



Democratic National Committee

PLAYBOOK

**A GUIDE FOR COORDINATED
CAMPAIGNS & STATE PARTIES**



Friends,

The stakes could not be higher for our country, which is why, over the past year, Democrats have won tough races up and down the ballot through aggressive, innovative organizing and clear communication on the policies and values that resonate with voters. Our path to victory in 2026 demands that we keep building this momentum: organizing everywhere, speaking with conviction, and being the party that truly listens to and serves the communities we represent.



To accomplish that mission, the Democratic National Committee is releasing a first-ever Organizing and Political Playbook to inform how to build winning campaigns in 2026. This is the first time the DNC has collected and distributed best practices from across the ecosystem — marking a meaningful shift in how we support state party leaders, campaign staff, and partners on the ground. As a result, this Playbook provides both data and resources, as well as a clear perspective on how to win right now.

The goal of this guide is to be practical and actionable. The Playbook Includes:

- **ORGANIZING RE-MODEL:** introduces cornerstone organizing principles, strategic shifts for organizing programs, and a newly designed day in the life of an organizer.
- **CASE STUDIES:** features 9 case studies highlighting innovations in organizing — such as Swing Left’s “Ground Truth” canvassing program and findings from the DNC’s Black & Latino Polling in VA & NJ in 2025.
- **BEST PRACTICES:** includes best practices for every department on a campaign — from Cybersecurity to Influencer Engagement.
- **TECH PILOT LEARNINGS:** published results from our 2025 organizing technology pilots. We tested four new organizing tools across the country to improve how we target and reach voters.

Everything in these pages revolves around one core tenet: connection with voters matters more than the attempts we make. The DNC is all gas, no brakes as we rethink our party’s approach to campaigning. This guide is meant to empower you, our party’s most valuable resource, to be as effective as possible. As you refine your approach and push boundaries, do what works best for your campaign and know that your work is the engine of Democratic victories. By utilizing the collected lessons in this playbook, we will do more than improve our campaigns — we will build the durable, long lasting infrastructure that helps us win this moment and win the future. We have to build to win and build to last. Thank you for your leadership and commitment. Let’s get to work.

Sincerely,

A stylized, handwritten signature in black ink, appearing to read 'Ken Martin'.

KEN MARTIN

Chair, Democratic National Committee

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ORGANIZING RE-MODEL



A NEW DAY IN ORGANIZING

As Democrats, the approach we have taken to organizing is not fit for the moment we find ourselves in. As we attempted to execute on the tried and true tactics of the past, we miscalculated their efficacy and missed opportunities to question how they evolve for the here and now. The urgency of solving these challenges is only increasing as our elections and voting rights face unprecedented attacks.

THE URGENCY OF THE MOMENT

Voters can now screen unknown numbers on their cell phones and put cameras outside their doors. They now consume a majority of their news online and through social media. But, more importantly, voters and volunteers alike expect more from candidates and campaigns than a phone call, door knock, lit drop, or social post.

Voters are seeking connection, authenticity, and concrete proposals for a more fair and affordable future. We heard this call loud and clear in 2025 and Democrats responded with inspiring, creative, and connective campaigns. And we won.

Now it is time to document our learnings and continue to evolve the way we reach diverse groups of voters successfully.

This moment demands a revision, an overhaul: an Organizing Remodel - one that rewrites the structures and assumptions that define campaigns and the day-to-day work of an organizer.

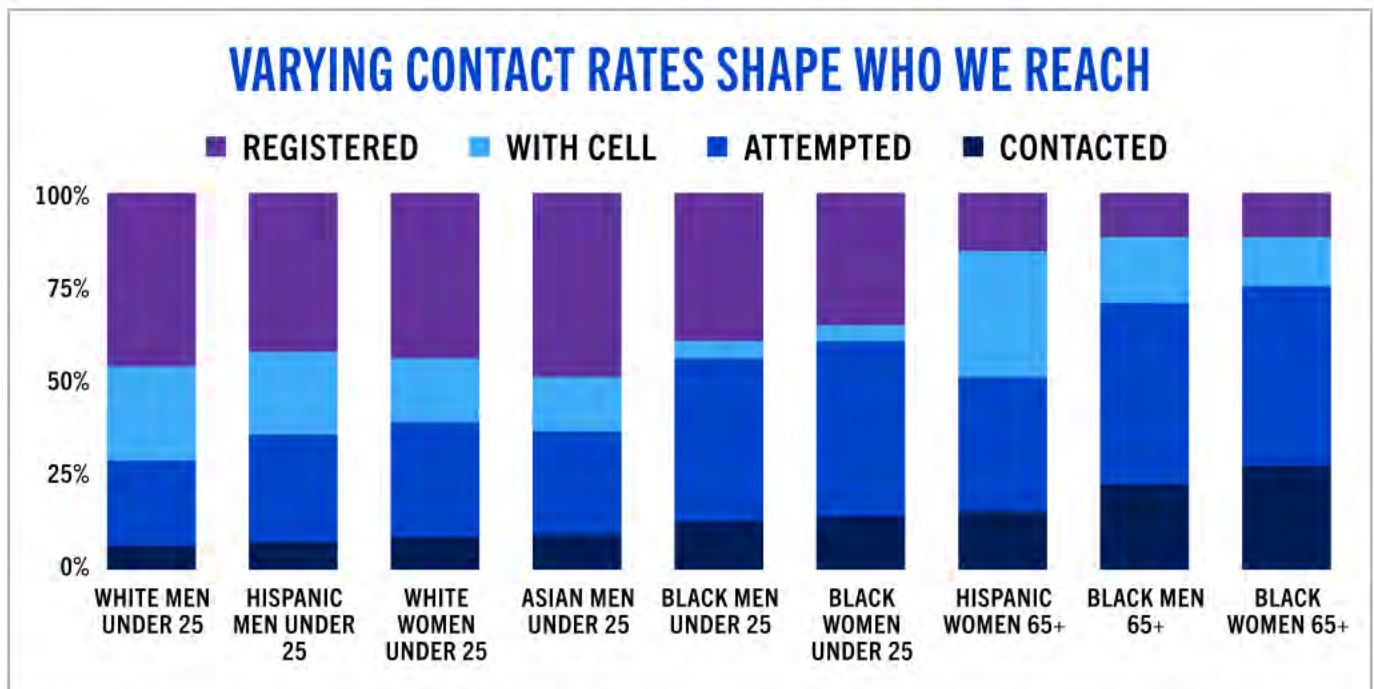
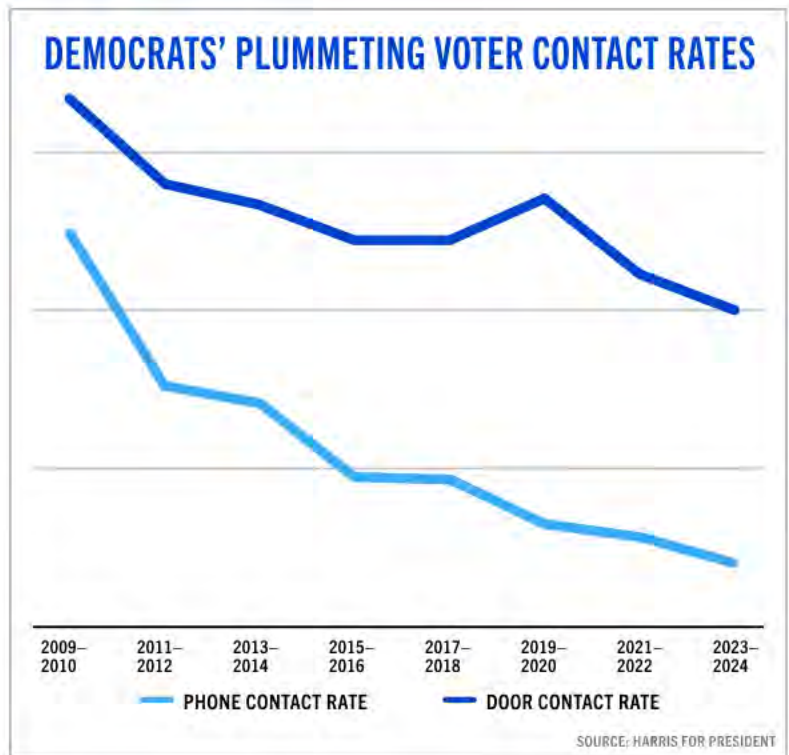
This remodel is the beginning of an overdue conversation, not the end of it. We encourage you to take what is helpful and leave what is not. No group of candidates, states, or campaigns are the same. You know what works where you are. More than anything, we hope you will embrace the important principles around connecting with voters and that you'll continue the conversation in your own communities.

HOW WE GOT HERE

Over the past decade, the Democratic campaign industry and its funders have become obsessed with massive, shiny output numbers from traditional tactics: Millions of calls made and hundreds of thousands of doors knocked. Yet this fixation with output has created an illusion of progress that fails to answer the questions that determine electoral success: *how many voters were meaningfully contacted? What was the impact of those conversations, and what was the follow up? Which voters did we not reach through these traditional tactics and how are we effectively engaging those voters in other ways to ensure they turn out?*

Despite making 300+ million phone calls in 2024 – more than any campaign in history – only 3% of the calls the Harris campaign made actually resulted in a contact with a voter.

At scale, this organizing model rewards transactional voter contact: *call the voter, repeat the script, log a result, and move on*. This model provides no incentive for organizers and volunteers to actually build relationships with the voter, follow up, and feel ownership to move them closer towards turnout over the course of the cycle. The problem goes a step further: varying contact rates across different demographics using ‘traditional’ tactics has limited who the campaign can actually reach. In 2024, the Harris campaign contacted 28% of Black women registered to vote over the age of 65; meanwhile, they contacted only 7.5% of Latino men registered under the age of 25.



In this model, the role of an organizer has become significantly more narrow. When success for an organizer is defined by quantity over quality, they spend most of their day tethered to their laptop inside a field office, disconnected from their turf, focused on making hundreds of cold calls rather than showing up and building connections face-to-face with voters. The traditional model also left many organizers underprepared for the demands of this role.

In a post-2024 research study conducted by Trestle Collaborative, 60% of organizers rated their onboarding and training as “non-existent” to “average.”

THREE STRATEGIC SHIFTS

The ‘traditional’ tactics and status quo for the day in the life of an organizer are insufficient to win in 2026. To meet this moment, the DNC is introducing cornerstone organizing principles and three strategic shifts for organizing programs moving forward, applicable to campaigns of every size:

- 1. MODERNIZE OUR ORGANIZING TACTICS TO REACH MORE VOTERS**, by incorporating new voter contact methods beyond traditional doors and phones to allow us to have more conversations and provide more volunteer opportunities for supporters.
- 2. PRIORITIZE BUILDING RELATIONSHIPS WITH VOTERS**, to ensure organizers and volunteers treat voter outreach as an ongoing process rather than isolated, one-time contact attempts.
- 3. REDESIGN THE DAY-TO-DAY WORK OF AN ORGANIZER**, to reflect how we can effectively reach voters today online and offline. Campaigns should merge ‘traditional,’ digital, and coalitions organizing under one unified department.

ORGANIZING RE-MODEL: CORNERSTONE PRINCIPLES FOR 2026

As we head toward 2026, one thing is clear: **Connection matters more than attempts.** The DNC's **Organizing Re-Model** recenters our work around relationships, leadership, and community. Organizing and organizers are the key to change and to a permanent campaign; they are the human capital and human intelligence necessary to leverage modern tools and utilize approaches that put people and their concerns first. The Cornerstone Principles outlined below are not abstract values. They are standards that should shape the plans we build in 2026, from staffing models and scripts to how and where organizers spend their time.

1. CONNECTION IS THE STRATEGY

Voter conversations, especially face-to-face conversations, remain the most powerful organizing tool we have. But their power depends on execution. A conversation is not complete because a script was read or a survey was filled out. It is complete when a connection occurs; when there is a level of expressed understanding and empathy; when there is a sense from the voter that the person knocking on their door 'gets' them.

In 2026, conversations must be designed, defined, and measured by their depth and impact. Organizers and volunteers should be empowered to listen, engage, and respond as people, not just as messengers. Connection is the mechanism through which persuasion, trust, and turnout are built. Face to face organizing is why movement politics can be so powerful. Doing this requires two way engagement. One way communication can deliver a message, but two way engagement can demonstrate if that message is working, help drive decisions, and provide insights to inform adjustments.

2. COMMUNITY IS THE WORK

Organizing is about people, but too often our work stays confined to field offices and call lists. Real trust is built outside our office doors. Organizers and campaign leaders must spend meaningful time in the communities they seek to mobilize, at local events, gathering spaces, and small businesses.

Campaigns should also create welcoming, purpose-built spaces within their offices that meet real community needs, particularly for people least likely to engage with a campaign. Trust begins with presence and service. Our message breaks through because of community connection.

3. LEADERSHIP IS THE MULTIPLIER

Campaigns, by nature, contain some of the most complex leadership challenges that exist, scaling from zero to tens of staff in a matter of months. Yet, since COVID, our talent pipelines have weakened, leaving too many staff underprepared for the roles they are asked to fill.

Strong strategy cannot compensate for weak leadership. Evaluating an organizing program requires assessing not just the plan, but the people executing it. Campaign staff must be ready to lead, and when they are not, training and development must be a priority. That means designing programs to grow leaders, not recreating staffing models that consistently produce the same gaps.

PRO TIP

You can find best practices, templates, and case studies about investing in your campaign's staff in the Case Study about Staff Hiring & Management Best Practices.

SHIFT 1: MODERNIZE OUR ORGANIZING TACTICS TO REACH MORE VOTERS

Relying predominantly on targeted doors and phones is no longer sufficient to engage the voters

Democrats need to win. By relegating any other tactics as “nice-to-haves,” campaigns are missing countless organic interactions with voters that take place outside of targeting models and pre-defined phonebank lists. For an organizer, this might include a conversation with their barista at the local coffee shop or chatting with a group of people gathered outside a house not on a walk list. When an organizing program’s core tactics only reward targeted doors and dials, staff have no incentive to organize everywhere, all the time — and campaigns limit their own reach.

Therefore, campaigns must expand the set of organizing tactics beyond doors and phones by intentionally selecting additional ‘non-traditional’ tactics that can most effectively reach voters in each region, across each phase of the campaign. Expanding the menu of tactics creates more entry points for voters to interact with the campaign — especially those who are more likely to be missed by standard targeting or are harder to reach through traditional tactics alone.

We must think through ways to effectively organize communities, so that neighbors are talking to neighbors. If not, Democrats will continue to rely on ineffective tactics, acquiescing to an ecosystem defined by its tools as opposed to designing an effective ecosystem centered on voters. This requires starting earlier and a healthy dose of imagination to facilitate experimentation and innovation.

List-Based Tactics	Expansion (Non-Traditional) Tactics	
• Door to Door Canvassing • Phonebanking • P2P Texting	• Volunteer Relational Outreach • Voter Registration • High Traffic Canvassing • Tabling • Flyering	• Layering (Contacted Voter Follow-Up) • Blanket Knocking • Digital Content Sharing • Attending & Leading Service Events • Hosting Community Events; Workshops

Organizing programs should be intentional about where these expansion tactics could be most impactful, especially where traditional contact rates are lowest, such as regions with more transient populations or limited volunteer density. In these contexts, organizers can reach more voters by prioritizing tactics that allow them to meet voters where they already are, whether that be through high-traffic canvassing at community events, flyering at local small businesses, or relational outreach through supporters’ networks.

Importantly, expanding the set of organizing tactics will expand volunteer participation. By broadening what counts as a volunteer shift beyond doors and phones, campaigns create more accessible pathways for supporters to get involved — especially those with limited time or non-traditional work schedules.

This expansion of tactics will require campaigns to redefine what constitutes a volunteer shift. As such, our organizing re-model introduces a new metric — a Capacity Shift — to capture a broader range of volunteer activity. This shift type literally builds capacity by reaching volunteers that may not be ready to sign up for a door or phone shift. This metric ensures that organizers get credit for the wider range of tactics they are utilizing to reach voters and engage volunteers, and reflects the full scope of engagement by the campaign in the lead-up to GOTV.

Knocking doors should continue to dominate volunteer activity, but we encourage campaigns to be thoughtful about where they can employ these other tactics:

- In a specific neighborhood or region with lower-than-average contact rates, or
- In the early phases of a campaign when you are growing your volunteer base

Metric	Definition
• Capacity Shift Completed	• Volunteer action with the campaign, inclusive of: • traditional (doors, phones) and • non-traditional voter contact tactics used by the campaign. This may include, but is not limited to: flyering, high traffic canvassing, hosting events, blind knocking, digital content sharing, relational outreach, and voter follow-up.

SHIFT 2: PRIORITIZE BUILDING RELATIONSHIPS WITH VOTERS

Campaigns must invest in building relationships with voters with the same level of intentionality as campaigns do in sustaining relationships with their volunteers.

Our new model shifts voter engagement from singular, isolated contacts to a structured **Voter Engagement Lifecycle**, wherein each contact with a voter is contextualized within the campaign's ongoing effort to move them toward turnout. Tactically, this means that every interaction with a voter should result in immediate follow-up. *Showing up at a voter's door, collecting a support ID, and walking away is insufficient.* Instead, every interaction should trigger the next stage of engagement and a new layer of contact. At the conclusion of every voter interaction, an organizer or volunteer should be prompted to answer: **"What's the next action we should take to engage this voter?"**

Each follow-up with a voter is treated as an additional layer of engagement and will help campaigns reduce drop-off between a voter's first contact and Election Day.

We define this practice of systematic voter follow up as **layering**. Layering should be treated as a defined organizing tactic and qualify as a volunteer shift. Organizers should train and deploy volunteers specifically to own voter follow-up, ensuring that voters receive timely and relevant next touches. By formalizing layering, campaigns make relationship-building with voters more measurable and central to how organizing programs operate.

Layering will fundamentally change how organizers approach their roles. When an organizer knows that every interaction must lead to follow-up, they become accountable to the voter's entire lifecycle with the campaign, not just the initial attempt. That accountability will reshape how they train volunteers to have conversations with voters, thereby making it tangible for them that their job is to build a relationship that is capable of persuading the voter to turn

PRO TIP

As traditional phone banking activity continues to decline, layering is a great activity to task your phonebank volunteers with.

VOTER ENGAGEMENT LIFECYCLE

Following the story of Maria: How multi-touch “Layering” transforms a casual encounter into a win.

🕒 SATURDAY DAY



Meeting Voters Where They Are

Maria is a mom of three and works full time. An impact organizer named Randi, meets Maria while high traffic canvassing outside a grocery store on Saturday. Randi invites Maria and her family to a free Community Dinner at the field office.

🕒 SATURDAY EVENING



Data Entry

When Randi is done canvassing, she logs her interaction with Maria in VAN.

🕒 SUNDAY



Layering

The next day, Randi, with the help of her volunteer, Susan, sends a text to all of the people she met outside the grocery store.

🕒 WEDNESDAY



Impact Event

On Wednesday, Maria attends the community dinner. While she's there, she learns more about the candidate and gets information on local food banks. She gets to know the team and tells Randi she has a daughter who will be old enough to vote in the upcoming election.

🕒 2 WEEKS LATER



Voter Registration

Two weeks later, another volunteer, Joseph, knocks on Maria's door. He confirms Maria is supporting the candidate and registers Maria's daughter, Ellen to vote.

As campaigns rethink how they build and sustain support, organizing programs must also rethink how we communicate and what we consider a high-quality conversation.

Over the last decade, voter contact scripts have barely evolved on hard side campaigns. Even when we try to innovate, we often default to the same formula: *Greet, ID, Persuade, Close*. And, while IDs are critical, we know that we are missing important insight into what voters actually need from us and what it will take to earn their trust and their vote.

If we want different outcomes, our conversations must go deeper. That means slowing down, listening more than we speak, and prioritizing genuine understanding — even when it takes more time.

While every state and campaign will be different, the examples below should help you craft a script that is ready-made for connecting with voters, especially in early phases of the campaign. **These are EXAMPLES, not scripts that are set in stone.**

PRO TIP

Write scripts that work for various conversation scenarios and your specific campaign. You do not have to use this exact language. Deep listening script examples can be found in the Case Studies for Swing Left's Ground Truth program and the DNC's Local Listeners program.

AS YOU ARE WRITING YOUR SCRIPTS, YOUR CAMPAIGN SHOULD ALSO BE DEVELOPING METHODOLOGIES FOR:

1. Collecting and making use of the qualitative data you receive from voters.

- a. How will you learn from what voters are telling you?
- b. How will you respond in real time to what you're learning on the doors?
- c. What parts of the campaign should these learnings impact?

2. Training AND retraining staff and volunteers to be expert connectors.

- a. How will you ensure volunteers sound natural on the doors?
- b. How will you quality control script usage?
- c. How will you make sure training is continual?

OLD CONVERSATION MODEL

ID First, Listen Last

INTRODUCTION

“Hi, I’m a volunteer with the [CANDIDATE]. How are you today?”

WHAT’S NOT WORKING

Impersonal, lacks connection to the local community.

THE ID

“[CANDIDATE] is fighting to lower costs right here in our community. I was wondering if I could count on your vote for [CANDIDATE] in the upcoming election?”

WHAT’S NOT WORKING

Does a good job mentioning an important candidate issue, but assumes what the voter cares about without an invitation to discuss anything else. It also asks the voter about a candidate they may not know much about without any meaningful introduction or relationship.

PERSUASION

“What issue matters most to you in the upcoming election?”

“I understand and also care about reproductive justice. Too many women in our country are suffering under unjust laws. That’s why I’m proud to be volunteering for [CANDIDATE] who believes [TALKING POINTS].”

WHAT’S NOT WORKING

The attempt to relate moves away from the voters’ concern too quickly and fails to interrogate WHY the voter cares about this issue.

RE-ID

“Now that you know more about [CANDIDATE], can we count on your vote?”

WHAT’S NOT WORKING

Presumes one talking point or policy will shift the voter’s opinion without any additional conversation or information.

CLOSE

“Thank you, have a nice day.”

WHAT’S NOT WORKING

Polite, but leaves the voter with no opening for future discussion or engagement.

NEW CONVERSATION MODEL

Listen First, ID After

INTRODUCTION

"Hey there! I'm your neighbor, Brittany. I live/work just around the corner in [COMMUNITY] and I'm out listening to voters today with [CANDIDATE] campaign. How's your Saturday?"

WHAT'S WORKING

Provides a warm and personal introduction that grounds the interaction within the context of the local community. Humanizes the volunteer.

UNDERSTANDING

"I'm out here in the neighborhood today because costs are out of control — it's really been a struggle for me and some of our other neighbors. How have things been for you and your family lately? *[Tailor this to your campaign + candidate]*

WHAT'S WORKING

Introduces an important issue in the context of the volunteer's own life as a shared experience and demonstrates a genuine interest/concern in the voter's life. Allows an opening for the voter to talk about whatever they want.

LISTEN WITH CURIOSITY

"I really appreciate you sharing that with me. What things might you like to see a politician do to solve that/these problems?"/ "What makes you hopeful/doubtful things will get better?"

WHAT'S WORKING

Acknowledges the value of the voter sharing openly and invites the voter to go deeper to elicit their values, experiences and insights.

REFLECT AND CONNECT (THE OLD PERSUASION)

"It sounds like a lot of politicians haven't delivered on their promises and I know how frustrating that can be. I'm out knocking doors because I've been waiting for a candidate I can count on to actually deliver. I have gone long stretches without any medical insurance and it always left me feeling so vulnerable. I am so filled with hope because [CANDIDATE] has followed through on [X tangible plan] to make life better for people like us."

WHAT'S WORKING

Demonstrates to the voter that their concerns were understood. Shares a personal story that relates to both the voter's concerns and a concrete plan from the candidate.

PRO TIP

Assume you need to persuade everyone! Instead of just persuading people who tell you they are undecided, speak to everyone like you care about what they think!

ID AT THE CLOSE

"I can't tell you how much I appreciate you sharing your thoughts with me — I know how personal these issues can be. Are you open to voting for someone like [CANDIDATE]?"

WHAT'S WORKING

Reiterates appreciation for the voter's time. Provides the voter some safety in being honest now that they have made a connection with the volunteer.

KEEP THE DOOR OPEN

"I'm so glad we connected today, it's been great getting to know you better. We get together every Thursday at [X Office] for dinner — we'd love to have you and your family sometime. Here's an invite! I'll swing by again down the road to check in, have a great day!"

WHAT'S WORKING

Invites the voter to continue to engage with the campaign and lets them know we intend to earn their vote by continuing the conversation.

MEASURING QUALITY CONVERSATIONS

Moving away from traditional scripts will not only change how volunteers speak with voters, but how campaigns track these interactions. When volunteers are being trained to listen and ask questions to really get to know voters, the campaign needs a clear definition of what qualifies as a meaningful voter conversation. As such, our organizing re-model introduces a new metric — a Voter Conversation — to provide structure to more precisely define a successful voter interaction, rather than just a contact attempt. This will ensure campaigns can accurately measure high-quality voter contact, rather than just the volume of outreach.

Metric	Definition
• Voter Conversation	A quality conversation is defined by meaningfully advancing a voter along the campaign's path to persuasion and turnout. This should, at minimum: • Include the collection of substantive information (such as candidate support, issue priorities, contact information) and, • Identify a clear next step for follow-up. As an example, this interaction could be measured by how far a volunteer gets through a script, or the completion of a CTV card. As organizing tools catch up to this moment, you may need to be creative about how you track conversations outside of VAN. See how campaigns in Nevada and Virginia used a "Better Know a Voter" card to track quality conversations.

VOTER'S VALUES:	VOTER'S CONCERNS:	ABIGAIL SUPPORT LEVEL:
Voter Name: _____ Voter Address: _____ Voter Cell Phone Number: _____ Something you learned about this voter: (It does not need to be political): 		

Examples of the 2025 Virginia Coordinated Campaign's Better Know a Voter card. These were utilized going door-to-door and high-traffic canvassing to ensure that volunteers were having high-quality, detailed conversations with voters.

SHIFT 3: REDESIGN THE DAY-TO-DAY WORK OF AN ORGANIZER

A campaign's organizing strategy only works if the staff structure reinforces it. That's because the way a campaign is structured directly informs how voter engagement happens: who is reaching out to which voters, in what ways, and when.

In this section, we outline three core shifts in organizational design that apply to organizing programs of any size, as well as tactical recommendations to operationalize this new organizational design on a statewide coordinated campaign.

In recent cycles, many large-scale organizing programs have been structured in ways that fragmented their core functions and underinvested in staff development to ensure these programs could be implemented effectively.

Organizing models that segment “digital” (Engagement) and “traditional” (Field) organizers based on the tactics that they used to recruit volunteers are not only inefficient for organizers, but result in a fragmented volunteer experience. Coalition engagement should not be siloed or disconnected from the day-to-day work of an organizing team. Doing so undermines a campaign's abilities to mobilize key constituencies effectively at scale. From a voter's perspective, campaign outreach does not exist in departments. They will see a post online, receive a phone call to volunteer, and interact in-person with a campaign staffer at a local community event. Digital outreach and coalition building among diverse constituencies are not parallel efforts to organizing — they *are* organizing.

Organizing programs must have staff dedicated to leadership development and ongoing training. While most battleground states have Training staff, their responsibilities typically focus on onboarding and initial orientation rather than sustained coaching and professional development. As a result, first-time managers lack the ongoing support they need to be effective and organizers don't receive the consistent training needed to implement the program.

These learnings demand three core shifts in campaign organizing department design:

1. Treat digital organizing as organizing.

Separating digital organizing from the organizing department misunderstands how voters communicate, build relationships, and engage today, both online and offline. All organizers should be expected to utilize digital tools, tactics, and social media networks as a core method of volunteer recruitment, such as email newsletters, volunteer group chats, and posting in online community groups.

2. Integrate coalitions and impact programming as core organizing functions.

Engaging diverse constituencies effectively and at scale requires structure, resources, and close alignment with the broader organizing strategy. This programming is essential to reach supporters and persuadable voters that the campaign is less likely to reach through traditional methods.

3. Invest in management training and leadership development.

The most valuable asset a campaign has is their people, and it's imperative that campaigns invest in the professional development of their staff and managers to ensure they are set up for success to lead high-performing teams. For larger-scale campaigns, training teams should be responsible for leading management training.

PRO TIP

Learn more about best practices to engage diverse constituencies in the Community Power section, and more about investing in management training in the Hiring & Management Best Practices section.

OPERATIONALIZING THESE SHIFTS ON A COORDINATED CAMPAIGN

To operationalize these shifts on a large-scale coordinated campaign with a scalable budget, we've outlined recommended solutions below. These recommendations should also serve as a guide for smaller campaigns seeking to integrate coalitions and digital under a unified organizing department.

Problem with Old Structure	Recommended Solutions on a Coordinated Campaign
Coalitions department separated from the organizing department	Merge coalitions under the organizing department
	Establish an Impact Program (<i>see description below</i>)
	Consider establishing Coalitions Program ROD(s) (<i>see description below</i>)
Digital organizing siloed from 'traditional' organizing	Merge digital organizing under the organizing department
	Hire a Digital Tools Manager (<i>see description below</i>)
Training teams did not provide adequate management training or ongoing staff development	Hire a Training & Leadership Development Director (<i>see description below</i>)

HOW TO ESTABLISH AN IMPACT PROGRAM

An **Impact Program** is a new organizing program that can be managed by an Organizing Department. Its goal is to reach supporters and persuadable voters that the campaign is less likely to reach through traditional voter contact methods. This program is exclusively focused on two key priorities:

- Community Service - serving the communities we are working in and organizing in ways that are specific to the needs of that community.
- Community Building - building relationships with all members of the community through events, engagement, and welcoming office policies.

Through this program, we encourage each region to have 1-2 impact organizers who almost exclusively focus on creating accessible entry points for voters who the campaign may not easily or as effectively activate through phone banking and door-to-door canvassing. This directly influences how impact organizers approach recruitment and the types of events they host. Examples of impact events may include:

- Service events, such as food drives and mutual aid.
- Trainings, such as Know Your Rights, policy, or legal aid trainings.
- Weekly community gatherings, such as community dinners at the office that any voter can attend.

Rather than calling to recruit volunteers for events, impact organizers should utilize tactics like flyer

neighborhoods, high-traffic canvassing at shopping centers, online communities, and community event attendance to publicize and recruit voters we wouldn't otherwise reach.

At these impact events, attendees can be engaged to register to vote, learn more about candidates and issues, reach out to voters in their network, and, in many cases, sign up to volunteer or host their own events. Impact organizers should have meaningful goals they are held accountable to, like any other organizer.

Impact organizers contribute to the region's goals for volunteer recruitment and voter contact, though the primary tactics they use may differ from a turf-based organizer based on the region and the events that they are hosting.

As such, this new model achieves both depth and breadth of voter contact for the campaign in a geographic region, and ensures that service and impact work is measurable and held accountable to metric goals.

HOW TO ESTABLISH A COALITIONS PROGRAM REGION

In states and regions with sizable constituency groups defined by shared language or identity, Coordinated Campaigns should consider creating Coalitions Program Regions to ensure deep and culturally competent engagement. These are not regions in the traditional geographic sense; instead, they are designed to reach constituency groups that span multiple geographic regions and turfs. Investing in creating Coalitions Program Regions allows campaigns to engage these key constituencies consistently and intentionally.

Coordinated Campaigns should consider establishing Coalitions Program Regions when a voter group constitutes a meaningful share of the electorate, and meets one of the following criteria:

- Effective engagement requires outreach in a specific language that cannot be consistently delivered through turf-based organizing alone.
- Distinct organizing tactics and engagement of community institutions are required to mobilize a key constituency.

COALITIONS PROGRAM EXAMPLE #1: THE AZ COORDINATED CAMPAIGN'S SPANISH PROGRAM

In Arizona, one-third of the electorate is Latino, and half of these voters report speaking Spanish at home. Established first in 2022, the Spanish Program Region allowed the campaign to centralize Spanish-speaking organizing capacity (staff and volunteers) by running large-scale statewide Spanish phonebanks and deploying volunteer capacity in-person strategically across priority districts. It is not realistic to assume every organizer in the geographic regions with high shares of bilingual Latino voters will be able to identify with or speak to this electorate. This model therefore ensured deep engagement of this key constituency statewide.

COALITIONS PROGRAM EXAMPLE #2: THE ARIZONA COORDINATED CAMPAIGN'S TRIBAL PROGRAM

In Arizona, tribal lands account for over a quarter of the state's total land area and Native voters represent 5%+ of the population. Exclusively using traditional organizing tactics — door-to-door canvassing and phonebanking — fail to reach Native voters effectively. A Tribal Program ensures culturally specific outreach, in partnership with local institutions, is effective at mobilizing Native voters.

Key Responsibilities of a Training & Leadership Development Director

Coordinated Campaigns need dedicated, full-time staff who are responsible for developing the leadership and skills of organizing teams throughout the cycle, not just during their initial onboarding and at GOTV Training. This role expands the responsibilities of a Training Department to explicitly include manager training and ongoing professional development. This work is crucial considering many staffers are managing staff, or managing managers, for the very first time. This work can certainly be supplemented by external coaching, while ensuring there is dedicated staff providing a consistent baseline of staff development on the organizing team.

The Training & Leadership Development Director will be responsible for:

- Developing and leading organizing staff onboardings and recurring skills development training for organizers and managers across program phases.
- Creating and facilitating training materials for volunteers and leadership.
- Designing and facilitating management training for multiple levels of managers, many of whom are in their leadership roles for the first time. This position could provide leadership training exclusively for the organizing department or for additional departments as well, depending on the campaign size.

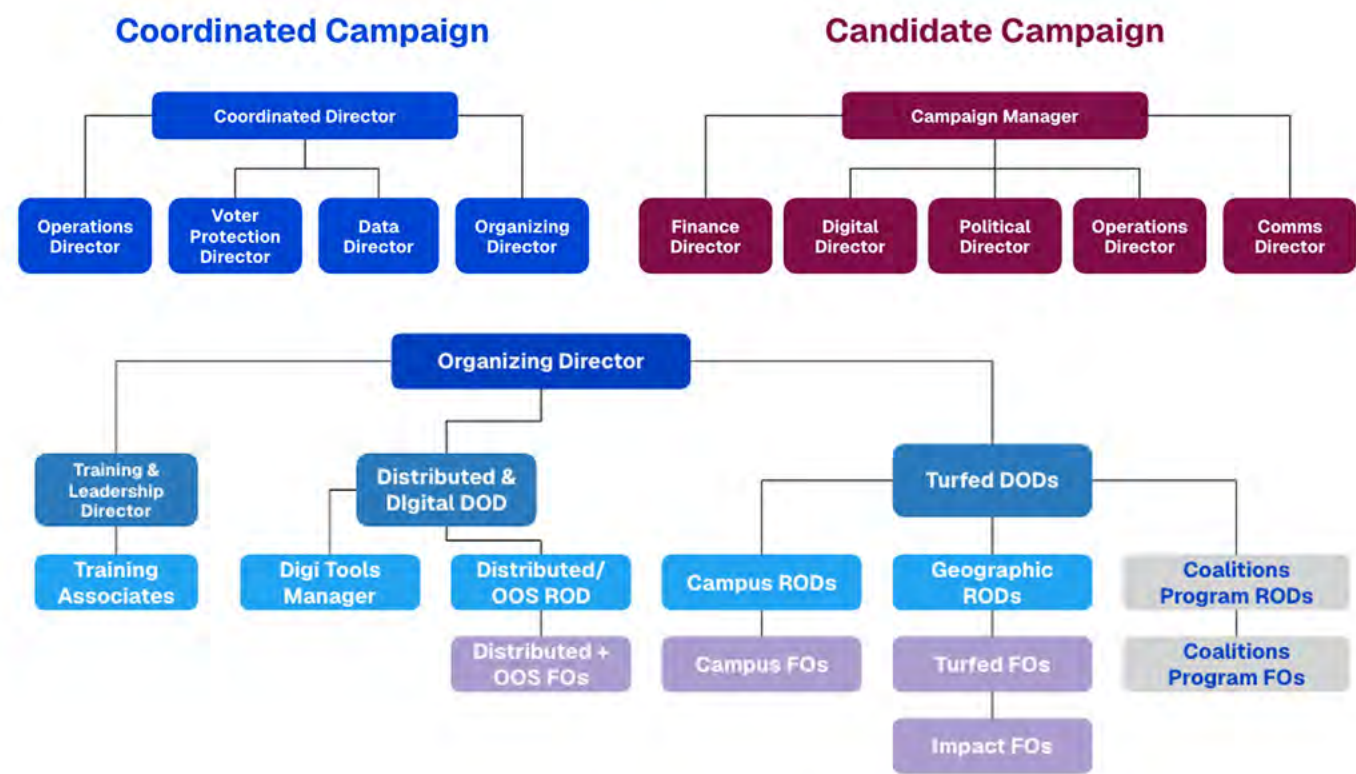
Key Responsibilities of a Digital Tools Manager

To fully integrate digital organizing under the organizing department, hire a Digital Tools Manager.

This staffer will be responsible for:

- Serving as a liaison between the coordinated and candidate campaigns and state party Digital staff, to ensure that digital content from organizers/supporters about the campaign is being uplifted on candidate/party channels and to ensure organizers and supporters can amplify the candidate's content.
- Managing the in-state texting tool (and other digital communications tools) for the large-scale recruitment text sends (to build for major rallies with surrogates, for example). For the most part, organizers should be texting volunteers directly themselves to establish that relationship and to ensure volunteers save their number in their phone.
- Providing digital toolkits and digital organizing best practices for staff and volunteers, who should be trained and asked to post original content consistently about their engagement with the campaign.
- Creating graphics for major statewide initiatives, such as Weekends of Action.

SAMPLE COORDINATED CAMPAIGN STRUCTURE



ORGANIZING RE-MODEL RECAP

1

PRIORITIZE CONNECTION OVER CONTACT

Our collective focus on output has created an illusion of progress. Future success depends on shifting away from transactional interactions to deep, empathetic connections where voters feel understood by the campaign.

2

MODERNIZE OUR TACTICS

Face-to-face conversations remain our most valuable organizing tool. As contact rates decline on the phones and doors, campaigns must supplement with expansion tactics (high-traffic canvassing, community service events, etc.) to maximize the number of conversations it has with voters it may otherwise miss.

3

SHIFT FROM “IDS” TO “INSIGHTS”

Rather than judging the success of a conversation as the collection of an ID, the goal of every conversation should be to gain insight. This requires a "Listen First, ID After" approach, where organizers and volunteers use curiosity, deep listening and personal stories to understand a voter's values and concerns before asking for their vote.

4

IMPLEMENT “LAYERING”

Developing sustained relationships with voters is just as important as the relationships campaigns build with volunteers. Every interaction with a voter should trigger a future follow-up — a process called "layering" — to move voters along a structured ladder of engagement toward turnout.

5

INTEGRATE DIGITAL, COALITIONS, IMPACT, & LEADERSHIP DEVELOPMENT

Organizing programs must treat digital organizing and coalition building as core functions of the organizing department rather than as separate teams. This includes making the campaign accessible to all voters by establishing "Impact Programs" focused on community care and resource distribution. All campaigns should invest in management training and ongoing staff development for their teams.