

POLITICAL CAMPAIGN MANUAL



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ACKNOWLEDGEMENTS

This manual was developed for use by candidates at both the divisional level and the constituency level. It is based on a manual developed by Karen Kubby an American educator and activist and the Independent Progressive Politics Network (IPPN). The manual is easy to follow and uses an interactive approach ideally suited for the politics of the 21st century. It reminds us of the simple issues we need to seriously address which we sometimes forget or take for granted. It draws on past experiences in Young Jamaica 1995-1998 , Generation 2000(G2K) 2001-2002 and observations of the JLP General Elections campaigns of 1997 and 2002.

Peter Jones

INTRODUCTION

Electoral activity is just one arm of a rounded strategy for positive social change. It must be used in collaboration with education and direct action activities to reap the full potential of its power. There are three ways to view electoral activity.

The first, is to see it as the cult of personality. This kind of campaign can have a lot of momentum -- for a moment, but does little to build a progressive movement. The second is to view an electoral strategy as a way of educating your community about the issues involved in the campaign and how it has relevance in the lives and environment around you. It is a tool to use to reframe how the world is run, how conflicts are resolved and how things get done. The third way to view electoral activity is that it is one way to build your organization -- whether that be a political party, a neighborhood organization and/or an issue centered group.

In short, electoral campaigns can be an integral part of building community and to building the progressive movement.

On a certain level, campaign strategy is independent of political leanings: whether left, right, or center. If you spend enough money and get enough volunteers out, you can win an election. Yet, it is our belief that progressive politics is identified by the values on which it stands.

This manual is geared toward a campaign that is grassroots and democratic, actively engaging citizens and campaign volunteers. Such a campaign is ecological in its use of resources as well as in its policy positions. A people's campaign is one in which means and ends are harmoniously interwoven: the conduct of the campaign is fully reflective of the values and political positions of the candidate. It shows its commitment to social justice through inclusion of diverse citizens in its deliberations.

This manual may get you a little closer to getting out a progressive message in an accessible form at the right time to people who vote. From this information, you can create a plan for success.

A bottom line for many voters is whether or not the candidate is likeable. Much of the campaign, besides educating the community on the issues, is about building relationships. This manual will help you explore various ways of building relationships within your community. It's the fastest way towards positive, radical social change.

GOALS OF THIS MANUAL

1. To give you a sense of the "cradle to grave" steps involved in the campaign process.
2. To allow candidates and campaign workers an opportunity to practice skills.
3. To instill a knowledge base and sense of confidence about being involved in a campaign.

RUNNING A PEOPLE'S CAMPAIGN

MOVEMENT BUILDING: Being involved with electoral politics is one tactic to build the progressive movement, alongside of education on issues and direct action. Making sure that the campaign is part of a larger organizing strategy to build your organization and the movement will allow your energy put in this direction to have much longer lasting positive effects.

ISSUE-ORIENTED: A people's campaign is an issue-oriented campaign. Take this opportunity to choose issues that are relevant to you and your community. It is an opportunity to talk about these issues in terms of social justice, equity, good public policy, and in terms of intervening in the market for the good of the community.

CULTURALLY COMPETENT: Assess the "cultural competence" of your campaign committee and volunteer pool. Hopefully, you will be successful at recruiting wage earners, active union members, people of color, people living on lower incomes and persons with disabilities as volunteers and advisors.

The manner you use to make decisions about the process and content of your campaign is important. Does the candidate make the decisions? Or is there a more democratic process used that allows many voices to be part of the decision making process?

These are structural suggestions are concrete and constructive ways to build a progressive coalition in your community. When many voices are around the decision-making table, a fuller vision can be implemented. You are also modeling inclusive government.

COOPERATION: Cooperation with other progressive campaigns - either public or behind the scenes cooperation. Are you sharing resources and coordinating events so that you help versus hinder each other? For example, yard sign coordinators for two different campaigns could avoid duplication of efforts, by cooperatively driving/biking all over town to put up

signs by dividing the community up geographically and putting up the appropriate signs in the yards of supporters.

ACCOUNTABILITY: Many issues of fiscal accountability are lived out through financial disclosure decisions made by campaigns.

GOOD GOVERNMENT: Candidates who are advocating good government and clean government must model this behavior as a candidate. You can show this by being a good listener on the campaign trail, turning in campaign disclosure forms on time and only making campaign promises you can keep.

WORKER JUSTICE: Use union labor on all materials, if available. In some areas, you may have to hunt to find a union printer in your region. Be persistent in finding union printed materials. Ask local labor unions for help, they will know right where to send you. If there are no union printers locally, you may need to balance values by having some materials printed locally to invest in the local economy and send some work outside of the immediate community to get a union bug.

ENVIRONMENTAL JUSTICE: Are the materials you use in your campaign lower-impact? Think about using and advertising your use of post-consumer recycled materials and non-toxic inks. You can educate the community by asking people to recycle them after use and telling them how to recycle them. Many times, lower-impact materials are more expensive than virgin materials.

ACTIVISM: Bring your activist tactics to Government as a candidate or issue activist. Broader participation is good for everybody. Examples:

1. Place campaign posters on public kiosks and on public transportation.
2. Host a teach-in on the city budget.
3. Create a watchdog group to monitor the policy making body to which you are striving to join.

PRE-CAMPAIGNING

Before you launch into full-scale campaigning you need to have some things in place.

Probably the most important thing is that the candidate be someone who is somewhat known in the community. If you are already known, these suggestions will strengthen your visibility, if you are not known, these things will get you known:

- Testify at public hearings.
- Write letters to the editor.
- Play an active role in community organizations.
- Go door-to-door to solicit opinions on community issues.
- Visit neighborhood associations.
- Volunteer or get appointed to local boards and commissions.

Be visible!

Are the people you are closest to, your partner, family, and closest political allies, supportive of your decision to run or play a major role in an election? You will need their support, guidance and patience during the campaign process.

What distinguishes you from the other potential candidates? What distinguishes your issues from those of other campaigns? What brings your candidacy credibility in the eyes of the community? Would you vote for you?

List your strengths and weaknesses, as well as those of the candidates you know will be running for the same office. Figure out how to compensate for or answer questions about your weaknesses.

To realistically assess the profile of a candidate, explore these areas:

- political credentials
- ability to educate and motivate

- access to resources
- time availability
- current health status
- reliable transportation strategy
- arrest record
- employment history
- financial history
- personal history (party days reputation, relationships, drug use, neighborliness, etc.)

Research the incumbents voting record and that of your opponents. How can you turn their weaknesses into strengths for your issues?

Know how many votes you need to win this race. Target constituency groups in numbers that can gain that winning total.

You need to develop a campaign plan, including a time line. Know the appropriate deadlines for registering new voters, for filing campaign reports and other important dates.

To develop and implement a campaign plan, it is very helpful to have a campaign committee that meets on a regular basis. These should be people you know and trust. Some may be new people you recruit specifically because of expertise they have in the issues, media, political and electoral strategy, or finances. This group should also reflect the breadth of your natural constituency.

You need a Campaign Manager, someone who has organizing skills and an ability to work with people. They need to be able to tell you when you are saying or doing something wrong. They need to be trustworthy. They need to be committed to the issues and the shared vision of the campaign. They need to have a good political sense of the community. They

need to have good follow-up skills and tact. It is very, very difficult for the candidates to act as their own campaign manager and this should be avoided at all costs.

Having a candidate/campaign manager team who can inspire and motivate others is a great benefit to a campaign.

You will need a Treasurer.

You will also need a Volunteer Coordinator

Practice public speaking; get used to getting up in front of people and making your points clearly and succinctly. Starting out speaking to small friendly groups will help build your skills and your confidence.

Begin a voter registration campaign for your targeted voters. Go door-to-door, write letters about the importance of voter registration to the papers, go to area events and meetings with voter registration cards. A voter registration drive is a non-threatening way of introducing the campaign to the community while providing a community service. It is a way of practicing good government. Make sure you keep a list of people the campaign registered, as these individuals are part of the targeted group you will try to get out to vote for the campaign.

Research events, groups and activities to attend. Ask everyone you know to tell you about all the meetings, events, pancake breakfasts, fairs, etc. Get on the agenda of community groups. Be everywhere.

Meet with people who are community leaders, or who regularly interact with numbers of people. Even if there were no chance they would support you, ask them for their views on your issues. They may not be persuaded to support your campaign, but they can be neutralized and less willing to actively support someone else or to talk negatively about you.

If appropriate, let your employer know of your decision to run. You may be able to negotiate some flexibility in your work schedule so you would be available to go to a wider variety of events. Access any vacation time you have accumulated. You may need to use them in the last weeks of the campaign, as well as for a post campaign respite.

WHAT ARE THE GOALS OF THE CAMPAIGN?

The first thing you need to be clear about is why you are running. Are you running to educate voters on the issues, to build an organization of like-minded people, to win and take office, or all three? None of these options are mutually exclusive.

It is important to be clear about how you answer this question, as your answer will effect how you spend your time, your resources and utilize volunteer energy.

If your goal is an educational campaign, you may spend more time with individuals and small groups exploring issues. You might not care if the people the campaign interacts with are registered to vote.

Your goal might be to build a local organization. In this case, the focus of your campaign may be on endorsements of local organizations to draw them into the campaign and on coalition building amongst constituency groups.

If your focus is solely on winning, marketing of the issues and candidate will be the priority.

With clear goals, a long lead-time and a solid campaign plan, you can have a campaign that is educational, builds your organization, that builds the progressive movement AND is successful in electing progressives to office.

CONSTITUENCIES - HOW TO IDENTIFY: GET LIST FROM GROUPS, AUDITOR; RANK AREAS; HOW TO REACH: PHONE-BANK, MAIL, CANVASS

You will need to identify your natural constituencies by listing organizations and individuals that hold similar values, use similar strategies, and are interested in the issues you have chosen as the focus of the campaign.

Examples:

- labor
- business
- women's organizations
- cultural groups
- seniors
- environmental organizations
- farmers/agricultural organizations

To broaden your constituency, you will need to make a secondary and tertiary list of people and organizations that might support you. Later on, you will need to mobilize these groups of people to get them out to vote and to be volunteers for your campaign.

Identify broad groups (as above), individual organizations, and individuals within these organizations. You may ask these individuals to help you garner support from these constituency groups.

Network - have advisors fill out constituency lists

Additionally, you must determine who you will be targeting as the general voters who are going to support you. Are they people who are already voting? Are they new people that you intend to register? Do particular ethnic, income, job category, and geographic or other

characteristics define them? Research should be conducted into voting patterns in your district to help determine the answers to these questions.

What is the profile of the district?

- Geographical characteristics
- Age
- Gender
- Voting history
- Other

WHAT ARE YOUR KEY ISSUES (AND OPPONENTS' ISSUES)?

What are the major issues of your campaign? You can't address all of them, although you do need to be as knowledgeable overall as you can be. Generally, it's best to choose three or four major issues that are important to you and the people in your election district. You should think about how to learn more about them -- from other people, research, direct experience in groups, and other ways -- and develop your positions. Then, during the campaign, whenever people think of the campaign, they'll think of those three or four issues you are promoting. Create and push the agenda for the race.

Focusing your issues can actually broaden your appeal. When people hear the candidate's name, you want them to be able to list three or four issues that identify the campaign. If you accomplish this, you have made your agenda clear and successfully interacted with the community.

DISTILL ISSUES INTO MESSAGE

It is important to be able to convey the goals of your campaign in a succinct message that speaks for you and has meaning for others. The message is what you say when you're

meeting people on the street and they ask, "What do you stand for as a candidate?" Avoid platitudes such as, "I want to give back to my community" (what did you take that wasn't yours?). Your positive message needs to be conveyed in 3 minutes and minute format it can be further refined into a slogan.

A slogan rolls off the tongue well, has meaning to your constituency, is short and concise and is not too cheezy. You might also think about how the slogan translates into another language -- both conceptually and linguistically. Be careful in using humor. What you think is funny can be interpreted by others as demeaning or offensive.

Sample slogans:

Joyce Brown - She's a natural!

Kevin Foy - Growing Our Way

Michael Nelson - Progressive, Accessible Leadership

Sometimes it Takes a Rocket Scientist

He Teaches 6th Grade -- He Can Handle the Legislature

Doug Paterson-Revive the Dream!

For a re-election campaign:

Karen Kubby-She's Worth Recycling!

OUTREACH - MEETING PEOPLE, GOING TO EVENTS, COURTING ORGANIZATIONS; MAXIMUM EVENTS, TARGET MESSAGE, START EARLY.

CANVASSING

Door-to-door campaigning is one very important grassroots element of this work. People will remember conversations with you years later.

Figure out how much you can do. Will you do blanket canvassing or targeted? Do you do it alone or with a group, or a mix? Have a map; mark off completed areas.

How do you determine what doors to knock on? Getting voter registration lists with voter history allows you to knock on the doors of people who are highly likely to vote ("chronic" voters) and interaction at their doorstep may persuade them to vote for you. Blanket door knocking in some areas allows you to register people to vote who may be natural allies. Your campaign goals and plan will guide you as to which strategy to use when and where.

Have a goal of a certain number of doors a day or week or amount of time doing this per week. Although it's difficult at first, it's very much worth it.

Start with friendly areas. Sprinkle good areas in between harder ones. Don't let yourself get discouraged! Meeting people face to face and listening to them can be energizing!

Have something small to leave at the door that includes your name, issues, and contact information. If no one is home, you can handwrite something like, "Sorry I missed you," and sign it. You can leave it in their door or under the mat in a visible way. Remember that mailboxes are for mail only.

As you talk to people, take notes. The content of your conversations may lead you to a policy decision.

Develop a list of people with addresses and phone numbers who are definitely supportive or leaning your way. These will be your targeted voters to be brought out to the polls on Election Day. If someone is very enthusiastic, ask him or her if they would like to get involved as a volunteer for the campaign.

Follow-up your door-to-door work with a postcard thanking the household for the time you spent with them.

Voter registration may be the reason you are going door to door, but once you've made contact you can go on and talk about your issues and your campaign with those already registered.

You can generate some attention for your canvassing efforts by putting out a press release letting people know what part of town to expect your campaign on a particular week.

Before a coffee or reception in a neighborhood, go door to door inviting neighbors to the event.

Remember that people may be uncomfortable answering their door to a stranger after dark, so start well before then. In warm times and areas, protection from the heat and insects is a must. Carry your own water.

You can't get in office if your supporters don't vote, and they can't vote if they aren't registered!!

PHONE

Telephone outreach is also important! If you're the candidate, think about getting an operator head set for hands-free phoning. It's easier on the neck and lets you pace, do the dishes, or takes notes pain-free! Create goals about the amount of time spent at this per week, or the number of contacts.

Other people from the campaign should also be doing telephone outreach, finding definite, likely and potential voters for you in the process. Be sure to keep good records! Use scripts (in a conversational tone) to ensure a consistent message. This also allows you to better interpret the results of voter's response, as the information was gotten in a consistent manner.

Phone banking should begin in earnest two weeks before voting is available. Mobilize the definite or likely voters your campaign has identified to be sure they come out to vote. Use a script. This is helpful to volunteers and your campaign will be giving a consistent message. You will need to decide if your phone call is a soft one ("just calling to remind you to vote by 9pm at ___") or a harder persuasion call (Helen belongs to Earth First!, too and will bring issues of sane land stewardship to city hall).

With the advent of early voting, you may need multiple waves of GOTV calling. This could be targeted geographically. For example, if early voting is happening at the local grocery store on a particular weekend, make GOTV calls or do a lit drop in the precincts/wards immediately adjacent to the store.

Be sure not to peak too early, as the majority of voters still vote on Election Day.

MAIL/LIT DROPS

If you have the resources to do a direct mail piece or literature drop right before the election, time it so that it will actually be read. People don't pay much attention to elections, especially local ones, until right before the election. To get the most out of this piece of literature, mailing/dropping it so that people get it the weekend before the election will increase the chances of a voter reading it. You can mail/drop it to a targeted list or you can do a blanket mail/drop to targeted areas or blanket everybody.

FORUMS AND MEETINGS

Go to public forums, and go prepared. Try to know who the audience will be and what issues they'll be most concerned about. Address those issues but also speak about your major ones. For example, if you are going to a neighborhood association candidate's forum, call the president and/or staff of the association or of the city and ask them about the issues confronting that area of town. They will appreciate your interest. Maybe ask them to take you on a tour of their neighborhood. Being seen with the president can pull some support your way. Municipal planning documents may be an important source of information on a particular neighborhood.

Ask for something specific at the forum or meeting you attend. For example:

- "I am asking for your support."
- "I ask for your vote on November 2."

Have a sign-up sheet, envelopes and literature at all events. Have a pin made that says your name, that you are a candidate, and what office you are seeking. Wear this pin everywhere.

Role-playing can help you be prepared for the forums, or for other aspects of the work.

Video tape yourself and acknowledge the strengths and weaknesses of your presentation.

Bring someone with you who can give you feedback on your performance.

MISCELLANEOUS

Think of creative campaign ideas, such as parades, party fund-raisers that are fun, original cartoons printed on literature or sent to newspapers. These ideas are fun for volunteers and bring a sense of humanity to the seriousness of the issues. It can also help create momentum for your campaign.

It is important to plan the peak of your campaign to coincide with when you have the voters attention. This usually means the week or a few days before they vote.

ENDORSEMENTS - WHY, HOW MANY, WHO, HOW TO USE, INDIVIDUAL VS GROUPS

Reach out to organizations and individuals with recognized and respected names. Ask them to endorse you, give you money, and help recruit volunteers for your campaign or come to a campaign event.

What constituencies do you need help with? What organizations/ people can you approach?

What weaknesses can you overcome with appropriate endorsements?

Many local newspaper editorial boards will endorse candidates. Once you have officially declared your candidacy, be sure to send information on your campaign to the editorial board. Ask them to meet with you so they can find out about your campaign directly from you. Ask about their endorsement procedure, plans and timeframe. Ask them for their endorsement.

VOLUNTEERS - IMPORTANCE, HOW TO FIND, ORGANIZE (COORDINATOR, FLEXIBILITY, SENSITIVITY TO LIMITS BALANCED W/ NEED TO ASK)

You will also need a Volunteer Coordinator who will contact people to assign tasks, schedule volunteers, coordinate mailing parties, calling, and to follow-up with people about their commitments. This person needs good social, phone and computer skills. They should also be directed to make sure that volunteers are comfortable with the tasks they are performing, to provide training for volunteers, and to have snacks available at work parties.

Recruit volunteers throughout. People need to be asked. You may need to practice doing this. Those who offer to help the campaign need something to do within a short time frame,

say 48 hours. This gives them a sense of immediate connection and gets them physically involved. Keep cards with you at all times to get names, addresses, phone, fax and e-mail.

Give them something simple that they enjoy so they are ready and willing to come back for more.

Give choices to volunteers. If you don't specifically ask for help, you may not get it. Build in a social aspect to volunteer activities.

MATERIALS - SIGNS, BROCHURES (PEOPLE'S CAMPAIGN: ACCESSIBILITY, EDUCATE, CONSISTENT MESSAGE AND AESTHETIC, STYLE, PHYSICAL MATERIALS, TIMING, GRASSROOTS)

You need good pictures of yourself to go onto your literature and able to be reproduced in newspapers, tabloids, posters, postcards and buttons. If progressive notables will pose with you, get pictures of you together. Also, pictures of you going door-to-door, touring the library, and inspecting the recycling center would all be great additions for your literature.

Don't forget to smile!

Always ask: What are you communicating? To whom? How much will they read?

Write a brief biography that outlines your professional, political, and personal qualifications for the office you are seeking.

Explore public access television possibilities. Have a show done about the campaign, with volunteers talking about the issues, why they're involved, etc. Try to show other parts of yourself -- working, playing with family, in garden or at park, enjoying hobbies, etc.

Research access rules on how much a candidate can appear.

Produce nice-looking buttons and distribute widely, asking for donations to help finance the campaign.

Get posters put up in windows of businesses and on public bulletin boards. Posters can also be put on bike racks and car windows. These strategies are low cost and highly visible. Avoid placement in illegal places, such as electrical boxes or telephone poles.

Yard signs need to be readable. They give people a chance to be more out and vocal about their support for the candidate or issue. An advantage of not putting a date on them is they then become reusable for the next time.

(a second run or a re-election). On busy locations, they can be stapled to a large board for higher visibility. This also allows room for periodic additional messages such as, "no new airport", "vote today", or "thank you".

Individually and colorfully painted signs are more work, but they are less costly, less toxic and add an element of fun and artisanship to the campaign.

Having a good piece of literature to hand out and mail out is very important. This brochure or tabloid can outline who you are, your values, and how people can expect you to behave as an elected official. Adding an insert including a calendar of events and any early voting sites can be designed to be a "refrigerator" piece so that you become a part of the household, at least for a little while. This insert can also be a community service piece letting people know about recycling or bike paths or upcoming public hearings or community meetings.

Studies show that people look at political campaign material for less than 10 seconds. This means you need to have some immediate impact through your issues, words, graphics, and layout if you are to meet and beat the odds.

Printed materials you create need to be clean, concise and readable. This piece of campaign material is not a treatise. Use plenty of white space.

MEDIA - OUTLETS, FREE VS PAID, MIN/MAX STRATEGIES

Develop a media plan as part of the overall campaign plan. Determine a budget for how much you can/want to spend on paid advertising. Where do you want to spend it -- radio, TV, print media? Don't forget cost efficient media such as the scroll on the weather channel or classified ad sections of weekly and daily newspapers. Create a media calendar beginning the day after Election Day and working backward with deadlines and production schedules. Don't forget "day after" the election thank you ads and posters. This is a gracious gesture that helps build for the next campaign whether you win or lose.

Studies also show that people act on what they see in various forms of advertising once they've seen that information for the seventh time. Making sure people see you in their mail, in the newspaper, on TV and hear you on the radio make it more likely they will remember your name and the issues you are advocating. One good way to see local examples of media plans is to review campaign disclosure reports of campaigns your committee thought were effective. Where did that campaign spend their media dollars?

Having a media plan can also help out with effective fund-raising. In your mailing have a coupon with check offs for different amounts that correspond with your needs. For example, there could be a box for, "\$50 for 5 am radio ads". The coupon can also encourage people to write about their support for the campaign. These writings can lead to inspirations for ads later on or quotes to be used in radio or print ads. Include a check-off for permission to use their quotes so you don't have to get in touch with them to get permission. It would be ideal to let people know of your plan to use their words and name even if they checked off the permission box.

When getting price quotes for ads (print, radio, or TV) tell them this will be a political ad, as they are required to give you the lowest available price. Ask about repeat discounts.

Think of ways to get free media publicity. Do you know any people who work as reporters or editors? What about local public access cable channels or free or talk radio?

Do issue-oriented, creative press releases and/or events. With friendly press be sure to follow up and keep in contact. Develop a relationship with individual reporters who will be covering the race. Some community organizations may allow you to place an ad or run a letter free of charge or for a very modest cost in their newsletters.

Good media releases about your candidacy or initiative are very important. Do as much work for the reporter as possible so that the message you want to relay is changed as little as possible. For tips on writing media releases.

Follow up with your display ad contact to ensure that the correct ads are run on schedule, and if allowed by policy, placed where requested.

During the campaign, the reporter may try to get the candidate to respond to something other campaigns are doing. It is very important to stick to your message. Know the three points you want to make and answer every question with one of these three points. Do not allow the media to control your agenda. This takes practice and patience. Don't spend your limited time with the press and your limited free column inches talking about someone else's ideas.

FINANCES & FUNDRAISING - DEVELOP A PHASED BUDGET, FUNDRAISING PLAN, LIMITS, DISCLOSURE, THANKS

You will need a Treasurer. Their name will appear on much of the literature and, of course, the financial reports. The person who is treasurer doesn't have to be the one who does all of the work, but they need to be good with numbers, responsible, and with some experience in record keeping. It's good to have a Treasurer who has name recognition.

- Your campaign needs to find out the rules for fundraising. Are there limits?
-

- Spending limits.

Print ads can say, "Paid for by _____," (in some areas they must say this). Include your Treasurer's mailing address and phone number so people can easily respond with contributions, requests for information or to volunteer for your campaign from seeing the ad.

Fundraising is done by selling buttons, organizing house parties, organizing larger fundraising events, direct mail solicitation, potluck, raffles, organizational contributions, family contributions and other ways you can come up with that are legal!

Are there successful local fundraisers who would help your campaign?

Dinner fundraisers for a reasonable cost per family are easy to organize. This is a way to allow families to spend time together while supporting your campaign.

KEEPING TRACK OF SUPPORTERS

Collect lists of progressive voters in your district from progressive organizations, other candidates/elected officials, your address book, the address books of campaign workers and volunteers, the contributors' list for local non-profits (many times listed in their newsletters), and salary listings of local public employees. Put all of this into a database, either computerized or on paper.

If there are people you consider being opponents keep a list of them and delete them from your database. There is no sense using time or money to let them know what you are up to or reminding them to vote.

Targeting voters allows you to focus your time and resources. You can target voters on the basis of:

- Geography
- Known views

- Demographics
- Association:
 - Organizations
 - Past support
 - Friends

At every event you attend, have a sign-up sheet and add these names to your database as targeted voters. When you go door-to-door, note the address of those with whom you had a positive interaction and add these folks to your targeted voter list. If your campaign registered people to vote, these new voters are also a part of your targeted universe for get out the vote.

GET OUT THE VOTE [GOTV]/ELECTION DAY ACTIVITIES - PRESENTATION (TARGET, PREPARE, TRAIN, FEEDBACK; EVENT FOR VOLUNTEERS, INFORM MEDIA, PREPARE COMMENTS (VICTORY OR DEFEAT), THANK PEOPLE; RUN THANK YOU AD)

Poll watching is the process of seeing who has already voted and communicating that information to the volunteers doing GOTV contact. It allows you to focus your last bit of energy in the most efficient way possible -- on your targeted voters who have not yet voted.

If you can't have people at polling places all day, have them there in the afternoon and in the evening after the big after work voting rush. Knowing who voted during the day allows you to focus your efforts on those who haven't yet made it to the polls.

Have people working the phones to be sure your definite and likely voters have actually gone to the polls. If you can do it, and if its needed (for senior citizens, for example), be prepared to offer people rides to the polls. During the day, have volunteers call areas where people may be home during the day -- an area that might have a lot of stay at home parents or seniors. These voters may be able to get away during the day to vote and will be grateful that your campaign reminded them of the opportunity.

Remember, Election Day is not a day to **persuade** people towards voting for you/your candidate. It is a day to **get your supporters to the polls**.

EVALUATION OF CAMPAIGN - WERE GOALS MET, STRATEGY FOLLOWED, PEOPLE THANKED

The candidate or Campaign Manager might call a meeting of the core group a few weeks after the campaign. In order to have a thorough accounting of what happened during the previous year(s) or months, it is important to evaluate the campaign. Some areas you may decide to assess:

- Where the goals of the campaign met?
- How did this campaign move our issues forward?
- How did this campaign move the progressive movement forward, locally?
- How did we spend our resources -- time, money and volunteers? Was this strategy effective?
- Did we stick to our campaign plan? If so, was this wise? If not, what were the consequences?
- Are all the thank you letters out to contributors and volunteers?
- Are all our bills paid?
- Are we ready to finalize our campaign disclosure forms?
- Did our decision-making process work?
- Analyze the vote:
 - Where did we get our votes? Where did we get less support?
 - Does this match where we focused our resources?
 - Compare the voter turnout percentage of the election with the percentage of your targeted voters.
- Did this campaign cultivate any new leadership? Train any new activists?
- What do we do with the momentum we generated?
- What is next for our issues? For the activists involved?

Sometimes during a campaign there were moments of frustration or miscommunication. Make sure that these issues get processed through so there are only lingering positive feelings from the campaign. Some work around these types of issues is best done one-on-one, others that are more structural, might be best talked about within the group.

MISCELLANEOUS TIPS

A great campaign gift that may need to be reported as an in-kind contribution is food. Someone may be willing to have the candidate over twice per week for dinner with no obligation to stay and chat or do the dishes. This helps the candidate eat well and use their time and energy for the campaign instead of cooking and cleaning.

Get plenty of sleep.

Do not let "thank-yous" wait until the campaign is over. This should be done promptly and be an on-going task. Doing this as you go also gives immediate feedback and appreciation to supporters that may motivate them to keep contributing time, energy and other resources to the campaign.

Make sure you know where the other candidates will be located on election night and how to contact them. If you should not win, a call to the winner (s) is good idea.

The most important work for the candidate is direct contact with voters (and, to a lesser extent, donors and volunteers). Try to organize the campaign so the candidate's time is focused here.

Have fun!!

WHAT DO YOU DO IF YOU GET ELECTED?

There are many ways to live out the role of a progressive policy maker. For many, this is the first successful campaign/candidate with which they have been involved. There are two major areas to think about -- content and process.

CONTENT:

There are a variety of issues upon which to focus. You will need to learn to train your focus because it is not possible to know everything about everything. Here are some issues that may be "naturals" for a progressive holding public office:

- Taxes and fees -- are they structured progressively or regressively?
- Public assistance to businesses, better known as corporate welfare -- is the community getting enough back from this kind of investment?
- Environmental protection -- are sensitive areas protected from development? New buildings required to be energy efficient?
- Transportation -- is the car the focus? How can your area be more multi-modal?
- Historic preservation -- are all kinds of historic buildings being preserved? Those that represent the variety of constituencies from the past-not just upper class houses or downtown buildings?
- Employee relations -- are the benefits, employment practices, training of city employees fair and cutting edge?
- Living wage -- are employers who are vendors with the city paying their staff a living wage?
- Procurement policies -- are the things the jurisdiction buys from local vendors? Are paper purchases made of that have post-consumer recycled content?
- Appointed positions -- do they truly reflect the diversity in the community?
- Human rights-does your city have a local ordinance that includes education and enforcement? If so, how inclusive is it?

PROCESS:

How you do your job is as important as what gets accomplished. Accountability and fairness are incredibly important to most people. Below are some suggestions for how to implement "good government".

- Hold office hours once per week so that the community has direct access to your ear.
- Put out an email or fax news brief on a regular basis to let people know what is happening, how they can get involved and what issues are on the horizon.
- Surprising your political peers will make them angry and lead them to not trust you. Have good and respectful communication with them, even though you may fundamentally disagree with them.
- See if the public has any time on the agenda at every meeting to express themselves.
- Make sure people are treated fairly. For example, a developer's attorney should not get to bend the 10 minutes per speaker rule while the person with not so new clothes is gavelled into silence at exactly 10 minutes.
- Recruit a wide variety of "unusual suspects" to apply to be appointed to policy-making or recommending bodies. Help them understand the process so they have the best chance of getting appointed by the majority.
- Sometimes, your peers may have a hard time accepting and being enthusiastic about an idea because it came from you. One alternate strategy is to find another person on the body, or a member of the staff who can make the suggestion.
- If your meetings are televised, make sure to promote community functions, presentations, meetings, rallies and fundraisers sometime during the meeting.
- Ask a local radio station to have a government call-in program where you can outline a few issues and then take calls from the public.
- On controversial issues, on issues where your vote is part of the minority or on issues where you have changed your position, briefly explain why you are voting the way you did. People will feel that you are a responsible and credible public servant for being accountable in this way.

- It might be useful to have a volunteer staff to help you keep in contact with people, research issues and do your job well. You may also want to bounce ideas off these folks to see how something might play out in the community.
- Host town hall meetings once a year, to break some bread and listen to the community. Invite other elected officials so that they can share in this activity.
- Ask your constituency groups for help in developing policy. Go to neighborhood meetings, union meetings, environmental group meeting and others to ask the community to be part of problem solving.
- Sponsor and lead teach-ins about various policy issues, areas of the budget or lobbying strategies to prepare the community to get involved in the process.
- Encourage others who have gotten involved in this process to think about running for an elected position.
- Most communities have council or mayoral proclamations -- citizens can submit a proclamation declaring "Women's Right to Choose Day" or "Earth Day" or "Helen Keller Day".

It is also crucial to think about how you will be accountable to your community, your constituents and to the issues you ran on. Continue to build your community through building relationships with your political allies, your political foes, organizations, individuals and the media.

Being an elected official is a position of privilege. You will learn about so many things and about yourself. It will change your life and you will change the lives of others. It is how we use this privilege for the greater good that can lead our communities towards a greater democracy and a more equitable society.