



A Plan for the Development of a Communications Hub Supporting The Wyss Foundation's Core Issue Areas

Prepared for:
The Wyss Foundation

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OVERVIEW

Messaging and communications work is central to addressing the biggest issues facing the country; both in the short-term to win specific campaigns and to change the public's thinking on women's equality, economic opportunity, and democracy. This plan outlines the structure and functions of a communications hub designed to increase the effectiveness of The Wyss Foundation's overall investment in communications. The hub is designed to be focused, nimble, and efficiently managed to drive measurable change and significant wins.

After a review of other models and the communications needs of The Wyss Foundation, we have identified a significant opportunity for The Wyss Foundation to centralize the strategic management of communications campaigns in a communications team that works across the foundation's issue agenda. This model has several advantages, including:

- **Best talent and the latest tools:** Success in driving the public conversation requires significant, specialized expertise in research, message, all forms of media, and strategy. This expertise infrequently exist together in nonprofit organizations or coalitions. The rapidly changing media landscape makes it difficult to stay current and compete for talent. The creation of an independent entity presents a unique opportunity to attract senior-level staff who are on the cutting edge of the latest communications techniques, provide the resources to help them succeed, and allow them to do their jobs.
- **Focus on winning.** The hub will be focused on success and making tangible, measurable progress toward shifting public opinion and moving target audiences to action. Its client will be the issues it works on; decisions will be driven by what will achieve progress toward goals, not considerations of movement politics or organizational interests. The hub will not be concerned with credit or public profile, the messenger or organization best suited for a particular task will be asked to take it on (and take credit).
- **Durable.** Building an internal knowledge base on core issues and a team that remains consistent as campaigns begin and end, allows for relationships and lessons learned to continue from one campaign to the next. The hub will also have a detailed understanding of the overarching message frames required to address big issues, including economic opportunity and democracy, and will integrate these message frames into every campaign.
- **Cost effective.** Centralizing activities allows for the creation of efficiencies across issues and strategies and smarter fee structures with vendors. It also helps ensure that winning the long game is at the forefront of the tactics employed in short term campaigns.
- **Nimble.** The hub will have the flexibility to partner with the right grantees and vendors, depending on the needs of the campaign and the expertise already present. The hub will add value and fill needs while not duplicating existing efforts.

Ultimately this approach will ensure that the communications hub will dramatically shift the public debate and policy positions of identified decision makers, leading to implementation of policy solutions at the local, state, and federal levels.

Summary of Recommendations

The core objective of the hub is to dramatically shift the public debate and policy positions of core decision makers, leading to implementation of policy solutions at the local, state, and federal level. This requires significant focus on the development of research-based message frames and message discipline, which permeate throughout every aspect of the hub's work. The plan outlines the structure, scope, and staffing of the hub as well as core capacities that will ensure effective implementation of communications campaigns. The recommendations in this plan are rooted in our own experience, as well as the information gathered through interviews and the development of case studies. The success of the hub relies on deep coordination and collaboration with The Wyss Foundation and core partners, which is noted throughout.

We recommend that the hub be established as an independent organization with a fiscal sponsor and an advisory board that will be initially comprised of Wyss Foundation senior team members. This structure will create the independent credibility required to attract the most qualified staff members, while reducing administrative tasks, and ensuring close alignment with The Wyss Foundation. The hub should also have the flexibility to work across the spectrum of 501(c)(3), (h) election, and 501(c)(4) activities with some support from The Wyss Action Fund.

The hub will launch with a focused set of two to three campaigns, which will allow it to demonstrate success and build trust before expanding to other issue areas. Similarly, the hub will have a phased approach to staffing. An executive director, communications director, and digital director will manage the first two to three campaigns with the assistance of trusted pollsters and vendors. After the first campaigns are off the ground, additional staff will be added to the team to ensure all required capacities can be tackled by the hub. The final staffing structure will include robust internal proficiency in campaign implementation, social media, and media relations, in addition to issue-specific expertise.

Given the immense need for expertise within every aspect of communications efforts, we recommend that the hub be staffed and able to run campaigns from start to finish with little external support (with the exception of trusted external vendors, as outlined below). Partners and grantees will be integrated into campaign plans where useful and effective. Grantees and partners will be informed of campaign plans and how they can integrate the best-tested messages within their own work.

The hub will strive to be a center for excellence in communications and messaging. The team will be on the cutting edge of research and techniques to reach and move targeted audiences. The hub will

also have a detailed understanding of the overarching message frames required to address big issues including economic opportunity and democracy. They will integrate these message frames into every campaign and utilize lessons learned from individual campaigns to inform longer term plans to address the surrounding issue.

Before taking on a new issue or campaign, the hub will complete a comprehensive analysis of existing research and the landscape surrounding the issue. This analysis will be accomplished efficiently, in real time, to ensure it has a detailed understanding of the landscape without getting bogged down in the process. A baseline report will be developed that outlines the most influential players focused on the issue (for and against), existing engaged organizations and their impact, as well as the level and sentiment of the public conversation (print and social media) surrounding the issue. The baseline report will inform campaign plans.

STRUCTURAL CONSIDERATIONS

Structure of communications hub

In order to build independent credibility for the hub and to attract the most qualified staff members, we recommend that the hub be established as an independent organization. While the hub will be closely aligned and affiliated with The Wyss Foundation, the hub's independence will give the foundation appropriate separation from the hub's work and allow the hub to engage in a more robust way than it could if it was based within the foundation.

We also recommend the use of a fiscal sponsor that would be responsible for fiduciary and legal oversight of the hub. A fiscal sponsor can speed up the timeline for start-up of the new entity, while also reducing time and resources required for administration in the long run. Many fiscal sponsors have a track record of managing accounting and compliance in a cost-effective way, while allowing projects to run their own programmatic operations.

An advisory board can provide additional oversight and credibility to the organization while maintaining a nimble and streamlined structure. The advisory board would initially be comprised of members of The Wyss Foundation senior team and a representative from the fiscal sponsor. The board also provides a space for engaging a select group of seasoned experts if that is deemed useful in the future.

The hub should have the flexibility to work across the spectrum of 501(c)(3), (h) election, and 501(c)(4) activities. While the vast majority of the hub’s work is focused on public education and issue advocacy, there will be times when a targeted (c)(4) campaign is required to push specific bills across the finish line. For this reason, we recommend working with a fiscal sponsor that has (c)(4) capacity and setting aside 15 to 25 percent of the budget for (c)(4) work funded by The Wyss Action Fund.

The creation of an independent entity presents a unique opportunity to attract senior-level staff looking for a challenge and the ability to make a big impact. It allows the hub’s team of staff members to build credibility and buy-in outside of The Wyss Foundation’s traditional grantmaking structure. While the hub will be solely funded by The Wyss Foundation at the outset, this option leaves open the opportunity for additional like-minded major funders to invest in the hub’s work, if that’s deemed useful in the future. In the LGBT equality arena, the Federal Agency Project brought together joint investments from Ford, Wellspring, and the Gill Foundation to support a unified strategy to address policy change within the Obama Administration. This sent a strong signal to grantees and others working in the field that the funders were aligned in strategy. The decision to open the hub to support from other major funders should be made after the hub is well-established; keeping in mind the critical importance of executing highly effective campaigns, rather than being bogged down in process.

A thoughtful and strategic roll out of the hub is important to ensure others already in the field view the hub as a resource rather than a threat (i.e. competition for resources and credit). During these early conversations it will also be important to communicate the hub’s alignment with The Wyss Foundation so that grantees understand the importance/necessity of coming to the table.

Scope

The Wyss Foundation currently funds communications activities across a diverse set of complex issue areas including economic opportunity, democracy, and women’s equality. We recommend that the hub start with two to three specific communications campaigns before expanding. These initial campaigns will build credibility, which will help attract more of the best and brightest to the staff. It will also inspire deeper relationships with grantees and partners who can help drive successful campaigns.

Staffing

Identifying and recruiting the right staff members is critical to the success of the communications hub. Senior leaders of the hub must have a track record of success in messaging and communications, strong relationships, credibility, as well as experience in winning national and state based campaigns. We recommend two phases of staffing.

Phase one staffing:

- Designed to demonstrate the unique added value of the hub on a focused set of communications campaigns in a relatively short period of time.
- Includes hiring an executive director, communications director, and digital director who manage the development and implementation of the first two to three campaigns.
- External support will likely be required from a broader set of external trusted vendors during this phase, including pollsters and researchers.

Phase two staffing

- Allows the hub to further support the foundation's program areas while deepening impact. Expands the staff to include a media director, research director, two issue-specific communications managers, two digital associates, and an administrative assistant

Maintain Focus on Execution

This structure is designed to allow staff to spend more than 80 percent of their time and resources on actual execution and implementation of campaigns, with about five percent on priority setting and administrative functions, and 15 percent on plan development and measurement. All positions are designed to focus primarily on effective implementation of campaign activities.

External Trusted Vendors

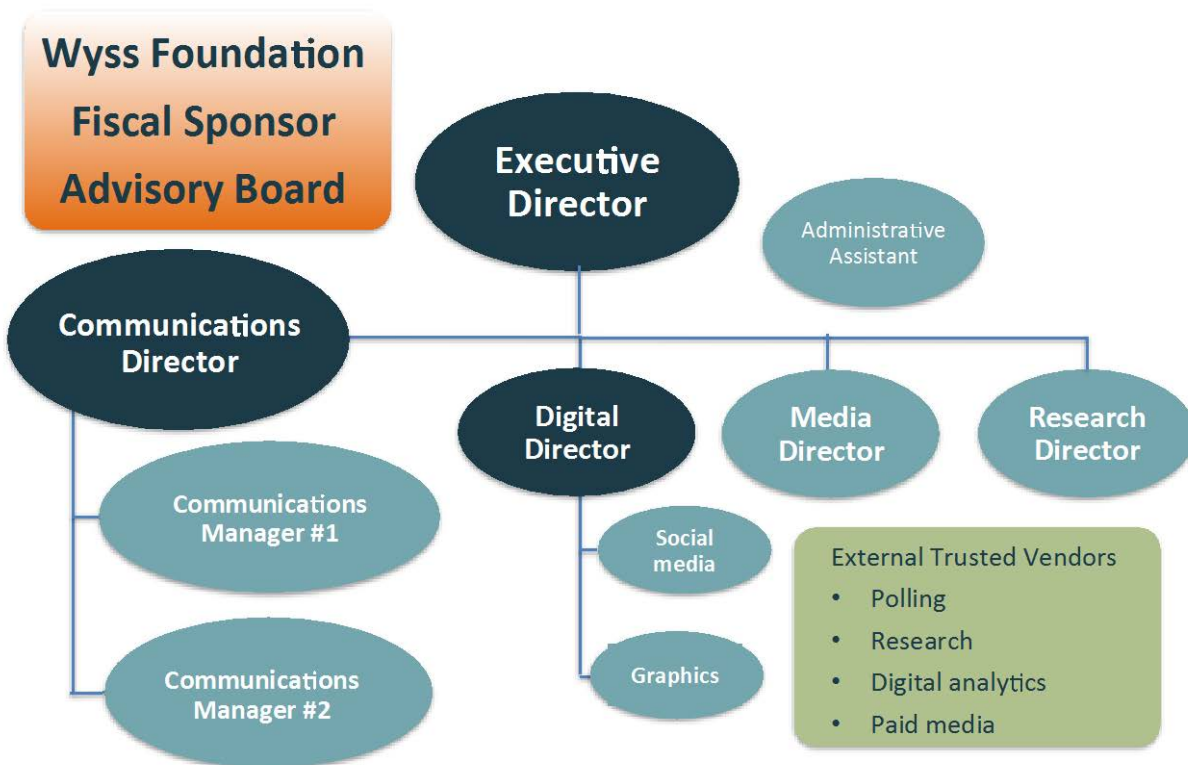
External trusted vendors are utilized as necessary for polling, advertising, creative design, and digital data (described below). Working with external vendors allows flexibility to work with the expert most suited for the task, while maintaining a lean and effective staffing structure. We recommend that the executive director and communications director work through a vetting and negotiation process that identifies a set of trusted vendors with pre-negotiated fee structures that reduce overall cost.

Grantees and Partners

Grantees and partners will also play a role within campaigns. The role of some grantees might shift to allow them to focus more closely on what they do best, which might not include communications. Organizations with high-level communications operatives might be asked to play a deeper role in execution, while others will remain in the loop - receiving tools and resources that help them integrate campaign messaging within their own work.

There are some roles that the hub is not intended to fill, and will therefore rely on grantees and partners to serve in these roles. This includes grassroots organizing and membership activation, among other critical roles. The communications hub will remain relatively behind the scenes and is not intended to be the public face of campaigns, which requires the hub to work closely with the most appropriate grantees with trusted brands that can provide spokespeople and help identify surrogates.

Staffing Structure



Highlights of Staff Roles and Responsibilities

Executive director: An accomplished communications expert who has a track record of running successful issue campaigns or advocacy organizations. A well-respected leader with experience in building coalitions and executing detailed, complex programs across a variety of issues. Sets overall strategy for the hub and the issues it serves. Acts as the main point of contact for The Wyss Foundation, key national partners and grantees, and trusted external vendors. Provides final approval of all research and polling, advertising buys, and contracts. Works closely with the communications director to set the overall objectives for the hub and strategy for the communications campaigns. Determines when and how to utilize the expertise of the digital, media, and research directors within campaigns. The executive director is ultimately responsible for

meeting benchmarks and objectives that are set with the input of The Wyss Foundation and the hub's advisory board.

Communications director: An accomplished communications professional with diverse experience in earned, paid, and social media, as well as campaign development. Ensures consistent application of best practices and trends in communications campaigns. Works closely with the executive director (and in phase two, the communications managers) to build and implement campaign plans. Supports the issue-specific campaign managers in ongoing monitoring/evaluation of impact. Provides extensive earned media support, including direct pitches and follow up with reporters. Maintains strong relationships with national communications professionals in the field and, when necessary, local communications leads.

Digital director: The communications hub's resident social media expert and the top social media advisor to partners and grantees. Experience designing and implementing successful social media campaigns for a variety of causes and/or issue campaigns. Oversees social media strategies for the campaigns run by the hub. Ensures a metrics-based approach to social media activities that focuses attention on the most effective methods for reaching target audiences. Maintains relationships with online influencers who have a significant following and the ability to drive messages online. Develops graphics, where appropriate, for campaigns and rapid response efforts. Stays current on the latest trends and best practices, communicates these trends to partner organizations, and helps integrate them into social media plans.

Media director: Has a strong background in media relations including television, radio, print, online, and Spanish-language press. Maintains solid relationships with national and local members of the media. Assists with implementation of media strategies and proactively engages in pitching and rapid response activities. Prepares surrogates and spokespeople before putting them in contact with members of the media. Where necessary, utilizes tightly managed contracts with local media operatives to assist with specialized pitching.

Research director: Has a strong background in quantitative and qualitative research, including extensive message testing. Closely follows innovation and new messaging research techniques. Collects, analyzes, and archives all research conducted by grantees and partners. Maintains a comprehensive understanding of public support, what moves target audiences, and trends in research for all of the issues addressed by the organization. Guides strategies for new research and maximizes the research budget. Adapts data for use by grantees and partners in campaign activities and messaging. Works closely with the communications director and managers to build research-based messaging toolkits and resources for each campaign.

Communications managers (issue specific x2): Experienced communications professionals with diverse background in earned, paid, and social media, as well as campaign development. Manage all levels of campaign implementation including media tracking, direct outreach to the media, and preparation of pitches made by the media director when stronger relationships exist there. Maintain strong relationships with local (and national when appropriate) communications professionals in the field. Oversee and regularly report on all activity, whether carried out internally, by vendors, or by grantees. Work with the research director and others to develop issue-

and campaign-specific resources and toolkits at the outset and throughout campaign implementation. *These positions are designed to allow the managers to “own” an entire issue area (e.g. economic opportunity, democracy, etc.). By digging deep within an issue area, the managers will be able to tie individual campaigns back to common overarching message frames, identify trends within their field, and get to know the media covering specific topics.*

Social media associate: Assists in the development and drives the implementation of digital strategies. Monitors online activity related to the issues and specific campaigns addressed by the hub. Flags new opportunities and items requiring rapid response. Directly promotes campaign messages with online influencers.

Digital graphics associate: Uses research-based message frames and campaign plans to develop graphics for use online (in some cases multi-purpose). Partners closely with the research manager and campaign managers to ensure their digital graphics needs are met. Assists with the layout of resources and toolkits for each campaign.

Administrative assistant: Provides general office management and administrative support for the executive director and senior management team.

Highlights of Vendor Roles and Responsibilities

Pollsters and qualitative researchers: There is a unique value to both of these types of research. Polling can provide a detailed understanding of support among various audiences, as well as the convergence and divergence of those audiences around policy solutions and specific messages. Qualitative research is critical to deeply understanding what motivates people around an issue, why particular messages are appealing, and what moves people to action. Techniques used in qualitative research continue to evolve and improve. The combination of traditional focus groups, moderated online discussions, and in depth interviews can provide detailed understanding of issues in a way that standalone polls cannot.

Design: While it is important to have internal capacity to design creative and rapid response materials or layout resources for grantees and partners, some campaigns require additional creativity that is difficult to maintain within an organization. For this type of design, we recommend identifying a set of two to three trusted design firms with pre-negotiated fee structures. Costs can be controlled by having the design firm provide brand guidelines and templates for each new campaign. This allows the internal graphics associate to continue to customize materials throughout a campaign without having to ask the design firm to implement changes.

Digital data analysis: This vendor provides software and innovative techniques to monitor social media and earned media coverage that’s posted online. This can include a simple “social listening” tool that allows you to track conversations online. Some vendors also provide the ability to promote message or respond directly to online influencers through their software. This tool is critical in the monitoring and social media capacities described below.

Advertising: It’s difficult to build internal capacity that compares with the production value that can emerge from a quality firm specializing in creation and targeted placement of advertising buys.

Firms know how to scale up or scale down the cost of production based on available budget. They also have access to information that is only provided to those purchasing ads in volume. For instance Facebook regularly rolls out new types of advertising and will invite core advertisers to test the ads before they are available to the general public.

Booking: While the hub will have extensive earned media capabilities and relationships with the media, there are times when an external consultant can help secure placement of a spokesperson on a targeted television or radio program. This vendor will work closely with the media director.

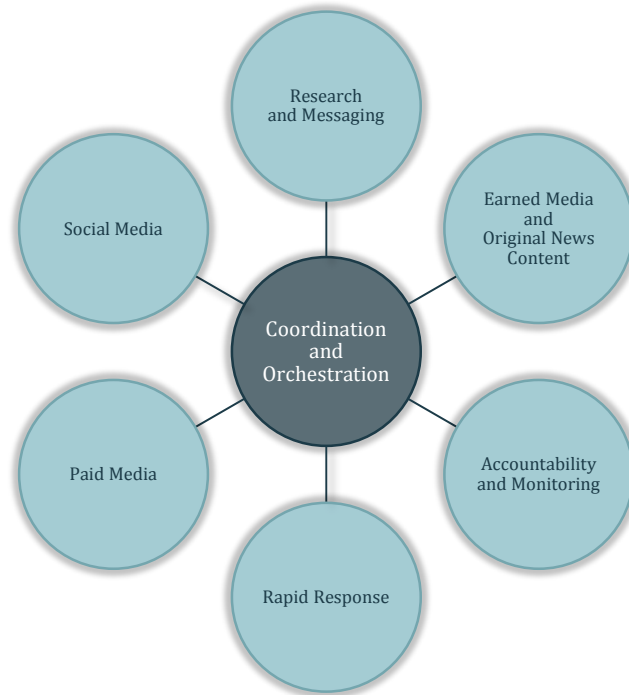
PROGRAMMATIC CONSIDERATIONS

Capacities

The ultimate objective of the hub is to win, and this requires expertise and the bandwidth to drive several core capacities. Every program area that The Wyss Foundation supports requires intense communications and messaging support. For this reason, we recommend that the hub have the ability to lead on a variety of capacities based on what is needed for each communications campaign. As mentioned above, the expertise of staff is critical. An experienced communications professional should be able to drive strategies and advise on most, if not all, of the capacities described in this section.

These capacities are generally required in any comprehensive and successful communications campaign. Ensuring that the hub has significant expertise in each capacity, will allow it to control as much of each campaign as it needs to, while being flexible enough to use to utilize grantees when appropriate.

Capacities of the Communications Hub



Coordination and orchestration

This capacity includes the coordination of all activities and campaigns with special emphasis on successful implementation and measurable impact. In most cases, this capacity will focus internally, utilizing the expertise within the hub to implement campaigns. When additional expertise is available through a grantee or partner, this might also include coordination with external entities. In few cases, training and technical assistance might be needed for external entities that are deemed helpful for successful implementation.

Effective orchestration requires thoughtful and deliberate communication with others in the field and with partners or grantees whose support (passive or active) is essential to winning. Depending on the needs of each campaign, this might include one-on-one conversations to inform others of the campaign and tactics being employed, regular convening of interested parties to build buy-in, or direct collaboration and coordination with others in the field who are actively engaging in portions of the campaign.

For each new campaign that the hub takes on, a clear internal communication, coordination, and management structure will be outlined. Additionally, a baseline landscape and research analysis will inform the development of the campaign including its editorial calendar, and assess potential roles of partners and grantees in the campaign. This baseline will be created in real-time to ensure efficient use of resources while gaining a comprehensive understanding of the landscape.

Based on the research and landscape analysis the hub will develop a campaign plan that includes:

- overall objective and how the communications plan supports that objective;
- audiences and decision-makers whose support is required for success;
- the most effective communications channels to reach target audiences;
- roles and responsibilities of staff, vendors, and external partners in executing the campaign as well as how each will be informed and convened;
- strategies, tactics, and measurable deliverables for each communications capacity;
- editorial calendars and timelines; and
- campaign budget.

Factors for ideal campaign implementation:

- Clear objectives, roles, and responsibilities.
- Regular communication with and reporting to The Wyss Foundation
- Convening partners takes place when it benefits the campaign and the issue overall.
- Active partners (those with identified value added):
 - Have an identified role within the campaign.
 - Provide input and feedback on campaign plans.
 - Meet regularly with the hub and other active partners.
 - Where necessary, receive training and technical assistance.
- Passive partners (who should be informed, but don't play a formal role):
 - Informed about the campaign, basic strategies, and messaging.
 - Convened with other passive partners on a semi-regular basis.
 - Where necessary, receive training and technical assistance.
 - Ideally fold campaign messaging into their internal communications activities, or at the very least, cease from using potentially harmful messages.

Research and messaging

This capacity includes message development, audience segmentation, issue research and fact-checking, polling and focus groups, as well as analysis of external research and trends.

Responsibilities of this capacity include interpreting and translating national messages for local consumption and ensuring cohesive research-based messaging frames. This capacity also includes the collection and archiving of research materials to avoid duplication and build efficiencies.

The research and messaging capacity is critical in both maximizing the use of financial resources while ensuring that the best-tested message frames are used throughout campaigns. This work will permeate through all activities and responsibilities of the hub. Centralizing research analysis activities allows funds to be used to dig deeper into what moves target audiences on a specific campaign and how that ties to the broader issue, while avoiding duplicative activities. This also allows for careful and timely analysis of trends in research and polling.

It is critical that this capacity be used to inform how the hub approaches broad issues (economic opportunity, democracy, and women's equality) and individual campaigns. This work will guide the development of research-based messaging toolkits and resources for use by grantees and partners supporting each campaign. Toolkits should include:

- Research-based message guides on what to say, what not to say, and why.
- Highlights of recent polling that can be publicly referenced.
- Draft op-eds and letters to the editor.
- Draft member action alerts.

Factors for ideal campaign implementation:

- All grantees and partners provide existing research findings and research reports.
- Research capacity covers issue-wide and campaign-specific messages.
- Localized data helps inform national message frames.
- Researchers help provide the full picture of an issue rather than their limited engagement on a specific poll or project.
- Easy-to-use research-based messaging toolkits inform campaign plans and grantees/partners.
- Wyss Foundation program officers and other funders are well versed on tested messaging and use it as part of the grantmaking process.

Earned media and original news content

This capacity includes the cultivation of credible and effective messengers including grass-tops influencers and impacted community surrogates, matching messages and messengers who resonate with target audiences, placement of surrogates on radio and television, submission of op-eds and letters to the editor, creation of newsworthy events, and relationship building with members of the media. The hub staff will regularly and substantively engage members of the media to promote campaign spokespeople and messages. The disappearance of investigative journalism from mainstream media outlets means that the hub cannot rely on earned media alone. In many cases well-researched, newsworthy content needs to be developed and presented to members of the media in easily digestible formats. This might include summaries of research reports, info-graphics, and pre-packaged pitches.

Factors for ideal campaign implementation:

- The communications director and managers, as well as the media director work as a team to cover media outreach and drafting of earned media materials (op-eds, letters to the editor, etc.).
- Grantees and partners identify surrogates who will resonate most with target audiences.
- Surrogates are trained and their interactions with the media are fully coordinated by the hub.
- For partners or grantees who are providing the campaign “brand,” all internal staff are briefed on the campaign and spokespeople are well-trained.
- Local blogs and independent journalists provide investigative reports to drive local attention on an issue.

Social media

A strong social media presence is not only necessary to spread message frames, but also to shape the way issues are covered and the response that stories receive. A majority of Americans aren’t reading newspapers or watching the national news, but many are paying attention to what their

friends are saying on social media. The development of creative, shareable, and timely content on social media can expand the reach of a campaign to audiences that wouldn't have learned about it otherwise. Additionally, many members of the media closely follow social media for new story ideas, angles, and to identify spokespeople.

This work includes online influencer outreach and cultivation, building support among online activists, and message dissemination. It also requires working closely with grantees and partners engaged on the issue to guarantee that these organizations are well trained on best practices and have a high comfort level sharing the hub's content. The hub will assist in identifying consistent metrics for measurement of activity on social media, as well as innovative tools, and will work individually with grantees to ensure they are well informed.

This expertise is also important when testing research-based message frames in real time. A social media expert who is working closely with an online ad buyer and grantees can very quickly test and determine which ads or messages are resonating most with target audiences and which need to be pulled from circulation. The centralization of this information means that this work can happen minute-by-minute, rather than waiting until after a campaign to determine its effectiveness.

Factors for ideal campaign implementation:

- Up-to-the-minute monitoring of issue-wide and campaign related online conversations.
- Daily tweets and Facebook posts driving the conversation online.
- Online content is extremely accurate, well-researched, and trustworthy.
- Extensive use of info-graphics and other shareable content.
- Deep understanding of the most effective and innovative tools and how they appeal to specific audiences.
- Relationships with issue-based organizations that can share content.

Accountability and monitoring

This capacity includes ongoing media monitoring of issues critical to campaigns and the campaigns themselves, as well as identifying trends in coverage, the strongest pundits, and tactics/messages being used by opponents. This work also includes drawing attention to and correcting misinformation in the media, questioning the credibility of opponent arguments, and holding leaders accountable for the positions they take.

The accountability and monitoring capacity is a critical component of effective communications campaigns. The communications hub is going to take on issues where opponents have been winning the messaging game for years. The hub's campaigns will threaten opponents and we should expect them to respond. The hub will need to be prepared to hold opponents accountable and remain on offense.

Factors for ideal campaign implementation:

- At minimum, daily review of related earned and social media coverage to help flag emerging stories.
- Nimble structure that allows for immediate research and response to misinformation.
- External organizations or grantees can be very helpful in this capacity; ideally this includes a group of them working collaboratively.

Rapid response

This capacity includes real-time design, implementation, and coordination of aggressive strategies and tactics that cover advocacy, branding, issue education, and media relations. The 24-hour news cycle means that topics and issues can be framed or coopted in a matter of hours. Some attacks from opponents can be anticipated and prepared for during the planning process while others require immediate action once identified. This capacity is called out separately to ensure that the campaigns don't lose sight of the big picture and research-based messages while also responding effectively to attacks. Rapid response also includes taking advantage of new, positive opportunities, such as an affirmative statement from an unlikely ally or an unexpected event that emphasizes the need for policy solutions.

Factors for ideal campaign implementation:

- Regular monitoring of coverage.
- Clear process for flagging items requiring response, vetting the level of response needed, and attracting an appropriate level of internal/external support to respond effectively without distracting from other necessary campaign activities.
- Pre-identified surrogates who can be quickly mobilized to respond.

Paid media

This capacity includes the integration of online, television, radio, print, and mail advertising. Paid advertising ensures that targeted groups are being exposed to campaign messaging in a tightly controlled environment. Each type of advertising offers different benefits. For instance, the placement of an ad in a local paper can help secure a positive editorial, while online advertising is able to target a specific decision maker's neighborhood, church, or office. Identifying a select set of trusted external vendors with pre-negotiated fee structures will ensure the highest return on investment in this area and can save the foundation and its grantees considerable money over time. Paid online advertising and promotion is an incredibly helpful way to test calls to action and other message frames in a way that quickly identifies which messages actually move target audiences and which should be eliminated from a campaign.

Factors for ideal campaign implementation:

- Identified list of trusted advertising vendors with pre-negotiated fee structures.
- Extensive knowledge of the latest innovations in highly-targeted paid media campaigns.
- Complete integration of advertising across all platforms.

Communication and management

Efficient management of the hub, as well as clear communication between The Wyss Foundation and the hub is critical.

- Annual strategy development: Foundation and hub staff will work collaboratively to develop the hub's priorities based on The Wyss Foundation's funding strategy and overarching objectives.
- Advisory board approval of the hub's annual plan: The advisory board of the hub will meet annually to review accomplishments and approve plans for the year. The board will initially be comprised of members of The Wyss Foundation senior team.
- Quarterly updates and strategy adjustments: The hub will prepare quarterly updates for The Wyss Foundation identifying benchmarks that have been reached, challenges faced, and recommendations regarding necessary adjustments to the annual plan as a result of changes in the landscape.
- Campaign-specific strategy sessions: At the outset of each new campaign, the hub will work with appropriate foundation staff members and program officers to develop a campaign strategy, timelines, and benchmarks. Foundation program officers will also participate in the landscape analysis (described below).
- Measuring success: The hub will build a series of documents outlining communications and social media best practices, as well as metrics for measuring the impact of earned, social, and paid media. These documents will be designed for both internal use and to share with grantees.

ROLL OUT STRATEGY

We recommend that the hub remain relatively behind-the-scenes until initial hires have been made and the landscape analysis is complete for the first one to three campaigns. We expect that within six months, initial low-key conversations can take place with a carefully timed set of individuals who will play a role in the initial campaigns. These conversations should present the hub as a resource and guiding advisor to The Wyss Foundation. We recommend that for the first phase of its existence, that the hub be as unbranded as is feasible. Expectations of the hub will be built quickly and the hub will need to manage the careful nuance of pulling partners into the fold through trust and shared values while also presenting added value and clear direction for communications work.

THREE-YEAR BUDGET

Expenses	2015	2016	2017
Organizational Structure			
Staffing			
Executive Director (\$200k)	\$133,333	\$200,000	\$200,000
Communications Director (\$165k)	\$110,000	\$165,000	\$165,000
Digital Director (\$125k)	\$83,333	\$125,000	\$125,000
Media Director (\$100k)	\$0	\$100,000	\$100,000
Research Director (\$100k)	\$0	\$100,000	\$100,000
Communications Manager (\$85k)	\$0	\$85,000	\$85,000
Communications Manager (\$85k)	\$0	\$85,000	\$85,000
Social Media Associate (\$55k)	\$0	\$55,000	\$55,000
Digital Graphics Associate (\$50k)	\$0	\$50,000	\$50,000
Administrative Assistant (\$40k)	\$0	\$40,000	\$40,000
Performance-based salary increase (5% pool)	\$0	\$0	\$50,250
Benefits (based on 20% of combined monthly salaries)	\$65,333	\$201,000	\$211,050
Total Staff	\$392,000	\$1,206,000	\$1,266,300
Overhead			
Officing	\$60,000	\$90,000	\$90,000
Travel, expenses, etc	\$75,000	\$180,000	\$180,000
Legal and compliance	\$50,000	\$75,000	\$75,000
Total Overhead	\$185,000	\$345,000	\$345,000
Programmatic			
Campaign Implementation			
Creative design	\$75,000	\$75,000	\$75,000
Paid media	\$250,000	\$500,000	\$500,000
Booking	\$25,000	\$40,000	\$40,000
Field	\$100,000	\$250,000	\$250,000
Total Implementation	\$450,000	\$865,000	\$865,000
Regrants			
Original news content	\$200,000	\$300,000	\$300,000
Earned media (includes surrogates and branding)	\$100,000	\$350,000	\$500,000
Total Regrants	\$300,000	\$650,000	\$800,000
Research and Resources			
Research and landscape analysis	\$150,000	\$225,000	\$225,000
Original research to fill gaps and address needs	\$550,000	\$500,000	\$500,000
Communications resources and toolkits	\$25,000	\$37,500	\$37,500
Digital data management and online engagement tool	\$16,000	\$24,000	\$24,000
Total Research and Resources	\$741,000	\$786,500	\$786,500
Fiscal sponsor administration (7%)	\$144,760	\$269,675	\$284,396
Projected Annual Budget	\$2,212,760	\$4,122,175	\$4,347,196

All of the above items are focused on the communications-related activities of winning efforts. For instance, the items included in “field” would focus on mail, phones, or canvas related to spreading a specific message frame with a specific audience, when that is required. Original news content and earned media regrants would focus on providing the ability or incentive to closely partner with

grantees who have trusted brands, spokespeople, or message dissemination structures (such as blogs) that are deemed useful for campaigns.

ADDENDUM A: INTERVIEW LIST

The development of this plan began with private conversations with the foundation's leadership team and also included interviews with leaders at a number of organizations. These conversations, along with additional research and the development of seven case studies, provided insight into other communications operations and campaigns across the country. Below is a list of the organizations and leaders Civitas interviewed, the vast majority of which have connections with the Foundation.

- David Becker, Pew Charitable Trusts
- Bradley Beychok, Media Matters
- Tanya Bjork, Know Your Care / Protect Your Care
- Courtney Cuff, Gill Foundation
- Arkadi Gerney, Center for American Progress
- Jennifer Epps-Addison, Wisconsin Jobs Now
- Kyle Herrig and Karl Frisch, Project Daylight
- Dale Ho, American Civil Liberties Union
- Ilyse Hogue, NARAL
- Andrea Keller Helsel, Western Conservation Foundation
- Brian Kettenring, Center for Popular Democracy
- Jake Matilsky, Montana Voices
- Dan McGrath, Take Action Minnesota
- Ineke Mushovic, Sean Lund, and Calla Rongerude, Movement Advancement Project (MAP)
- Sujata Tejwani, Wellstone Action/Unity '09
- Louisa Warren and Robb Gray, Center on Budget and Policy Priorities
- Wendy Weiser, Brennan Center