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THE CANDIDATE'S HANDBOOK

**For Winning
State and Local Elections**

by Harvey Yorke

Revised and updated by Carl Yorke

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Published by Political Net Press
ISBN 0-9607598-2-4

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Published by Harvey Yorke
Second printing March 1982
Third Printing June 2002
Fourth Printing July 2003
Library of Congress Catalog Card No. 8 1-90654
ISBN 0-960759-04

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PREFACE

Local government has more impact on our daily lives than either state or federal government. We look to local agencies for police and fire protection, schools, community colleges, hospitals, water and sanitary services, land use and community planning, street repairs, parks, recreation programs and much more.

One of the great traditions in this country is that citizens are willing to take time from their families and their work to serve their communities as elected officials. We should do everything possible to encourage this form of citizen participation in government.

In a sense, *The Candidate's Handbook for Winning State and Local Elections* promotes citizen participation by taking much of the mystery out of organizing and campaigning for local, non-partisan offices. The material is presented in logical sequence, in plain language. No experience in politics is necessary to understand the campaign process.

I consider this book as “must” reading for anyone seeking election to city, county or special district offices. It is as valuable for campaign managers and volunteers as for candidates.

March Fong Eu
Former California Secretary of State

INTRODUCTION

This book is for anyone who wants to be elected to any of the thousands of elected offices on the state or local level, and for their friends who want to help them as managers and committee members.

State and local campaigns differ in some respects, but all election campaigns thrive on organization and planning.

If you have little or no political experience, this book was written with you in mind. It is a combination training guide and management tool, and goes into considerable detail on planning, preparing and campaigning.

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Seasoned campaigners will also find this volume useful, particularly the detailed checklists in Chapter 10. You may find in these pages the answer to how to keep the office you already hold, or if you ran unsuccessfully, why your campaign failed and what you can do better next time.

The Candidate's Handbook is not a primer on political philosophy and does not support any particular political party. It contains useful information about how the press and media work, and how to use them effectively to get your message out. However, it does not suggest what your message should be. That has to come from you.

This book is intentionally vague in the area of election law because the laws differ from state to state, and state, county and city ordinances affecting campaigns change frequently. Check with the election officials in your city, county and state before you start planning a campaign. "Information on the Web" on page 127 has instructions about how to find your election official's Web site.

Local election campaigns differ considerably in size, scope, cost, duration and intensity. This makes it difficult to write a candidate's handbook to cover all situations, as would be apparent if you compared races, say, for Mayor of a big city and for a suburban School District or Fire District board.

The writing style is worth brief mention. We use "you" throughout the text, usually meaning the candidate. However, it is apparent at times that we are addressing the Campaign Manager, Finance Chairman or people in charge of other aspects of the campaign.

We also employ "chairman" throughout the text, not to be sexist, but for convenience. We hope you don't mind.

As for campaigning in general...

We cannot emphasize too strongly—or too often—the need for organization and planning in campaigns. These two elements can mean the difference between victory and defeat.

Campaigning is fun; also hard work for everyone involved. If we have made your job a little more pleasant and a little easier, we will have succeeded in our goal.

Good luck! Good campaigning!

Harvey Yorke and Carl Yorke

ABOUT THE AUTHORS

Harvey Yorke, a former City Council member in Novato, CA, had 35 years experience in public relations and politics. Mr. Yorke served as Director of Public Information on Ronald Reagan's staff when he was governor of California, and as public relations director for U.S. Senator S.I. Hayakawa.

In city and county campaigns, Mr. Yorke served as campaign manager, consultant and advisor to numerous candidates, and on a variety of ballot initiative measures. A graduate of Stanford University, Mr. Yorke started his career as a newspaperman for the L.A. Mirror in Los Angeles. He was an accredited member of the Public Relations Society of America, director of the Public Relations Roundtable of San Francisco, and a member of the Society for Technical Communications.

Word-of-mouth has kept *The Candidate's Handbook* in constant demand since it was first published in 1981.

This book was first written in the days of typewriters and carbon paper. Since then, computers and the Internet have changed the way we work. Even so, the fundamentals of organizing and running a winning political campaign have remained the same.

This revision of *The Candidate's Handbook* contains new material about the Internet, Web sites, and e-mail as tools to help you get elected. It preserves the organization and planning methods, campaign materials and activities, and detailed checklists that form the foundation of winning campaigns.

I used my 25 years of experience as a writer, the last five as a technical writer in Silicon Valley, my experience as a computer and Internet geek, and my experience as a volunteer in local campaigns, to create the book I believe my father would have written if he were still here.

Carl Yorke

DEDICATION

To the good citizens who give their time and energy in the cause of better local government—and to the thousands of wonderful people who work tirelessly to elect their friends and neighbors to public offices.

Harvey Yorke

To my father who challenged me to achieve, and my wife, Susan, whose belief in me makes it possible.

Carl Yorke

I

DECIDING TO RUN FOR OFFICE

Two page sample

*...be sure you really want the job...make certain your family accepts the idea...
examine your qualifications...estimate your name recognition factor and bases of
support...talk with people who have been through the process...*

"One of the penalties for refusing to participate in politics is that you end up being governed by your inferiors." - Plato

**"The first mistake in public business is the going into it."
- Benjamin Franklin**

THE PATH TO PUBLIC OFFICE

Few people wake up one morning to announce: "I am a candidate for public office!" The decision evolves over time. It is usually the end of the Natural Evolution road or the Lingering Dream sequence.

Natural Evolution concerns people who become involved in community affairs, gain knowledge and recognition, then see the next natural step to be as a candidate for election. Friends speed up the process by suggesting they run for office.

The Lingering Dream affects people who harbor the idea in the backs of their minds for a long time that "someday I'd like to run for public office." Given the right circumstances, like a stable career and family situation, they decide to make the move.

No matter which path is yours, you face the same basic questions before you can make a final decision.

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ASK YOURSELF

Running for public office puts stress on you, your family, and your personal resources. It also tests, and sometimes defines, your name recognition and the support you have in the community.

An honest assessment of your strengths and weaknesses, inside and out, will help you decide if this is the right time to run.

Basic Questions

The decision-making job is easier if you take it in three stages, in this order:

- 1 Deal with personal and family questions.
- 2 Take up the questions of timing.
- 3 Assess your chances of winning.

Personal and Family Questions

Ask yourself these questions:

- 1 Do I really want to be an elected official? Why?
- 2 Can I put up with the demands of politics?
- 3 Can my family accept the idea?

Talk to the whole family. Make sure they understand that a life in politics comes with a time commitment for you, and some loss in privacy for them.

The Questions of Timing

Assess your personal resources and stability, and check the political climate. Ask yourself these questions:

- 1 Is this the right time, personally and politically, to run for public office?
- 2 Would another time—a later election—be better?
- 3 Is this the office I want, considering my interests, qualifications and personal ambitions?

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ORGANIZING

Three page sample

...start early...prepare to answer questions about your qualifications, support, views, campaign plans, costs...discuss your ideas with small groups of friends...form an Organizing Committee...find a good Campaign Manager...work methodically to build a strong team...

“Don't agonize. Organize.” Florynce Kennedy

The instant you decide to become a candidate is the instant to quit talking and start organizing.

Organizing is a big job. You cannot afford to waste time, even if your election is many months away.

The purpose of this chapter is to help you simplify the job by suggesting a methodical course:

- 1 Begin by organizing yourself.
- 2 Bring in a few friends to help you build your Organizing Committee.
- 3 Use your Organizing Committee to build a campaign organization.

ORGANIZE YOURSELF

Some writing is necessary at this stage. Don't try to be perfect. You can always rewrite later.

You will be asking people for their time and money. Before they commit, they will want answers to some basic questions. These questions are similar to those you asked yourself in the decision-making phase in .

- Why are you running?
- What are your qualifications?
- How much name recognition do you have?
- What are your bases of support?
- What are the issues and your positions on them?
- What kind of campaign do you plan?
- What will it cost?
- Do you have any personal problems which might interfere, from political problems to skeletons in the closet?
- You may also be asked about political ambitions, political philosophies, issues unrelated to the campaign and any number of personal matters.

These questions will be with you in one form or another throughout the campaign. *Get used to them!*

Get it Down on Paper

Write a few basic materials:

- 1 **A personal fact sheet** to help people get to know you. Write a one-page summary of your education, qualifications, community activities and views on major issues. This becomes your Candidate Fact Sheet when you start raising money and recruiting committee members, until you replace it with a printed brochure.

2 **A tentative budget** for potential major contributors and others concerned with costs. List estimates by major categories: printing, mailing, advertising, campaign materials, overhead (if you plan a campaign headquarters). *Treat this as a confidential document; there's no sense in tipping off the opposition to the kind of campaign you plan* (see "Sample Campaign Budget" on page 26.).

3 **A list of known and potential supporters:**

- Friends and relatives
- People who have offered help
- Other elected officials or former elected officials
- Organizations
- Groups which share your interests and views
- Experienced campaigners in the community
- People with special skills
- Help from outside the area

BUILDING AN ORGANIZING COMMITTEE

With the help of a few friends, make a simple plan and timetable for building an Organizing Committee. This is an informal group, organized for the sole purpose of helping you make some basic policy decisions and to recruit people for key positions in your Campaign Committee.

Make this distinction clear when you ask people to be part of the group. This relieves the fears that some people have of becoming more involved than they wish to be.

Finding the Right People

Here are a few steps to follow:

- 1 List individuals to contact to take jobs on the Organizing Committee.
 - Temporary Organizing Committee Chairman

3

WRITING A CAMPAIGN PLAN

Two page sample

...start early...you deal with major policy and strategy decisions...let your committee handle details...research issues, voting patterns, other matters...decide a campaign strategy...list campaign activities and support materials...establish a timetable...assign responsibilities...write a budget...anticipate problems...

“Never take anything for granted.”

- Benjamin Disraeli, British prime minister

A campaign plan is the same as any project plan. It is the simple process of setting goals and deciding how to reach them. We do it every day in our personal and professional lives.

Planning is an inherent part of the campaigning process, from deciding what kind of organization to form, to organizing fund-raising and other campaign events.

What is the payoff? Plenty:

- Better use of resources: time, money, people
- Clear goals
- Early identification of problems
- Ability to avoid pitfalls and surprises
- Everyone marching in the same direction

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To help you and your committee with the planning task, this chapter deals with the subject in two ways:

First, we discuss the seven basic elements which are involved in any plan.

Second, we apply these elements, and provide an outline for writing your own campaign plan.

Basic Elements in Planning

Seven basic elements are involved in planning for any situation:

- 1 **Set goals:** Define specific objectives.
- 2 **Research:** Assemble facts: identify problems; pinpoint strengths and weaknesses; identify allies and opposition; study issues; analyze your data.
- 3 **Strategies:** Select courses of action; decide policies.
- 4 **Support:** List the materials and people you need.
- 5 **Schedule:** Establish a timetable for starting and completing every action; establish priorities.
- 6 **Responsibilities:** Assign responsibility for each decision and action.
- 7 **Budget:** Put a price tag on every item and action.

HOW TO WRITE A CAMPAIGN PLAN

Some campaign plans can be written on a single sheet of paper, including the budget. Others can be as big as a telephone book. The size and scope of your plan will depend upon the type of election and how much detail you want to include.

The following is what you would include in a hotly-contested race for a countywide office (Sheriff, District Attorney, Assessor, Controller, County Clerk), a county Board of Supervisors seat, or a large city election for Mayor or City Council. The assumption is that you have the time and money to plan and campaign properly.

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CAMPAIGN MATERIALS

Four page sample

...list campaign materials needed...be cost-effective in selecting materials...set production priorities...use a "color theme" in your campaign...allow time for production...

"Vote for the man who promises least; he'll be the least disappointing." - Bernard Baruch

OVERVIEW

You cannot meet and talk with all of the voters. At best, you will meet only a small percentage of them. Thus, campaign materials are an essential means of communicating with voters to:

- Expand name recognition
- Reinforce positive images
- Raise money
- Build bases of support
- Discuss issues
- Persuade people to give you their votes

The purpose of this chapter is to give you an overview of campaign materials; then to suggest how to use them effectively.

See Checklist #10 on page 142 to help in the selection process.

CAMPAIGN MATERIALS AND THEIR USES

This section contains far more materials than you can probably afford—or would want to use. That's the purpose: to give you choices.

Candidate Fact Sheet

This is the first item needed: a one-page summary of your experience, qualifications and views on issues. Use it when you start organizing and fundraising, then replace it with your campaign brochure.

Web Site

A campaign Web site is a cost-effective way to maximize your exposure. It is far less expensive than television, print, and radio, and it's flexible nature offers numerous possibilities for interacting with the public, recycling your campaign materials, and sharpening your message.

You might be in a small town race with relatively few voters who are not generally computer literate. In this case, a Web site would be a waste of time. Ask yourself:

- How many registered voters are in my district?
- How many votes do I need to win?
- How many of those are likely to have a computer or use the Internet?
- Can I reach the voters I need using traditional campaign methods?
- If I do not have a Web site, will it be perceived as a negative by the voters in my area?

The candidates in a City Council election in a small town in Silicon Valley, the home of the Internet, discovered that very few people visited their Web sites. However, while having a site didn't help much, not having one would have been a negative because of where they lived.

Here are some of the things a Web site can do for your campaign:

- Clearly state your positions on the issues

- Give visitors a way to:
 - volunteer time and services
 - contribute funds
 - endorse you
 - contact you by phone or e-mail
- Recycle speeches, news, bios and position statements
- Respond daily, or even hourly, to breaking events
- Post invitations and news of campaign events and endorsements
- Store visual campaign materials for volunteers to download and distribute

If you are going to use a Web site, get started right away. See “Your Campaign Web Site” on page 103 for information about putting a Web site together.

E-mail Address

If you don't have an e-mail account, you can get one free from Yahoo or Hotmail. Through e-mail you can fundraise, “blast” news of events to supporters and instructions to your volunteers. On Election Day, e-mail can be part of your get-out-the-vote campaign.

Collect e-mail addresses wherever you go. Be religious about it.

Make sure your e-mail address is on all your campaign materials.

Pledge/Endorsement/Volunteer Cards

This is the first printed item to order: cards so people can pledge money, endorse you and volunteer to work—all on one card. You can also post a version of this card on your Web site. You need them as early as possible to start raising money and to line up volunteers.

Order plenty of cards so you and committee members can make widespread distribution at receptions, coffees, while campaigning door-to-door and when soliciting money.

Sample Pledge/Endorsement/Volunteer Cards

COMMITTEE TO ELECT JOHN DOE
Box 252, Anytown CA 99999
Ed Smiles, Chairman ** Roger Cash, Treasurer

I WANT TO HELP ELECT JOHN DOE TO THE ANYTOWN CITY COUNCIL. I WILL:

- | | |
|---|--|
| <input type="checkbox"/> Serve on a Committee | <input type="checkbox"/> Work at Headquarters |
| <input type="checkbox"/> Distribute literature | <input type="checkbox"/> Address/stuff envelopes |
| <input type="checkbox"/> Make phone calls | <input type="checkbox"/> Put up signs |
| <input type="checkbox"/> Write letters | <input type="checkbox"/> Host a coffee |
| <input type="checkbox"/> Contribute money \$_____ | <input type="checkbox"/> Help raise money |

PLEASE PRINT:

NAME _____

ADDRESS _____

PHONE: (HOME) _____ (OFFICE) _____

SIGNATURE: _____

=====

I SUPPORT JOSEPH E. DOHERTY FOR THE COLLEGE BOARD

NAME _____ PHONE _____

ADDRESS _____

I WILL HELP BY DOING: MAILING OF POSTCARDS _____ A FUNCTION AT MY HOME _____

ADDRESSING AND/OR TYPING _____

I AM WILLING TO MAKE A FINANCIAL CONTRIBUTION _____

YOU MAY USE MY NAME: _____

(SIGNATURE) _____

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FUNDRAISING

Two page sample

...start early...find a strong Finance Chairman...appoint a Treasurer...organize a Finance Committee...establish a fundraising strategy...prepare list of prospects...print pledge cards and a Candidate Fact Sheet...set a timetable...start early...

**"Every donation received is a potential negative ad.
Vetting money is just as important as raising it."**

**"The key to running a campaign on the cheap is to avoid spending money on anything other than projecting a message."
- Dick Morris**

ABOUT FUNDRAISING

You need money to communicate with voters.

You don't want to finance your own campaign. Even if you can afford it, it's not smart. If you can't get people to contribute money to get you elected, you should question whether you have the support you need to win the election.

Organize a fundraising campaign early. Basically, what you need for fundraising is:

- A strong Finance Chairman and an active committee
- A Treasurer to bank money and keep records

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- A list of prospective contributors
- Support materials (pledge cards, fact sheets, Web site)
- A plan of action
- Understanding of fundraising techniques

You should also be aware that everything is cash and carry in political campaigns.

But you don't need all the money at the beginning of the campaign; only enough to get started.

How to Organize and Prepare

1 **Find a strong Finance Chairman.** Put fundraising in the hands of a strong Finance Chairman who...

- Knows where to find money
- Knows how to get it
- Is persistent, self-motivated, well-organized
- Is committed to help you win the election

Help the chairman form a committee, then step back and let the committee do the job.

2 **Assemble lists of possible donors.** Help the committee to assemble lists of all possible sources of money, including:

- Friends and relatives—yours; committee members
- Known and possible supporters
- Contributors in previous local elections
- Anyone affected by the outcome of the election
- People who share your interests and views
- PACs—business/union Political Action Committees
- Friends outside your voting area

•

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BUILDING NAME RECOGNITION

Two page sample

...building name recognition...endorsement programs..."Dear Friend" cards...polls, surveys and phone banks...news and publicity tips...advertising...get-out-the-vote campaigns...advice for campaign managers

"A modern revolutionary group heads for the television station." - Abbie Hoffman

"We should realize that the average family in America spends five minutes a week on politics."

- Celinda Lake, Democratic pollster

BUILDING NAME RECOGNITION

One of the first steps in a campaign is to make your name known to as many people as possible. After that, you can work on persuading them to vote for you.

We all enjoy a degree of name recognition as a result of our business, social and civic activities. However, that recognition is usually limited to a few segments of the total voting community. Therefore, you must take stock of the situation and decide a course of action.

Here is one approach to the subject:

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- 1 **Inventory Community Constituencies.** Identify groups held together by common bonds and their own internal communications system. One example is a Chamber of Commerce—a common bond and good internal communications. Other constituencies include homeowner associations, church groups, service and fraternal organizations, conservation and environmental groups, parent associations (both elementary and high school levels), perhaps the “country club set,” even the so-called “old” families in town.
- 2 **Identify Friendly Constituencies.** This begins with groups in which you are a member or share interests (like the PTA, if you have children in school). But it goes farther. Try to identify (and list) groups of people who would be inclined to support you because of your background, views, interests, community projects, or for other reasons.
- 3 **Select Constituencies to Penetrate.** This is a task of rating constituents according to their size and influence in your community. Suppose, for example, that candidates who are endorsed by the merchants association always seem to win elections. Or, perhaps, endorsement by a federation of homeowner associations means victory. This would identify the merchants association (or homeowner federation) as one of the major constituencies to penetrate. Conversely, you might rule out some local conservation organizations if their membership is small and they don't seem to carry weight with the majority of voters.

Having done your research and planning, how you proceed depends to some extent on how much time remains before your election. Obviously, if you have six months or more before the election, you can do things which would be impossible if you had only a month or two.

These are some things to do to increase name recognition, assuming you have a reasonable amount of time:

- **Become more active in organizations.** In organizations in which you are already a member, attend meetings regularly, participate in projects, circulate so that all members get to know you.
- **Seek out leadership opportunities.** Look for opportunities to move into leadership positions within organizations and the community, without committing yourself to an excessive amount of time. Sometimes friends can help by suggesting that you head a committee, a task force, or be the spokesman for organizations.
- **Visit new organizations.** Ask friends to take you along as a guest to their organizations. Make an effort to meet as many people as possible.
- **Circulate in the community.** Move about in the community, attending as many diverse functions as possible. If you have children in school, attend school functions, athletic events, music and theater presentations, meetings of parents. Even if you don't have children, you can become a merit badge counselor for Boy Scouts or Girl Scouts. Watch local newspapers for announcements of civic events which are open to the public and attend them.
- **Attend meetings of government agencies.** It is especially important to attend meetings of the government agency to which you want to be elected. This is part of the learning process, to understand how the agency operates, what problems it faces and to get an idea of what you would do as an elected member of the Board.
- **Speak out on issues.** Use every opportunity available to speak out on issues of concern to the community. Do this at meetings of organizations, at public hearings of government agencies, even as a programmed speaker if possible. Prepare yourself before you speak. Spend time studying issues and what they mean to the community, along with developing a point of view which will carry over when you begin to speak as a candidate. As an example, if you are running for the school board, start speaking out on issues affecting the quality of education, management of the school system, crime, discipline, or any number of topics.

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- **Write letters to editors.** It is relatively easy to have your letters printed in the local newspaper if you write on topics of general community interest. Make your letters short and to the point: About 100 words, never over 200. Write so that each letter makes a point that readers will remember.
- **Have friends respond to your letters.** Arrange with friends to respond to your letters saying, in effect, “(your name) makes sense.” This helps to build name recognition.
- **Ask to write guest editorials.** Some editors invite local residents to write guest editorials on subjects of interest to the community. These run 300 words or more and require good writing to hold reader interest. Editors usually pick guest writers on the basis of their knowledge of a particular subject. Thus, you want to pick a topic you are qualified to write about before you approach the editor.
- **Buy space and write a column.** You can do a quick job of building name recognition by buying space in your local paper and writing a weekly column.

In one instance, a candidate for city council became well-known in a period of 8 weeks for the cost of a half a page of advertising in his local weekly newspaper. Starting when he filed nomination papers (about 3 months before the election), he bought space every week, two columns wide and 5” deep.

He titled his column, ‘Door-to-Door With (his name)’ and wrote what people told him about how to improve city government. Each week he went into a different area and asked residents what they saw as the major problems facing the community and what they would like to see the City Council do to solve them.

He was elected to one of the three open seats in a field of eight candidates.

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FILING AND REPORTING

Two page sample

"If you're going to play the game properly, you'd better know every rule." - Rep. Barbara Jordan (D-TX)

This chapter discusses filing and reporting requirements.

In some states, you can view, download, or order filing information from a Web site, and in some cases you can do your filing and reporting online. (For a list of links to state, county and local Web sites in your state, go to www.candidateshandbook.com.)

BECOMING AN OFFICIAL CANDIDATE

You are officially a candidate when you complete the filing procedure required by state law.

Election laws and filing and reporting procedures differ from state to state. Within each state, procedures vary according to the office you are seeking. Contact the election official for your race for up-to-date filing information:

- In most states the Secretary of State oversees statewide elections.

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- County or Borough elections are generally the responsibility of your County or Borough Clerk, Registrar of Voters, Probate Court, or Elections Commission. In some cases, the Secretary of State oversees these elections, as well.
- The City Clerk or Auditor often runs municipal elections. In some cases, the county election official oversees city elections.

The form, amount and type of information you can find online varies. Each state's Secretary of State has a Web site where filing information for statewide elections is fairly easy to find (this information is often stored under a **Candidate Information** link), however information for local and county offices is harder to find online.

At the local and county level, there's a good chance you will still have to visit the Clerk or Registrar's office to get your paperwork.

General Filing Dates and Requirements

Learn the rules well in advance of the filing date. (Example: The only opportunity to file a Statement of Qualifications in California is when you file nomination papers.)

In most cases, the filing period opens about 90 days before the election. It lasts about three weeks.

In most states, you must:

- Complete forms according to rules governing names, occupations and personal identification.
- Obtain signatures of sponsors—voters eligible to vote for you. The number varies with the state and office.
- Pay a filing fee for certain offices—an amount which varies with offices—or submit voter signatures in lieu of the fee.
- File a Statement of Qualifications (maximum 200 words) to be published in the pamphlet mailed to voters by election officials about three weeks before the election.

You can:

- Benefit from publicity when you take out papers or file them—or both, if you are clever.

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CAMPAIGNING

Two page sample

...keep your eye on the target: votes...phase your campaign: expanding name recognition, building support, debating issues, appealing for votes...pace the campaign to peak just before the election...spend your time meeting voters...leave details to your Campaign Committee...

“No part of the education of a politician is more indispensable than the fighting of elections.”

Winston Churchill

"Never give in and never give up." - Hubert H. Humphrey

OVERVIEW

Campaigning begins, in a sense, when you decide to run and you start lining up people and money. All of the organizing and fundraising efforts are part of campaigning.

This chapter concerns the last four to six weeks before the election, the period when voters begin to get interested and the news media start to pay attention.

You must realize that long campaigns bore voters. Many of them don't give an election serious thought until they receive their sample ballots in the mail—about three weeks before election day. Thus, you can waste time, money and effort by starting to campaign too early.

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There is no official date when campaigns begin. However, by custom—and this varies with communities and offices—most local campaigns get into high gear about a month before election day. We are concerned here with what you and your committee do during these crucial weeks.

This chapter deals with three topics:

- General approaches to campaigning
- Specific campaign activities
- A list of hints and options

GENERAL APPROACHES TO CAMPAIGNING

Pacing Pace your efforts—you and your campaign committee—to build momentum so your campaign peaks just before the election. You want a flurry of activity at the end.

Pacing also includes dividing your campaign into phases:

- 1 The early phase to expand name recognition
- 2 The mid-period to discuss issues
- 3 The final 10-14 days to appeal for votes

Grass Roots Campaigning Take the campaign to the voters in their own homes—with plenty of personal contact.

Cultivate Pockets of Votes Research can identify neighborhoods and groups where you have solid support. Concentrate effort on these “pockets” to consolidate and expand your support.

Flexibility Things happen fast in campaigns. When opportunities arise, capitalize on them. Be an opportunist.

Use the Media to Advantage The news media reach more people in a day than you can reach in weeks of knocking on doors. Be cooperative. Learn to create news. (See “News & Publicity Tips” on page 62.)