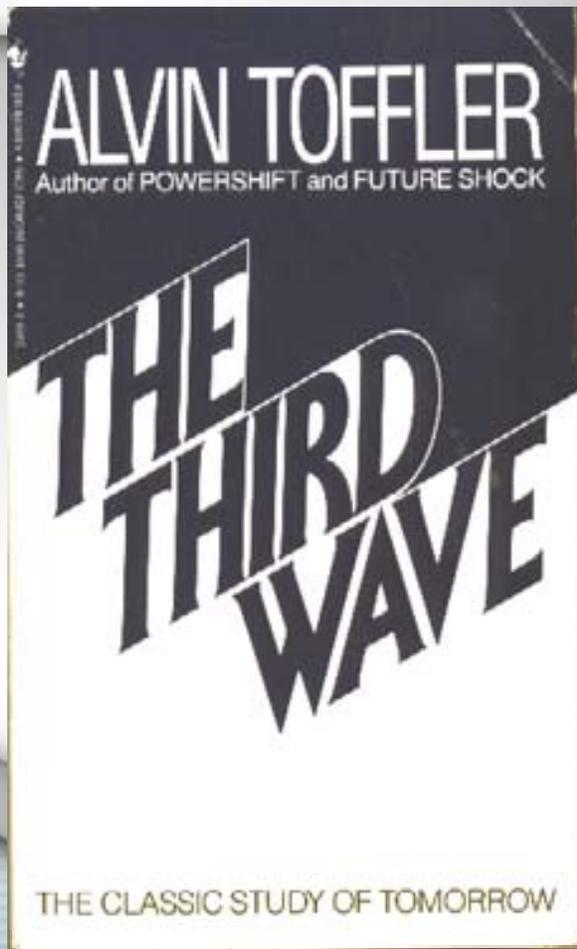
Indeed, it encourages broad participation in politics so that no simple faction (special interest) can dominate.”

Jan Witold Baran & Allison R. Haywood
The Weekly Standard February 23, 1999

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Background and Perspective



- The Agricultural Wave - 11,000 BC to c.1800
- The Industrial Wave - c.1800 to c.1950
- The Information Based Service Wave c.1950 to present
- September 2, 1969
- 1989 Sir Tim Berners-Lee invents the World Wide Web

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Stake Holder Management

Issue Identification

Constituent Identification

Building A Stake Holder Matrix

Identifying Stake Holder's Perceived Position

Identifying Stake Holder's Actual Position

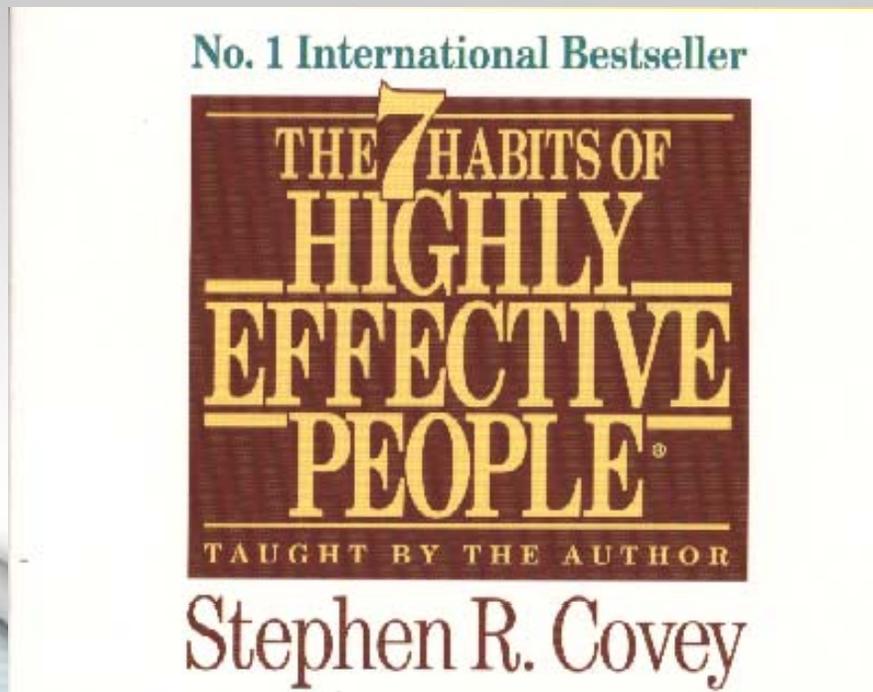
Determining Stake Holder Cooperative Potential

Determining Stake Holder Competitive Threat

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Background and Perspective



Habit four
Win / Win
&
Incremental
Gain

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A Quick Reminder

Establish Our Parameters

What is the most that we want

Increments Within

What is the least that
we are willing to accept

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Stake Holder Definition

**A Special Interest
or Faction
Which Holds a Stake
in Our Issues.**

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Identifying Stake Holders

Identification Of Stake Holders

Internal Stake Holders
Our Constituents

External Stake Holders - The World We Deal With
Who Represents Them
Where You Find Them

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Internal Stake Holders

Our Constituents

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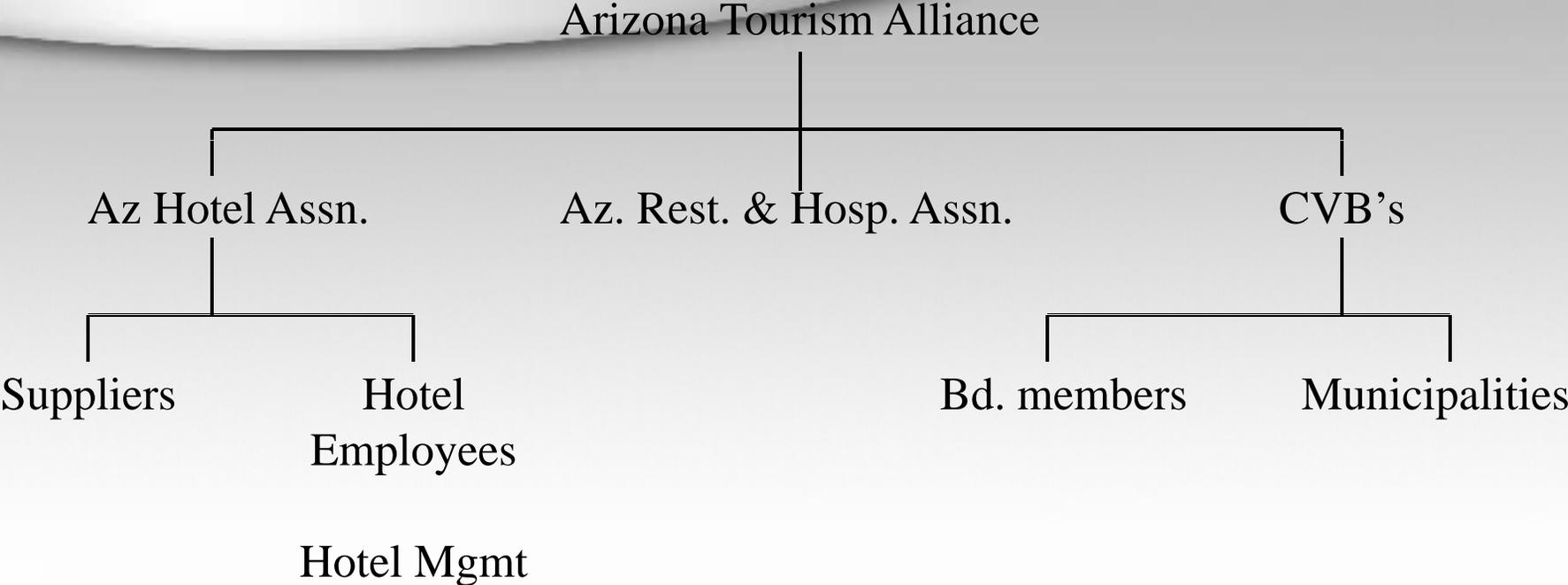
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Identifying Stake Holders

- Issues of importance
 - AOT funding
 - Prop 302 funding
 - Centennial Celebration
 - Government regulation
 - Spring training baseball
- Stakeholders of importance
 - AzH&LA
 - Solara
 - Chambers
 - CVB's/DMO's
 - Major League Sports

Our Constituents

Case Study: Arizona Tourism Alliance



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External Stake Holders



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External Stake Holders

How To Identify Them

Taxpayers – Taxpayer associations; business groups; homeowner associations; trade associations

Business – Local and statewide chambers of commerce; trade associations; major corporations

Small Business – NFIB; trade associations

Seniors – Senior centers or AARP

External Stake Holders

Stake Holder Types

Business Community

Corporations

- Fixed – Utilities and communications companies
- Manufacturing – Hi tech and heavy industry
- Service – Banks and financial institutions
- Conglomerates

Trade Associations

- Food Marketing Assn
- Construction Trades Coalition
- NFIB
- AZ Propane Gas Assn

Generic Chambers

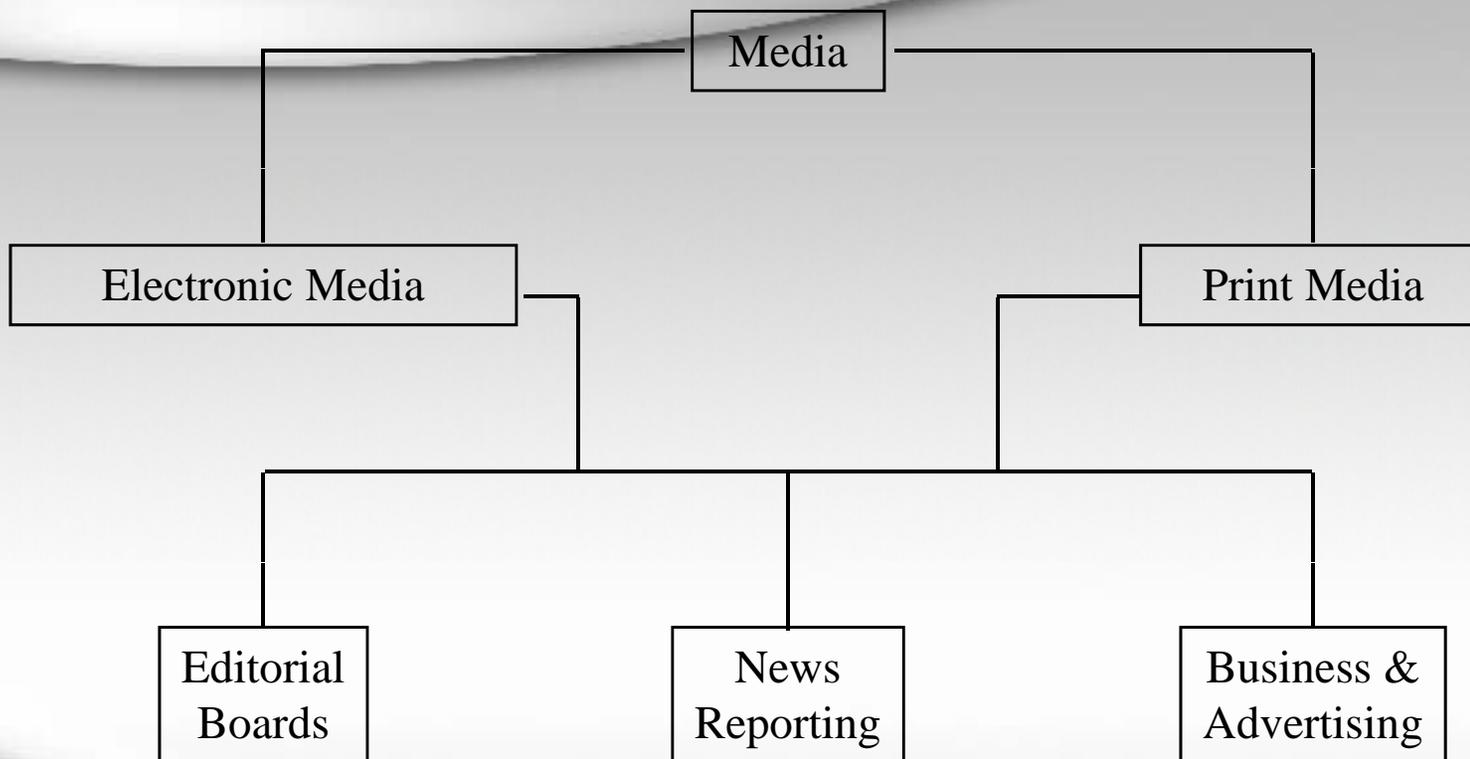
- State and local chambers' of commerce
- Regional economic Development organizations

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External Stake Holders

Stake Holder Identification Example



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Social Networking Sites for Coalition Building

Top 25 Social Networks Re-Rank

(Ranked by Monthly Visits, Jan '09)



| Rank | Site | UV | Monthly Visits | Previous Rank |
|------|-----------------|------------|----------------|---------------|
| 1 | facebook.com | 68,557,534 | 1,191,373,339 | 2 |
| 2 | myspace.com | 58,555,800 | 810,153,536 | 1 |
| 3 | twitter.com | 5,979,052 | 54,218,731 | 22 |
| 4 | fixster.com | 7,645,423 | 53,389,974 | 16 |
| 5 | linkedin.com | 11,274,160 | 42,744,438 | 9 |
| 6 | tagged.com | 4,448,915 | 39,630,927 | 10 |
| 7 | classmates.com | 17,296,524 | 35,219,210 | 3 |
| 8 | myyearbook.com | 3,312,898 | 33,121,821 | 4 |
| 9 | livejournal.com | 4,720,720 | 25,221,354 | 6 |
| 10 | imeem.com | 9,047,491 | 22,993,608 | 13 |
| 11 | reunion.com | 13,704,990 | 20,278,100 | 11 |
| 12 | ning.com | 5,673,549 | 19,511,682 | 23 |
| 13 | blackplanet.com | 1,530,329 | 10,173,342 | 7 |
| 14 | bebo.com | 2,997,929 | 9,849,137 | 5 |
| 15 | hi5.com | 2,398,323 | 9,416,265 | 8 |
| 16 | yuku.com | 1,317,551 | 9,358,966 | 21 |
| 17 | cafemom.com | 1,647,336 | 8,586,261 | 19 |
| 18 | friendster.com | 1,568,439 | 7,279,050 | 14 |
| 19 | xanga.com | 1,831,376 | 7,009,577 | 20 |
| 20 | 360.yahoo.com | 1,499,057 | 5,199,702 | 12 |
| 21 | orkut.com | 494,464 | 5,081,235 | 15 |
| 22 | urbanchat.com | 329,041 | 2,961,250 | 24 |
| 23 | fubar.com | 452,090 | 2,170,315 | 17 |
| 24 | asiantown.net | 81,245 | 1,118,245 | 25 |
| 25 | tickle.com | 96,155 | 109,492 | 18 |

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Choosing social networking sites for coalition building

- Rating methods
 - Profiles
 - Security
 - Networking features
 - Search capabilities
 - Help/Support
 - Legitimate friend focus

Stake Holder Issue Position

- Perceived position
 - Who Do We Know
 - What Do We Know
 - Historical Knowledge
 - Institutional Memory
- Actual Position
 - Ask Them
 - Ask Others
 - Do Your Homework
- Potential Position
 - Where might they be?
 - What might they do?
 - How might they help/harm?

Cooperative Potential Competitive Threat

Cooperative Potential

Those positions and efforts that can be adopted by a stakeholder that will make a ***positive*** contribution to our efforts in promoting our policy objectives.

Competitive Threat

Those positions and efforts that can be adopted by a stakeholder that will make a ***negative*** contribution to our efforts in promoting our policy objectives.

Cooperative Potential & Competitive Threat

Identifying Opportunities

Quid Pro Quos

Quid Pro Quos

Neutrality

Neutrality

Reversals

Reversals

Compromise

Compromise

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Compromise



“The myth would have it that (President) Reagan was tireless in shrinking the size of government, (but) a weak partisan always ready to deal with Democrats, and not the hardliner we thought he was *Reagan compromised, as even the most conservative politicians do, to save his political strength for what mattered most* - defeating the Soviet empire and keeping taxes low.”

Fred Barnes
The Wall Street Journal
July 17, 2006

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Grass Roots Advocacy and Influencing the Public Policy Process

Reviewing Our Stake Holders

- Issues of importance
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 - Government regulation
 - Spring training baseball
- Stakeholders of importance
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Reviewing External Stake Holders

Stake Holder Types

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- Construction Trades Coalition
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Influencing stake holders

Shared Vision

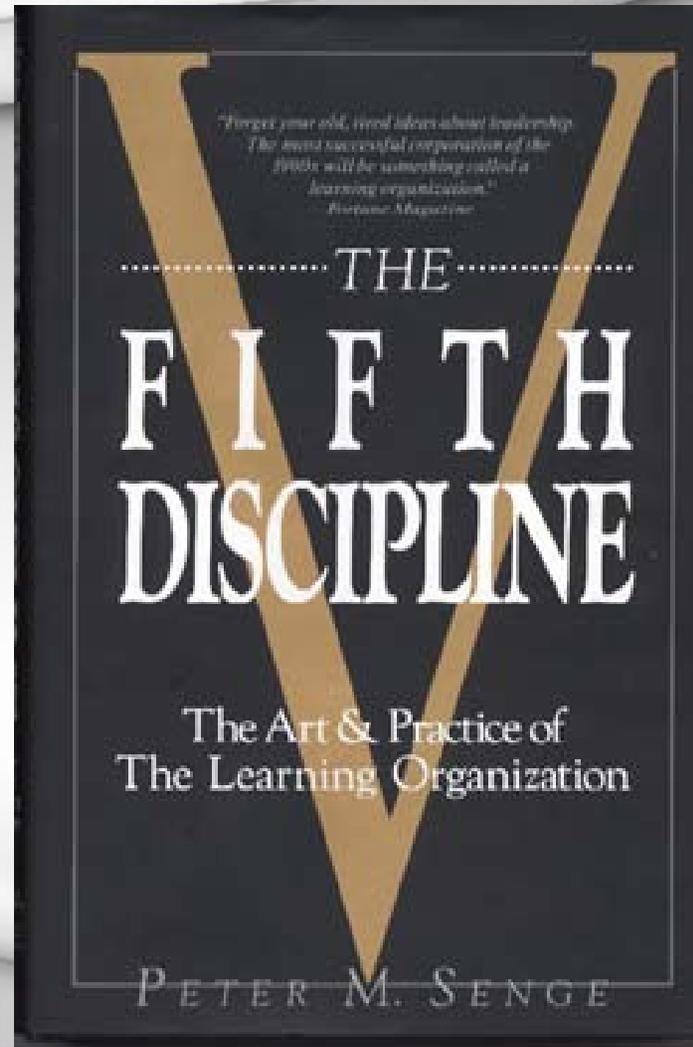
Collateral Materials

Speakers' Bureaus

Grass Roots Methodologies

Media Opportunities

Another Book



Shared vision

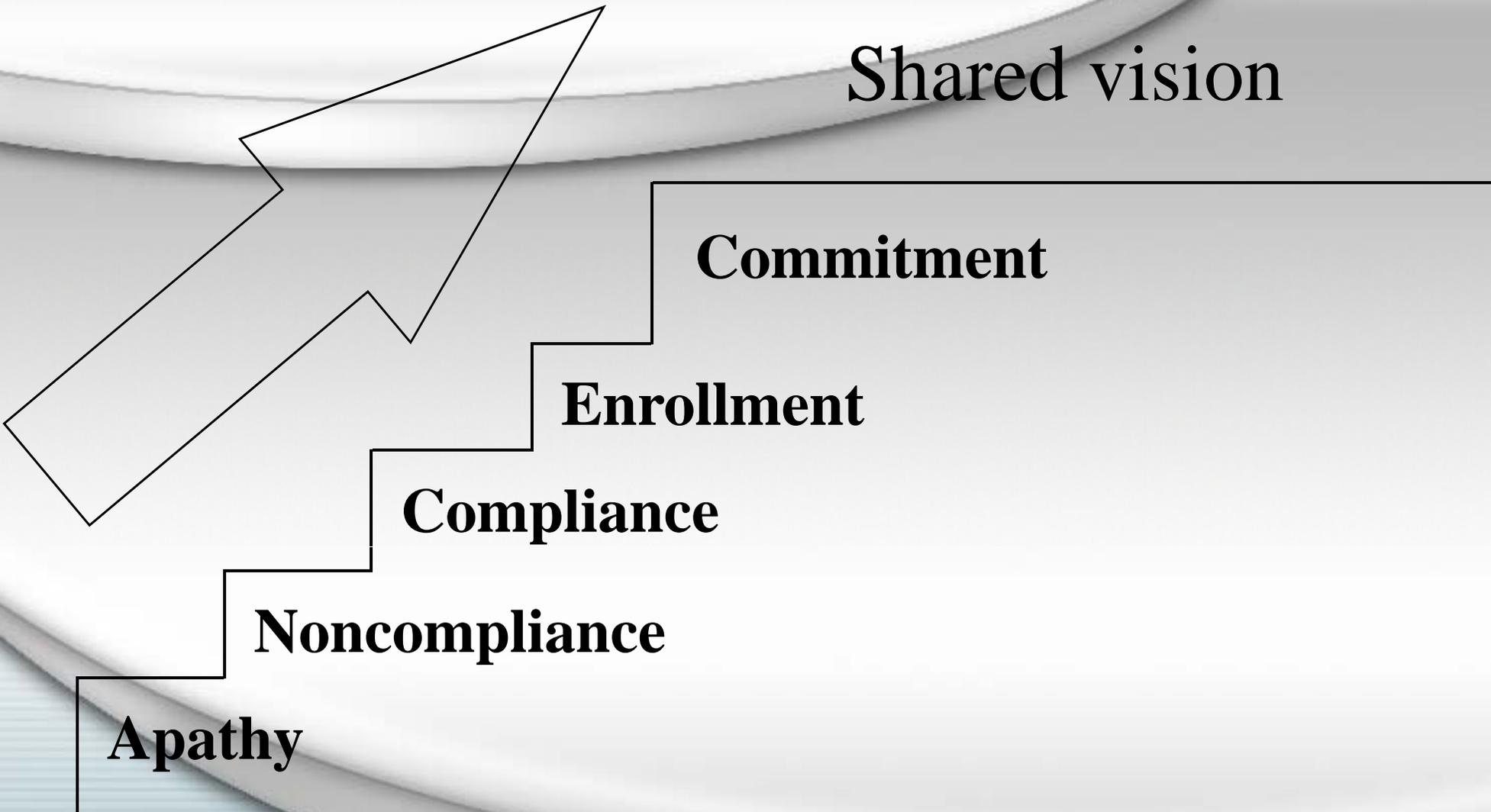
Commitment

Enrollment

Compliance

Noncompliance

Apathy



Collateral Materials

The Internal Briefing Paper

The Beauty Of The One Pager!

Keep It . . .

Positive But Honest

Understandable

**Talk Horizontally Not
Down**

Be Journalistic

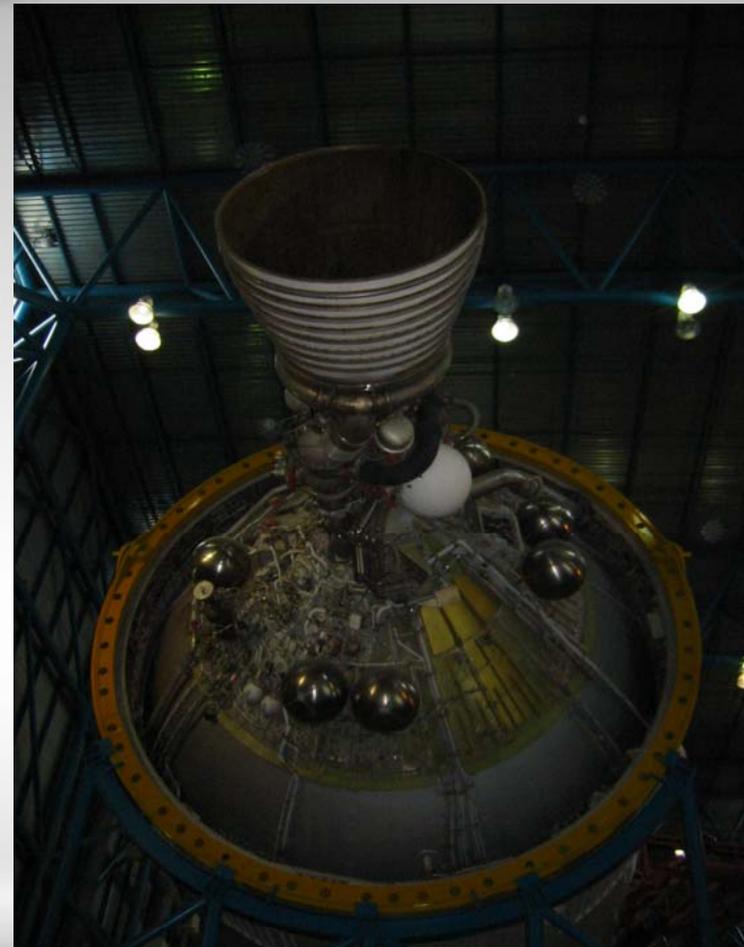
Who

What

When

Where

Why



Collateral Materials

The External Briefing Paper

The Beauty Of The One Pager!

Keep It . . .

Simple

Understandable

Without Acronyms

Journalistic

Who

What

When

Where

Why



Creating Our Standard Message

Credentials

The Issue

The Solution

The Assistance

Creating Our Standard Message

Credentials

Who We Are

What We Do

What We Mean To You

The Issue

What Is The Problem

What Our Position Is

**What The Opposition
Says**

Why They're Wrong . . .

. . . and We're Right

Creating Our Standard Message

The Solution

What the solution is

**How we'll
accomplish it**

**What the impact on
the audience is**

Why it is important

The Assistance

We need their help

**What they can do to
help**

-- Resolutions

-- Petitions

-- Sign up cards

Speakers' Bureaus

Going Public With Our
Message

Identifying Speaking Opportunities

- Review your stake holder lists
 - Chambers of commerce
 - Trade associations
 - Higher education
- Enumerate civic organizations
 - Lions, Rotary, Kiwanis
- Identify home owner associations
- Initial communications via letter or email
- Follow-up – follow-up – follow-up!



Deploying speakers

- Speaker's instructions
 - Where, when and who
- Speaker's materials
 - Presentation in the desired format
 - Equipment for the desired format
 - Handouts and propaganda
 - Petitions, sign up cards or sign in sheets
- Afterwards
 - Leave a trail of press especially in small communities
 - Ernie Garfield and the 1972 Congressional campaign
 - Data base additions
 - Thank you notes and more propaganda



Direct Communications with Elected Officials

Direct Communications with Elected Officials

- Communications by real people and the effect that they have on elected officials!
 - Personal visits
 - Hand written letters
 - Phone calls
 - E-mails
- Managing grass roots efforts – leaving nothing to chance

- Personal visits

- Visiting elected officials at their government offices.
- Visiting elected officials at their businesses or at neutral sites.
- Calling or writing for an appointment
- Following up in requesting and appointment
- Following up after an appointment

- Hand written letters

- Credentials: who you are, registered voter, same political party, your job etc.

- Tell them you appreciate them

- Tell them why you are writing

- Ask them for something: How they feel about the issue etc.

- Tell them you'll be in touch again

- Representative Phil Hanson and the 2001 oversight committee

- Senator Al Melvin and the 2009 Arizona Office of Tourism budget

- Phone calls

- Credentials: who you are, registered voter, same political party, your job etc.
- Have a prepared crisp script with a brief message
- Don't threaten, it invariably has the opposite affect
- Ask for a response, let them know you'll be in touch again and thank them
 - Communications workers and the 1976 deregulation legislation

- E-mails

- Put the subject in the subject line
- Credentials: who you are, registered voter, same political party, your job etc.
- Tell them you appreciate them
- Tell them why you are writing
- Ask them for something: How they feel about the issue etc.
- Tell them you'll be in touch again
 - Senator Lori Daniels and the 2001 Phoenix Civic Plaza legislation

- Managing grass roots efforts
 - Have a point person giving out assignments and following up for completion
 - Conduct grass roots groups activities
 - Make it a regular part of governing body meetings – I do it all the time
 - Get your member groups to conduct employee grass roots sessions
 - Prepare necessary materials for participants
 - Scripts and sample letters
 - Address, phone fax and e-mail addresses
 - Talking points
 - Paper, pens, envelopes and stamps

Grass Roots Advocacy

Keep up regular communications with your elected officials – the more you communicate the more influence you will have

Representative Nancy Barto, the President of the Arizona Association of Chiropractic and the 2009 scope of practice legislation

Media efforts

Print media

Editorial boards

Straight news reporting

Advertising

Electronic media

Radio talk shows

Public radio features

T.V. Public affairs programming

Cable T.V. Advertorials

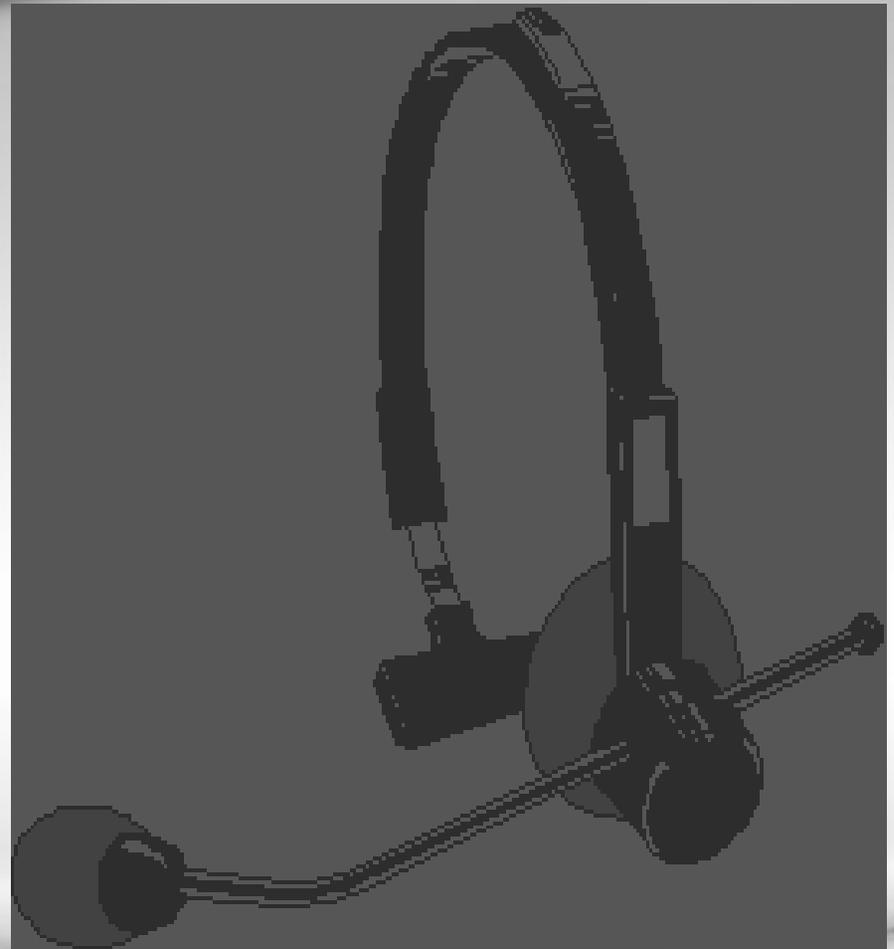
Print media



- Straight news
 - News conferences
 - Created news
- Editorial meetings
 - Large dailies
 - Small dailies
 - Small weeklies
- The business and advertising side of the newspapers

Radio

- Talk radio
 - In studio interviews
 - Grover Norquist and the KFYI interviews
 - Constituent call-in
- Drive time opportunities
- Editorial boards
- The business and advertising side of the radio



Television

- Straight news and cheap filler
 - Hint: television stations are always starved for weekend filler
- Public affairs programming
- Cable television advertorials
- Editorial boards
- The business and advertising side of television

Blogs and social networking

- Your own blogs
- Recruiting other blogs (feeding the insatiable appetite)
- Facebook groups
 - Constant feeding of information
 - Ability to change and add groups at any time
- Other social networking groups and Twitter

Stay On Message &

Coordinate your efforts

Collateral materials

Speakers' bureau

Communicating with elected
officials

Newspaper – radio – television

Blogs and social networking sites

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