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isfactorily, are you willing to put forth considerable effort, time, and money anyway, realizing that you will probably not win? (You and/or the candidate might have another objective in this election.)

2. Do you have the personal qualities to lead a successful campaign?

- Are you a good administrator, highly organized, good record-keeper, and able to delegate?
- Can you create a time-line of events, meet deadlines, and hold others to those deadlines?
- Are you a good strategist and good analyst of indicators and polls?
- Are you qualified and capable of editing campaign literature and speech content?
- Are you a good motivator? (You'll need this quality for finding and maintaining active supporters as well as bolstering the candidate at times during the campaign.)
- Are you flexible enough to learn and accept when someone suggests a better method of accomplishing a task?
- Are you willing to work hard in the background and let the candidate shine, rather than claim credit and glory for your own work?
- Are you known for your calm, understanding, and diplomatic manner?

3. Do you know what is involved?

- Have you been involved in past campaigns, successful or not?
- If you have no campaign experience, are you willing to learn all you can in a short period in order to achieve success?

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A Campaign Manager's Task List

More than one respondent commented that the extent of a campaign manager's duties depends on how much control the candidate is willing to give up to the campaign manager and how involved the committee members are. A campaign manager has to be sure all tasks are on schedule and one campaigner even suggests 100% availability of the campaign manager. At the very least, expect to spend six hours a week or more on this project for the eight months prior to Election Day. Following are the basic tasks. Expect to add others as new ideas are brought to your attention.

1. Check with City Clerk on Dates and Deadlines

If the candidate doesn't already know when the filing papers are available, call your City Clerk to get that information. Also find out when the deadlines for filing are, and when the Informational Meeting for Potential Candidates is, if your city offers that.

2. Plan Basic Strategy

Meet with the candidate to rough out the basic strategy of the campaign. This will most likely be broadened as committee members provide feedback and contribute ideas, but this is a good place to start. (See Chapter 7 for details on developing strategy.)

Appendix

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Guidelines for Speeches and Debates

Preparation of the Speech or Statement

1. Begin with an attention-getter that will unify you and the audience, such as "I'm looking forward to our up-coming election as much as you are, and I even know who I'm going to vote for!" Humor helps the audience warm up to you.
2. Include an anecdote describing why you're running for office, what motivated you initially. Then go into specifically why you have not been pleased with the incumbent's record, particularly recent behaviors. Use facts that you can support with written evidence, either public meeting minutes or newspaper items. You might want to include dates but don't need to mention the source, just be sure you are prepared to defend your statements with evidence of the facts. Also mention incidents that the constituents have mentioned to you, things that have dissatisfied them regarding the incumbent.

Avoid getting personal; limit your negative comments to facts that you can support with evidence. "The incumbent has proudly stated that our growth rate has been 1.5%. However, over the past ten years, using the city's figures, our population has increased from 60,000 to 80,000. If our growth rate had been 1.5% our population would now be 70,000. Where did those extra 10,000 people come