



# The Written Campaign Plan



## Introduction

### Purpose

The purpose of this guide is to walkthrough creating a campaign plan and campaigning as a libertarian; it is part of the LPCaucus series of easy-to-use guides to help libertarian candidates get elected. While the guide seeks to deliver a great deal of information for each section, the workbook sections will form your Campaign Strategy Plan when complete. Further training on each of the topics will be provided in additional peripherals that will be useful to you and your campaign team members. Whether you are a paper candidate or running to win it all, you must have a written campaign plan. After all, "You can't beat a plan with no plan." (Morton Blackwell's [Laws of the Public Policy Process](#) #8).

First and foremost, the campaign plan sets and manages expectations for the campaign. Many libertarian candidates feel frustrated and burnt out the day after election night because they had no idea of the expected result. That will change by setting expectations at the beginning of the race. Typically, this is defined as a *charter* document or a *campaign strategy* document for the campaign, and is often completed by an *exploratory committee*. This committee's aim is to determine the right goal and the right race for a candidate. More on this later.

Another motivation for the written campaign plan is that it allows the campaign to determine the steps necessary to achieve victory. These steps are actually very well-defined, but they are *still* worthwhile to research and write down. If you have a goal to win, for example, you *must* know how many votes it will take to win. We are willing to bet that greater than 99% of libertarian candidates, who describe their goal as "to win," can't tell you how many votes that will take! This lack of information on the part of the campaign team has to change if the libertarian movement is to have any hope of electoral success.

The final motivation for the written campaign plan is that it creates a manageable timeline and schedule for the campaign. Running a campaign is no different (truly) than managing any project - in fact, it shares many similarities with project management for engineering. Setting a reasonable goal (charter), determining what must be done to achieve victory (requirements), and then creating a timeline and plan of action to win (design) closely matches a waterfall approach to engineering project management. Some principal differences are 1) the schedule CANNOT change - election day is fixed - and 2) the test of success is based on voters. They really do provide an exceptional form of quality assurance. Again, more on all of this later.

We hope you will find this guide useful. It is best read in sections as you work on your own campaign plan, though if you are a glutton for punishment, feel free to read this cover to cover. There's a worksheet for campaigns at the end if you are ready to make your plan. Please feel free to reach out with any questions - we are happy to answer generic questions about campaign plans.



## Exploring A Run For Office

### Your Exploratory Committee

Your exploratory committee should be made up of 3-5 knowledgeable individuals that you trust. If you can't find 3 people you trust, you really should pull the ripcord and stop running for office now. These 3 individuals collectively should know the races you are interested in running for, your overall goal in running for office, your fundraising capability, and your base of support.

Typically, the central goal of the exploratory committee is to tell the candidate which race, if any, he or she should attempt to win. If the exploratory committee is formed by a candidate whose interest is in something other than winning, then the race chosen should match this central goal and determine if that goal is attainable. Some common goals other than winning include learning more about the process, "beating the spread" (earning more votes than the difference in votes between D/R candidates), spreading awareness of an issue to the district, and ballot access.

You should also have some information about the actual office itself, but we'll get into more of that in the next section.

If you are already signed up to run for office, well congratulations! You should STILL do an exploratory committee and figure out what goal you want to set. Each of them carries a different set of requirements.

Your Exploratory Committee should be made of the following roles:

1. Campaign Committee Chair - The candidate's close ally responsible for hiring/firing the campaign manager and setting the vision for the campaign (central goal).
2. Campaign Finance Chair/Treasurer - The person responsible for compliance with all state and federal regulatory agencies and reporting. This person opens the bank account for a candidate and does the book-keeping and comptrolling for a campaign as well as the legal reporting.
3. The candidate - Yes, you are on your own campaign committee.
4. Trusted allies - You should pick 2 of your own trusted allies to be on this committee. They should have your best interests at heart. Pick folks who can tell you when you are wrong.



Have the following questions answered prior to your first meeting with your exploratory committee. You cannot proceed without writing down the answers to the following questions:

1. Names of 3-5 Individuals I trust who are willing to be on my Exploratory Committee:

2. What races am I interested in running for or have I filed for:

3. What is my goal in running for this race?



## The Candidate

You also need to have some information about yourself ready for that first meeting with your Exploratory Committee. This information will help them to determine if your goals are achievable. You need to be able to state why you are choosing to run for office at this time. This can later be used to form your *Stump Speech* and can also help to write the Candidate Introduction on your website and social media pages. You should be able to identify your strengths. What aspects about your personal or business experience make you the best candidate for this office? Typical areas to look at would be your volunteer work, your family experiences, your resume, and group/club associations such as the local PTA, Elks lodge, Masons, Veterans Association, etc. Any aspects of your experience that will tell voters more about you as a candidate or why your knowledge on the issues you are addressing should be trusted.

Once you have identified your strengths, you need to identify your weaknesses. Be honest with yourself. What skeletons do you have in your closet or in the closet of your immediate family? Identifying them in this document does not mean you have to advertise them but it does prepare you and your team for the possibility of your opponents finding the information. Once you've determined what your weaknesses are, your Exploratory Committee can work on transferring the situation or issue from a weakness to a strength. They can help you determine if this should be called out in the beginning of the campaign season or if you should wait until someone else brings up the issue and then present the predetermined statement regarding it. Luckily at this point, Libertarians are mostly ignored by our opponents, but this will not always be the case. As our movement grows and we show ourselves as a developing threat, our opponents will begin to search for "dirt" to discredit us. If this happens to you, take it as a compliment that you are seen as a threat to the established power in politics and as evidence that you are making a difference.



Before continuing on in this guide, answer the following questions:

1. Why have I decided to run for office?
2. Why is now the time that I have chosen to run?
3. What are my strengths?
4. What are my weaknesses?



## **Working with your Exploratory Committee**

### **Meeting with Your Team**

If you have answered the previous questions, you are ready to meet with your Exploratory Committee and begin work. Together your team will need to work out the following topics:

- Given my strengths and weaknesses, what race will I run for?
- What is the goal of my race?
- If winning the race or ballot access is my goal, how many votes will I need to obtain that goal?
- If name recognition or topic awareness is my goal, how will I measure success?
- If you do not currently have ballot access in your state, what steps need to be taken to get on the ballot

### **Getting on the Ballot**

The process to get on the ballot varies so widely state by state that we recommend you contact your state leadership to determine the best way, or research it yourself through your Secretary of State's office. There is an appendix at the end of this guide that lists out how to get in touch with the Secretary of State for every state in America.

If you do not have ballot access, you most likely will be required to do a combination of the following tasks:

- Be nominated by Libertarians at a State Convention
- Collect a predetermined number of nomination-petition signatures for your district
- File with the Secretary of State the appropriate paperwork and pay the required filing fee

If you do have ballot access in your state most likely you will be required to do one or more of the following:

- File with the Secretary of State the appropriate paperwork and pay the required filing fee
- Be nominated by Libertarians at a State Convention
- Some states (including the District of Columbia) require nomination-petition signatures for any partisan candidate



Together with your Exploratory Committee, answer the following questions:

1. What office will I run for?
2. What is your campaign goal?
3. What are your state requirements to get on the ballot?



## Determining Victory

OK so now you have a race and a goal and you know how to get on the ballot. Let's break down victory.

### If Your Goal is Ballot Access or Winning

Ballot access or winning victory is defined by the number of votes you must obtain to win. You must research how many votes are required, how many people typically vote, and if there are any differences between non presidential and presidential election years. For 2 and 6 year election cycles, there are often HUGE differences, and you have to be ready for them.

Answer the following question:

1. How many votes must I receive in order to achieve my goal? (NOTE: Use example Spreadsheet A to find this number).

Congratulations, you are now ahead of most Libertarian candidates because you have a race, a goal, and a number of votes needed to achieve your goal. We do NOT recommend picking an arbitrary number or percentage out of thin air. If you do, you probably did not pick an achievable goal. For each of the main goals you have, you often must tie them back to a number of votes. This easy to build table helps you to figure out what's right for you. I've put in some fluff numbers so you can get an idea of what the table is all about. Researching through your Secretary of State's office will help you find the accurate numbers for your race

Example Goal Setting Versus Number of Votes Table

Goal	Required Percentage	Typical Total Number of Voters	Total Votes Needed
Victory	50% +1, or 33%+1	100,000	50,001, or 33,334
Ballot Access	1%	100,000	1000
Beating the Spread	5%	100,000	5000
Learning More	0%	100,000	0

I'm sure you realized this, but the victory percentage depends on if its a 2 or 3 way race. More often than not, even in a 3 way race, your required percentage is 50% +1. This is because in some areas, Libertarian candidates will draw almost exclusively from votes that would otherwise have gone to a Republican or Democrat. But if you're in a swing state and a pretty



flat district (the R/D voter reg advantage is less than 5% or there are a high number of nonpartisan/independent voters), you might only need to eek out 33%+1 to win. This is where researching your race on ballotpedia (or some other historical reference) can be extremely helpful. You may also find it useful to see how past Libertarians have done and find out from them what their goals were, and what they would do different if they ran again.

Regardless of goal and number of votes needed, you now have a CLEAR idea of how you will go to sleep on election night. Choose the goal that seems reasonable to you. And if the number of votes you need scares you, you may need to rethink your goal. We ask that you choose a goal you believe you can make. You will do a lot of work in the campaign plan and if you change your goal, all of the rest of the work changes too. You have to ask yourself - are you prepared to fundraise, door knock, and convince X number of voters to vote for you? It is perfectly normal to take some time to think about this and how you want to balance your election with your other important pursuits - family, faith, job, etc. Don't expect to win a statewide race while working full time, for example. But you might win a part-time legislative seat or a small township's city council race while balancing full time employment (especially if you are your own boss).

The key is to be smart and reasonable here - we want you for the long haul in the liberty movement. Don't get burnt out and disillusioned, or expect the liberty movement affiliate in your area to come sailing in on horseback to save the day, because **that's not their job** or a reasonable expectation. Your LP affiliate's job is to assist with ballot access, lobby for libertarian legislation, and recruit candidates for office who share an 80%+ belief in the platform. They are not there to run your election for you, or to win your election for you.

### If Your Goal is Awareness

If your goal is to spread awareness of a particular issue, set a Google notification for anytime the issue is in the news. This will tell you if the topic is being discussed more since your campaign began. Has the number of times that topic is discussed increased? Does this meet the goal your committee set?

### The Lincoln Four-Step

Now that you know exactly how many votes are required to win (for simplicity, please read "win" as achieving your goal from here on out), you must set out a plan for actually getting that total number of votes. This should follow a process attributed to Abraham Lincoln called the Lincoln Four-Step. It simply goes like this:

1. Get a list of all (registered) voters
2. Identify all favorables
3. Persuade the undecideds
4. Get their voters to the polls on election day

Easy, right? You're done! Haha, just kidding. Let's break this down into something a little more



manageable, all due respect to President Lincoln.

Step 1: Obtain a list of all registered voters, or at the very least, find out in aggregate of how your district leans (R+5, or D+15, ...). (NOTE: Aggregates are needed for Spreadsheet A).

Step 2: Categorize all of your voters into 3 major divisions: Antagonists, Amenable, and Allies.

- Antagonists are those who would NEVER vote for you (or at least it would be VERY expensive to persuade them).
- Amenable are those who you will be able to persuade, given time and money (“swing” voters).
- Allies are those who are already going to vote for you, and are unlikely to be persuaded away by another candidate.

It is ideal to make this list from a voter registration list, but it is acceptable to use aggregates as part of the plan making process (with a note that you will have to do a lot of work or fundraising to get voter data as part of your plan). Suppose I have the following theoretical district with 100,000 voters:

Democrats	37%
Republicans	25%
Libertarians	1%
Nonpartisans	33%
All Others	4%

Let’s further suppose that I know this will be a 2 way race because I made a deal with the Republicans to stay out this race, which they have no chance of winning (It should be noted that nonpartisans and “others” in aggregate fall along D/R splits whenever choosing between the 2 major parties). So my Allies are 1% Libertarians, 25% Republicans (who are unlikely to ever vote for a Democrat), and 8.25% of nonpartisans who almost always vote Republican and are unlikely to ever vote for a Democrat. That’s 34.25% - not bad, but the Democrat is sitting at 37% Democrats + 12.2% nonpartisans for a total of 49.2%. This is going to be an extremely tough election, and is probably why the Republicans abandoned it to you in the first place. You will have to convince nearly all of the 16.55% of voters who are the undecideds to vote for your candidate. As a Libertarian, you can make the Non-Republican assumption (the assumption that a proportional number of nonpartisans will refuse to vote D/R regardless of the split and are resistant to lesser of 2 evil persuasions. These are the folks who usually triple Libertarian election results when compared to their voter registration percentage). This assumption will allow you to take the remaining 16.55% of votes (it’s possible) to create a winning coalition.

So now I must make a plan to convince the 16,550 voters who are undecided to vote for my

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candidate. But I also must inform the 34,250 voters who are likely to vote for me that I'm running in the first place (hence why name recognition is one of the most important facets of any election!).

Step 3: Persuade the Undecideds. This is going to be the bulk of any campaign plan. After all, you need not convince the Allies - they just need to know you are running. Likewise, if you can win without going after the "Antagonists," then it's far cheaper. If you need Antagonists to cross the aisle (and it is probably slightly more likely for Libertarian candidates than others), you must also include a strategy for going after them. This often means your candidate must campaign to issues that will persuade these undecideds - and you must force yourself to be less concerned with your Allies. Republicans may not be excited to vote for a Libertarian talking about open borders, but they sure as heck aren't going to vote for the Hillary mouthpiece the Dems ran this election. Meanwhile, you may decide to mop up those Bernie bros who are Amenables this cycle and aren't too happy with their Party's selection. Defeated primary candidates can become a huge boon to a Libertarian race - they may be able to persuade their base to join yours.

Step 4: Get out the vote - this step, and it will be an important one in your overall election strategy, is to actually convince voters to get out there and vote because you are running! Ever wonder why Presidential years have better turnouts than congressional midterm elections? It's because Presidential races invest hugely in GOTV operations. Signs, banners, TV ads, door knocking campaigns, busses, sign waving, the works are utilized to get your voters to actually show up at the ballot box. Encouraging early voting is a HUGE part of this operation nowadays - once someone has early voted, you can stop hitting them up to vote and concentrate your efforts on the ones who haven't. There will be more specific info on this later on in the walkthrough.

OK, so what, why do you care about this Lincoln 4 step? Because it will inform your path to victory. If you don't know how many voters you need, or how they lean, or how they can be persuaded, or who they are, you cannot succeed. Before proceeding, you need to be able to categorize voters in your area based on the above criteria.



Answer the following questions:

1. Can I get a list of voters in my area?
2. If I can not get a list of voters, can I buy, borrow, or create this data?
3. What is the aggregate breakdown of voters in my area?

Democrats	
Republicans	
Libertarians	
Nonpartisans	
All Others	

4. Based on questions 1 and 2, what are my number of Allies, Amenable, and Antagonists?

Allies	
Amenables	
Antagonists	

5. Based on question 3, can I still win (combining allies and amenable - remember win is based on your goal for this election)?
6. If the answer to #5 is no, then go back to steps 1, 2, and 3 to determine which group(s) you must target to get enough voters to answer yes in question 4. Can you persuade these "Antagonists" to vote for you (use other factors to pull over Antagonists, such as being female, black, LGBTQ, first-generation, or veteran, issue or identity voter persuasion)?



## The Big 3 to Win

Winning your race is about doing 3 major things based on the Lincoln 4 step.

First, you must build name recognition among your Allies and Amenable. You need Allies to help your campaign by making donations, volunteering, and joining the campaign team. You need Amenable to agree to vote for you in order to win the election. Both groups must know you are running and that your name is ON THE BALLOT. We can't tell you how sad it is when candidates build name recognition (also called *voter ID*) for a name not actually on the ballot. We know it seems obvious, but evidently it's not. More on building name recognition later.

Second, your need to persuade the Amenable to vote for you. Ideally you won't have to persuade any Antagonists but if you do, good luck! More on the persuasion later.

Finally, you must get your merry band of Allies and Amenable to go to the polls and vote for you. Recently at a city council special election in Las Vegas, We've witnessed a guy win his seat with a mere 600 votes by doing nothing BUT get out the vote operations. He literally bussed 600 of his Allies to the polls in these big, pimped out mercedes busses. He won his election. Hard to do that in a normal election - but this underscores the many city council seats that libertarians could win by learning how to get out the vote property. Also more on this later.



## Running a Campaign

### Building A Campaign Team

You now know enough about the overall tedium (it's not hard, it's just a LOT of work) of winning elections to organize your campaign team to do these big 3. You will principally have 5 divisions to a campaign team who all report to a campaign committee. Often your campaign committee is identical to your exploratory committee - but not always; sometimes someone better comes along during the exploratory phase. Keep this committee 5-7 people - you don't want death by congress in making big campaign decisions.

Not every campaign will need all of the positions listed below. In order to better facilitate your campaign refer to the chart for what positions are necessary for your campaign as well as what positions are helpful but not necessary. Some positions may be jointly held by the same person.

	<b>Necessary</b>
	<b>Nice to have</b>
	<b>Not necessary</b>

	Town or County	State Rep	State Senate	Lieut. Gov/Exec Council	Governor	US Congress	US Senate
<b>Exploratory Team &amp; Senior Team</b>							
<b>Candidate</b>							
<b>Campaign Manager</b>							
<b>Finance Chair/ Treasurer</b>							
<b>Advisors/ Trusted Allies</b>							
<b>Senior Team</b>							
<b>Deputy Campaign</b>							



<b>Manager</b>							
<b>Communications Director</b>							
<b>Field Director</b>							
<b>Fundraising Director</b>							
<b>IT Director</b>							
<b>Youth Campaign Director</b>							
<b>Compliance Manager</b>							
<b>Junior Team</b>							
<b>Social Media Manager</b>							
<b>Press Secretary</b>							
<b>Volunteer Team Leaders</b>							

The Senior Campaign Team

**Candidate** - You are the political candidate and you have two jobs - to raise money for the campaign and to meet voters. A political candidate's perspective is that message, fundraising, and strategy come from him or her, so must be involved in those decisions. You will approve the overall message and any messaging going out. You will also need to approve the scheduling and the budget. You should also do the following:

- Have a weekly meeting with your staff.
- Review a short written briefing with every meeting.
- Have a daily run-down of fundraising and canvass goals vs. actual results.
- Be prepared to adjust your plan, but don't do it every day.



- Door knock every day that you can.
- Fundraise every day.
- Make time for your family.

**Campaign Manager** - The campaign manager is at the top of the campaign team. The campaign manager should be a paid professional or a well-trained volunteer who will be capable of writing the written campaign plan and winning your election (or satisfying some other goal you have). The campaign manager will hire/fire all others under him/her. Do NOT saddle a campaign manager with someone they don't believe in underneath - there will be undermining and organizational problems as a result! The campaign manager oversees all aspects of the campaign including day-to-day operations, the coordination and implementation of the fundraising operations and ongoing coordination with the candidate. This person will create and manage the campaign budget with approval from you. Campaign managers must have excellent organizational skills, be level-headed, have good interpersonal skills and not be afraid of raising money.

**Deputy (or Assistant) Campaign Manager** -The Deputy Campaign Manager is hired by the campaign manager whenever a race covers a LOT of voters and/or a geographically diverse area. These folks should essentially be campaign managers in their own right but willing to follow the lead of their campaign manager for focus. They perform duties as assigned and/or focus on one or several of the five primary divisions in a campaign. Sometimes they manage a geographical area and the five primary divisions in that area. This very much depends on the size of the election. I recommend one deputy campaign manager at a minimum in case something happens to the campaign manager. You don't want to be three months from November when your campaign manager unfortunately dies (or is indicted) without a backup.

**Finance Chair/Treasurer** - The finance director is responsible for raising the money that will allow the your campaign to accomplish its goals. He or she will work closely with you, your campaign manager and a finance committee to meet the financial goals of the campaign. They are in charge of keeping you on track with fundraising, preparing for and staffing call time, and overseeing all fundraising events. A good fundraiser must be highly organized, outgoing and willing to push you and campaign toward meeting your fundraising goals.

**Communications Director** - This person is responsible for crafting the winning message of a campaign, establishing and maintaining all media relations (social, mainstream, earned, advertized, etc.). This person will have a Social Media Director, a Press Secretary, and a Graphics Artist working for him/her, and others depending on the race. They will utilize a Leesburg grid and other communications techniques in order to craft the winning message and write it down as part of this written campaign plan (i.e. the Communications Strategy). They will be focused first on name recognition and later (presumably after good name recognition in the district) on persuading the undecideds.



**Field Director** - The Field Director (also called the *Vote Contact*) is the person responsible for the boots on the ground in the campaign. He or she will establish the legions of troops required to canvass the entire district, put up road signs, make phone calls to Allies, etc. This person should split the district up into as many divisions as makes sense and find a well-trained individual - the Volunteer Team Lead - to head each one up until getting down to the sub-precinct level. This will ensure a smooth field ops campaign - each level of the field division tree is responsible for finding 3-9 splits in his or her district and assigning an individual in that area to take on that responsibility. Do this until you have folks heading up 100 person voter blocks at the bottom. The Field Division Director should outline a schedule for creating these subdivisions and using them to complete the district canvass among other important field activities. You will also have some folks in charge of specific areas such as phonebanking, Facebook 4-stepping, stuffing envelopes for direct mail, putting up/maintaining road signs, etc.

**Fundraising Director** - The person responsible for meeting with and cultivating donors. This person will typically have some development folks underneath him/her who specialize in direct-mail fundraising, email fundraising, small-dollar fundraising, and high-dollar fundraising. Each of these 4 methods require a different balance of skills but all require a lot of education on best-practices. They must first determine (in consultation with the campaign manager and campaign committee) the amount of money to build district-wide name recognition as well as the amount of money required to do voter persuasion, then set three fundraising goals. The "lean campaign" which runs on the bare essentials ("fumes"). The average plan - the one that barely eeks by with district-wide name recognition as well as some voter persuasion. The winning plan that has enough funds to do both district-wide name recognition as well as district-wide voter persuasion. Obviously everyone wants the third but most candidates end up with the second. The important of having all three is so that the campaign has pre-prioritized expenditures. You also now know how much to shoot for in total based on the "winning" plan. You can use this to set up reasonable goals for fundraising on a weekly or monthly basis. It is very important that fundraising be lopsided to the beginning of a campaign when at all possible. This plan will likely depend on an effective Field operations' canvass or the campaign committee's capability to bring in enough fundraising to purchase data required to do the field campaign and fundraising much faster (Yes this is a chicken and the egg scenario, many candidates take out a loan to purchase this data but we don't recommend that for LP folks).

**IT Director** - The person responsible for the electronic assets of a campaign. Campaign websites, email blasters, databases, customer-relations managers, shared drives, etc are all responsibilities of the IT division. This person will need to deliver an award winning CRM connected to all other assets in order to expedite the other divisions. It's hard to take donations without a credit-card processor or on a website that doesn't exist. The IT Director will work closely to develop walk/call-sheets for the Field division and email blasts and website updates via the Comms division. This is mainly a role for managing external vendors or building the IT assets yourself and creating training guides for the field and comms staff to follow.

**Youth Campaign Director** - This person will, when effective, deliver to your field operations the required door-knockers to complete a canvass and sell your candidate as a young-person's



candidate. The importance of this should not be underestimated - major campaigns are won and lost by the youth vote every year - and in particular, by the youth volunteers who can actually knock on 250 doors in a 4 hour timespan. The youth campaign director should create and submit a reasonable budget and youth campaign plan. It is best if the youth campaign director is left to implement their own winning strategy so long as they meet expectations by the rest of the senior campaign. It is important the youth campaign director understand the rules of engagement- they are on the Jedi Council, but they haven't yet been granted the rank of Master. They need to run press releases and handouts by the Comm Director or his/her designee, fundraising needs by the Fundraising team, and canvassing/field engagements by the Fields team.

**Compliance Manager** - This person tracks the election laws including the campaign finance laws. This person reviews and ensures that all advertising, fundraising, political reporting, etc follows the state election laws. They will work closely with the other Senior Campaign team members and you.

### The Junior Campaign

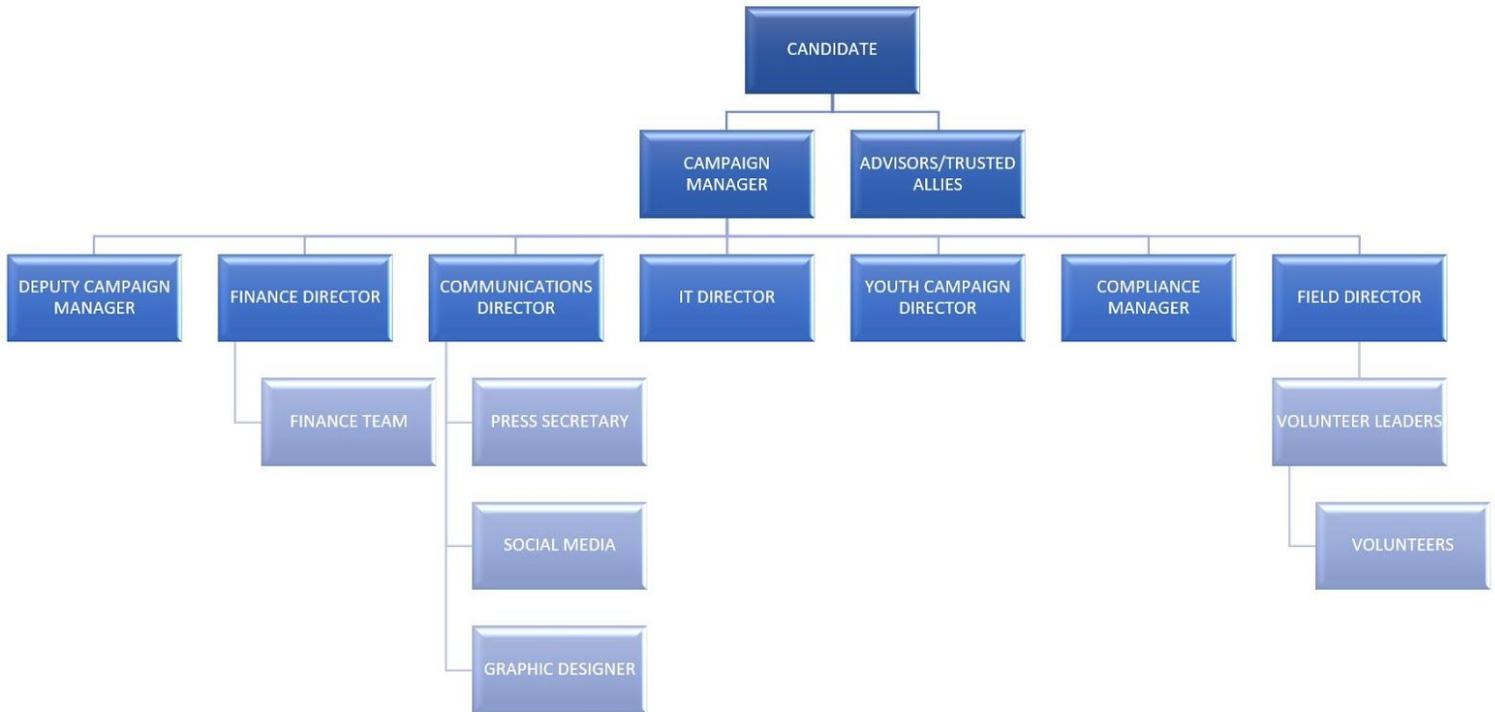
This team is comprised of the individuals who work underneath the senior campaign leadership. The junior campaign is distinguished as being in charge of some specific area of the campaign without being responsible for an overall strategy, but a targeted one (social media director, direct-mail marketer, development director etc.). These individuals are NOT "just volunteers" and are often paid or at the very least treated as part of the inner circle - they are given title and responsibility to match. Snazzy name-badges are a cheap (\$10) way to make these folks feel special and they are. They are the ones organizing your volunteers and making sure their targeted task gets completed and fits into the overall strategy set by their director. Everyone from a candidate's speech writer to the database guy falls into this category and no campaign would be effective without them.

Building an election-winning team is difficult work and should be the most-important, all consuming task of a recently-hired campaign manager - even more important than the written campaign plan, since many aspects of this plan will be created by your senior campaign leadership. Finishing this plan should take a backseat to finding your senior campaign leadership. Members of this team include:

- Press Secretary
- Social Media Manager
- Graphic Designer
- Volunteer Team Leaders
- Finance Team



We know this is a lot of information to absorb. In order to help put your team into perspective, we've included an organizational chart below.





## Campaigning

Now that you know your goals, you know your path to victory and you have your campaign team, it is time to work on how you can meet your goals.. Most campaigns take three attempts at least. If this is your first time campaigning, do not be discouraged if you do not reach a win. Campaigning is a process. Your first time campaigning will be more about learning the process, becoming more involved, and starting to work on building your name recognition. The second time running you'll have all the basics, will have learned from past mistakes, and will be focusing on your messaging and building name recognition. You may win that second time and you may not. Keep attainable goals in mind and work towards them. If you truly believe that what you are working towards is a worthy goal, you will be able to work towards achieving them and have a better chance at a real win.

### Building Name Recognition

If you happen to be a household name already, you can skip this step. But since you aren't Donald Trump, Kim Kardashian, or Oprah, you need to do this first and foremost. In fact, Libertarians do most poorly on this aspect of the campaign. Building name recognition takes piles of cash and/or many volunteers. We'd like to go into detail about some of the best ways to build name recognition in the 21st century. LP candidates can often beat the spread just on name recognition alone - but they have to spend their limited time and monies wisely!

### Road signs

NOT yard signs. Don't buy yard signs. No one buys yard signs and gives them out en masse except candidates who routinely lose their election. Yard signs do have a purpose - you give them to donors and volunteers as a way of saying thank you. They take pride in their yard sign after all - and they earned it. It is someone who will talk to their neighbors about your campaign when asked. Also, people will ask for them and you will want to reward their support by giving them a sign. But if your idea of building name recognition is yard signs - forget it. Why, you ask? Well it's simple really - maybe 30-40 unique folks drive down your lovely little residential road each day. These 30-40 folks honestly don't care about your yard sign. If they do care, it's usually to report you to the HOA (\*statists, cough!\*). Fortunately that isn't illegal yet usually. Anyway - road signs. Some 40,000 unique persons might travel down a major road in metro areas each day. Even in rural areas, think about what is more likely to be seen - a sign on main street, or a sign on your front lawn? The fact is that the return per dollar on yard signs for building name recognition is much lower than the return per dollar on road signs. If you can get larger signs they are worth the expenditure. It's just math - yes road signs cost way more and are bigger. But they only cost about ten times as much money as yard signs. (\$5 versus \$50). You can even get road signs that are 3x6 foot for as little as \$35 in some areas. But the sheer number of people who will know your name now from your giant magnificent road sign is much much greater than the folks who saw 10 yard signs around town. Well-placed road signs typically garner a race 3-5% in name recognition among all of your winning coalition of Amenable and Allies. Be sure that your Compliance Manager checks the town regulations for where you can place signs, sign limitations, and legal disclaimers required for them. Also, make



sure to remove your signs after the election. It sends a poor message to leave them up for months after an election is over.

*DO NOT PUT YOUR POLITICAL PARTY OR PICTURE ON THE ROAD SIGN.* We can't stress this enough. First off, if you put down your political party, many of your Allies and Amenable will walk away thinking "not viable." Let's be honest -it's the objection every Libertarian dreads. Don't go advertising it. Even candidates in the establishment parties don't put their party on their signs unless they are new to the process themselves. Your only goal here is for them to see your name and think "that's a cool name" or wonder who you are and look you up. As many as 1/3 of voters will vote based on the "cool name" even though they don't know why they remember it so well. This is especially true for the hundreds of thousands of city council, county commissioner, and judge races. Admit it - you've voted for some local candidates before based solely on the name. And admit it - you've never even considered some candidates because of their political affiliation. So you have no business doing anything on your road sign that isn't your name, logo/colors, and office sought. If you're the incumbent (hi Laura Ebke, Brandon Phinney, Caleb Dyer, etc.), you should add the word "Re-elect." Believe it or not, most voters tend to think things are going pretty well in their universe. Especially at the local level - after all, it's those evil fat cats in Washington D.C. doing all the real damage. You want voters to identify you as the candidate they already decided to vote for. Voters like to think of themselves as being on the winning team - and you already won once!

You can also see a huge advantage as an incumbent in making use of your name recognition from the previous campaign as well as just the fact that the media will often assist in building name recognition by running articles - good or bad - about you. One candidate in Las Vegas for the Republicans has run exclusively on his father's name ID with Republican primary voters. Danny Tarkanian has a huge number of primary voters who remember his dad and his winning basketball team at UNLV. And Danny has subsequently lost each and every general election. Several times he has primaried out an incumbent, only to go on to lose to the Democrats. He's trying again this year, so maybe he'll make it 0 -7? (He just won his primary, btw!). Name ID is important, but remember, your Amenable AND your Allies need to know about it. If you have a primary election, then your Allies are who you are laser focused on - sometimes at the expense of your Amenable.

## Social Media

Facebook/Instagram ad buys are a great new way to boost your name recognition among most voters. Don't bother with snapchat - those folks are too young or too drunk to vote compared to the dollars you could have spent building name ID on Facebook (yes it's for old people now) or Instagram (hello instaperfect millennials). That could change by next cycle, so stay plugged into social media assets. Anyway - luckily for us, and for Facebook, they bought out Instagram! Muahahaha. So now you only need a campaign page and a campaign instagram and you can connect the two in the backend of your ad network on Facebook. And you can target both platforms with the same ad. If you are really rolling in the dough, then you should create special ads for each demographic and not treat both the same way. However, many of our



campaigns have a single banner image and in terms of boosting name recognition, this is an effective way. YOU WILL NEED TO GO THROUGH AN ANNOYINGLY LENGTHY PROCESS TO DO THIS STARTING IN MAY 2018. It LITERALLY involves snail mail. So get a head start on it!

BONUS: The Facebook 4-step. The Facebook 4 step was invented by several young activists and it is used to build up a college chapter or campaign team (hi Cliff). You use Facebook's kinda-creepy graph search abilities to find like minded folks on Facebook. Then you message them and create a relationship. You may only be successful with 1/10 doing this. But we have built up entire campaigns this way and you can also. It's a great way to mine for Allies, in other words. Pick a popular page that leans libertarian (Or is in fact Libertarian) and get a list of those folks who also live in your district. Amazingly, Facebook is happy to help and returns that list. And now you can message new Allies and ask them to donate or volunteer or even just like your FB page.

Ok back to Facebook/Instagram ads. This is an effective way to boost name recognition in your district. However, most libertarian candidates think it is an effective way to do voter persuasion (step 2 of the big 3 to win). Sadly, unless you have spent a lot of cash on targeted voter data, you will not be able to use general ads to persuade voters. In fact, you may turn off a bunch of folks. Thus, we recommend you use Facebook and Instagram ads to build name recognition only. Pretty simply - they are the same as your street signs. It's all about having your name on everyone's lips. And you will build up page followings and instagram followings this way by getting likes from folks you know agree with you because of the use of audience targeting. There are many great resources on doing this correctly - be sure to have someone who knows what they are doing set this up. Also, you will have to have a verified page and a verified profile for that page in order to do political ads now. Sucks, but FB loves inserting their ideas into elections. This method can be useful with you gaining 3-5% of your district in name recognition. Perhaps more, if you spend enough money (but you might do that at the expense of some other, better aspect of the campaign).

## Established Media

This is the most traditionally effective technique to gain name recognition. Most major newspapers have a section on "meet the candidates" online - sometimes with a little video! Others stick to printing info about all of the candidates. Any press who contact you, you should definitely respond! You want them to write about you. Just be sure not to give them something bad to write about. You'll need to make sure you have a well-fleshed out messaging plan (more on this in a later section) before responding. Your local LP affiliate may also have some good relationships with media personnel, and you should ask them to use those relationships to try to get information about the LP or your candidacy. THE PRESS IS NOT THE ENEMY! Be nice to them, and they will be nice to you (seriously). We highly recommend all candidates have a "News" section on their top navigation pane of their website (blog style news feed pages work well for this) - after all, you want it to be easy to get free, earned, established media. They will often meet with you for the low low price of a cup of coffee and asking nicely (Twitter works



well for this!).

## Radio, TV

Free, local radio talk shows can also build name recognition among voters. We don't know why, but many folks enjoy listening to talk radio still. This is especially popular for AM stations in rural areas - try to get on the local political pundit's show. TV interviews are also super important but hard to come by - you typically have to be considered viable by the media FIRST. They are happy to let you buy ads (just like anyone) of course, but we strongly encourage you to NOT buy radio or TV ads. They are often 100 times as expensive as other methods (canvassing, or even direct mail). They DO enjoy a pretty good name recognition return - people love to watch TV and listen to the radio after all - but this has continued to decline in effectiveness as folks cut their cable or use spotify. A better choice to target folks at a lower cost today might be Hulu ads or other online media ads (pandora, spotify, etc). They can target your district exactly and know which folks live in your area (as opposed to the traditional TV shotgun), so you don't need anything better than a professional video or audio recording.

That's another reason not to do this, however - it is a costly process to create a strong radio or video advertisement. Anyone who has been a voice or in-person actor for an ad knows that the long-lines of auditioners and eventual pay on callbacks don't come cheap. You are competing for talent with every business in business, after all. Why do you think industrial safety films are so terrible and canned? Because the good actors are advertising for Kroger or McDonalds. You know you cringe every time a local attorney's ad comes on the TV - it is so hopelessly low quality in front of some university law bookcase; you don't want that to be a voter's impression of your campaign. Just don't do TV ads unless you are rolling around Scrooge McDuck style in gold and you like seeing your face on TV. The percentage you will gain in name recognition for this one will depend greatly on the number of listeners/voters for the show you are advertising or being a part of. The local news on TV gets a lot more viewers than a political pundit's AM talk radio show. You may also prefer this method if the district is large and rural, where field operations are very difficult to do effectively (districts with more square miles than people!) TV and radio ads often work best for voter persuasion, which we cover in another section (after you have made sure to have good name recognition).

## Events

These are a good way to let people know you are compassionate with their message depending on the event. However, they won't get you donations so they will cost you more than you will get from them. If you are going to hold an event, the best is House Parties. These are held by having a person host their friends and family to come and hear what you have to say and have the opportunity to ask you questions. These people will walk away and talk to their friends and family about you. It is more successful than holding a rally where you just talk at people. Unless you are a big name already, people only come when they already support you or already believe in the message and want to be a part of it. They do not gain you new supporters. Tabling at an event tells people that you agree with their position, but does not



guarantee their support. Events outside of your district or that have a draw from outside of your district will suck up money to persuade 3 people to vote for you who don't even live in your district. Trust me - three hours at an apartment complex knocking on doors will get you far more people who DO live in your district (obviously!) to learn your name and possibly vote for you. Canvassing with a clipboard and volunteers at the local grocery store parking lot will get a higher return for your time and money. You'll get a lot more people showing up to buy beer on a lazy Sunday afternoon. Another event to consider attending is one where you may win an endorsement from a group that will assist you with building name recognition in your district (aka money on ads, in-kind or otherwise). If they are offering you that, go for it. Another event you may consider going to is a parade or a county fair where you will see a large percentage of the district attend all at once. .

## Email

This is a method that you should use to reach Allies only - much like phone banking. You will spend a lot of money on this, so you should try to utilize a list you received from your local LP affiliate or that you created by canvassing your district. You are unlikely to have amenable's email addresses, so it is not an effective way to build name recognition in general.

## Direct-mail

This is still an effective, albeit expensive, way of building name recognition during a ballot initiative or primary election only. Do not waste money on this if your only campaign is the general election, unless your mailers are going to allies and asking for donations.. Some candidates have effectively turn it into a combo name recognition/donor ask mailer: "Donate to Candidate YZ to stop new taxes," and this sort of thing (to raise enough to cover the costs of the mailer). Direct-mail to build name recognition often depends on how much campaign data you have and your situation. For example, candidates with piles of cash but few volunteers may find it advantageous to do direct-mail. But this is often far more expensive than paying professional canvassers to do the same job - and much less effective. This will typically build name recognition with 1% of your district or less. One quick note - don't deliver your mail to voters mailboxes - it's a federal felony! You MUST use the post office.

## Phonebanking

Phone banking is no longer an effective way of building name recognition, as the cost per dollar is too high (robocalls / autodialers) or via volunteer is too boring - you will face large numbers of attrition. If you are looking for a way to burn out your time and money on a campaign, this is probably the best way. Phone banking is best reserved for building name recognition with Allies only - you want to let all of your Allies know you are running and ask them to volunteer, join the campaign team, or donate. It should almost be an afterthought to ask them to vote for you (which you of course are going to ask them also) but most important is one of those 3 items. Start building out your field team right away - you will need it for the next step! Cold calling the district you will soon learn is a huge waste of time and may even piss



off voters - no one likes getting these calls (be honest, do you?) but people love getting mail or meeting a candidate face to face. You will still do phone banks to raise your name recognition among Allies - but you will need their contact information first. Your local LP may be able to help you out with the names and numbers of Libertarians in your district.

## Canvassing

Canvassing is the most effective way of building name recognition in a district. It is the tried and true, hard work of your campaign's shoes meeting the pavement. Most voters learn about a campaign by direct voter contact. Canvassing is tedious work requiring you to have a well-oiled field team who can coordinate the door-knocking operations. You want to utilize best practices such as male-female teams of 2, taking down voter info on a scale of 1-5 (1 being they hate you and 5 being they love you), and more. Your goals here are twofold: build name recognition among all voters (in particular, your winning coalition), and separate Allies from Amenables from Antagonists using the 1-5 scale. 1s you will never talk to again. 5s you will talk to again, but only to look for donations, volunteers, or campaign staff. You will definitely target 4s, 3s, and 2s again. You will prioritize talking to 4s over 3s and 2s. To do direct-mailers, you will likely target 4s only (if that's all you need) to save money. You still want your list of 3s, 4s, and 5s, since you are going to need to know who to hit up for get-out-the-vote campaigns. Typical walk sheets will include the street and street number, a series of 1 2 3 4 5 NH (not home) to circle, a phone number, email, and a small section for notes. If someone is a 5, get them to give you their other data so you can hit them up via email or by phone later to donate, volunteer, or join the team. Same with 4s. we cannot understate the importance of voter data in your winning coalition. Canvassing is the ONLY method the LP can use to avoid buying this data. It is also far better data than you could buy in any event.

If you don't canvass your district, you will not know who you must hit up again to win and who you can hit up for assistance. It sounds like a daunting task, but you should see your canvassing efforts snowball in donations and volunteers if they are effective. You will need a database person to enter this data after you are finished in order for it to be used by other aspects of the campaign. Typically when canvassing you should have a male-female team hitting up both sides of the street at once while a 5th and 6th person are along the sidewalk in case there is trouble and to do the voter data. When the male-female team walks back from the door, they can show you with their fingers a 1-5. If a 1 tries to engage the male-female team in a debate, BREAK OFF! "Ok well thanks" turn and walk away. They are a 1 after all. They WANT to prevent you from talking to other folks on the street. That's why we have people who invite Democrats and Republicans knocking on our doors to come in and let them believe they have our support. Well-trained ones tell me "no thanks, I appreciate it, vote for Candidate Z." Poorly trained ones kick back with a glass of water (or a beer) and debate open borders or healthcare with me. Don't take the bait.

Your male volunteer should typically be the one carrying your flier or other handout. We suggest having teams with door-hangers for Not-Homers or homes with "No Soliciting" signs and a 3x5 inch card or fridge magnet for those who are home. If you give out a fridge magnet



(to 4s and 5s only!), put something really useful on it, such as the Fall High School Football schedule, or measuring cups conversions. And of course, the name of your candidate. At one point my mom's fridge was covered with the important fridge magnets of salespeople, realtors, and past candidates because they put something useful such as the number of pints in a gallon or "God Bless America" or some other hook. Your male volunteer should also carry the voter info cards to fill out with the person's email, phone number, and volunteer interests. This person will give the 5th or 6th canvasser the card to transfer to the master walk sheet after getting back from the door. The female, simply put, should do all the talking, the hand shaking, and the door knocking. The male should be a step or two back from the female, and the female should be 3-4 feet back from the door. Both will be clearly visible through blinds or a peephole. No one opens a door if they think they will get jumped or they can't see who is there. Let people have their space - it's their house. Smile! If you can't figure out how to smile (it's a real problem) mouth the word Money as though you are British. It drops the jaw then widens the mouth giving you a perfect smile. There ya go - now you can be insta-perfect, also!

Please, please be the candidates who canvass! Especially if your goal is something other than to win - you can be collecting canvassing data for future campaigns. Imagine how different the LP would be if each and every campaign cycle collected canvass data and donated that to their local LP affiliate to use at the end of an election cycle and then each LP affiliate could donate that to each future campaign. We may even be a major party by now if we had simply done the district canvass each election cycle. Candidates don't have to worry (typically) about one-way post-election donations to their state or county LP affiliate. It is not usually an in-kind donation as historical canvass data isn't for sale by the candidate to any other third-party organization. But before doing this, be sure to check your local and state regulatory laws in case there are issues with this. Again, though, we have to wonder where we'd be with the voter data necessary to win through door-knocking - the only guaranteed way to target voters in your district! Door opens during peak times can be as high as one in four - thus, you can build data and name recognition in 25% of your district per canvass. Subsequent, targeted canvasses can be even higher by focusing on those who you didn't see last time or who were undecided (3s and 4s) last time. No need to see Allies (5s) twice - contact and involve them in other ways!

In summary, you can build name recognition by:

1. Road Signs - 3-5%
2. Social Media - 3-5%
3. Established main-stream media (depends on readership)
4. Radio/TV (depends on listeners / viewership)
5. Good community Events - (1%, or 1/10 times the number of folks from your district who attend, whichever is higher)
6. Email - 0%, but good for establishing relationships with Allies.
7. Direct-mail - 1%
8. Phonebanking - 0%, but absolutely required for establishing relationships with Allies.
9. Canvassing - 25% per canvass (the persuasion rate per door knock is 10%-40%, but we



cover that field operation later on).

All of these ways combined, and there are likely more not noted here, should give you the name recognition required to win an election. Especially focus on the most effective method - the district canvass! It's nearly free (buy handouts, and pay volunteers with water and pizza). It is also the highest number of voters per dollar spent in a campaign (even with \$10/hr paid canvassers). Focus on quality interactions when door knocking - not quantity. It's OK to spend some time with 4s and 5s to get them totally on board and to join you. It's OK to spend time with 2s and 3s to try to persuade them (maybe limit this to 5 minutes max). Spend as little time as possible with 1s and note to never knock that door again. You will need a lot of young people when door knocking - so make sure one of your first large volunteer recruitments is to a local university or high school. For a statewide or presidential race, you may even invest in a mass-based youth campaign, the likes of which are covered in much detail by the Leadership Institute's Youth Leadership School.



Before moving on, answer the following questions:

1. Where should I place road signs?
2. Have I set up a social media presence capable of doing name recognition via posts, shares, and ad buys in the district? Have I done the Facebook 4 step to contact voters in my district?
3. Have I put out a press release on my candidacy and sent that to mainstream media in my area, following up with a phone call and Tweet to that person? Have I noted the dates of any major newspaper endorsement interviews or other media interviews?
4. Have I located any popular, local politically-minded talk-radio shows or TV shows I can go to for free? Have I contacted them and requested to be on the show?



5. Have I determined any large-scale community events (parades, fairs, etc.) that are comprised of mostly my district AND are likely to get more foot-traffic/name recognition than other methods (such as door knocking during that same time period)?
  
6. Have I requested a list of known LP Allies and their data from my local LP affiliate, to include name, email, address, and phone number at a minimum? Donation history and amount would also be useful. Have I emailed these folks?
  
7. Have I considered doing a direct-mailer? If so, how will I use it do build name recognition?
  
8. Have I called all Allies using the list from step 6 and asked them to volunteer, donate, or join the campaign team?



9. Have I used my Allies from steps 2, 6, and 8 to create a field team capable of canvassing my entire district?



## Persuade the Undecideds

To persuade the undecideds, you will need to develop a communications, field, IT, youth, and fundraising plan. All but the fundraising plan will include a first major section on building name recognition for the candidate. After that, it is about actually persuading the undecideds - and that is where the bulk of the rest of the plan is contained. From messaging to database choice, you need a specific plan for each division that ties back to the number of Amenables that must be persuaded and Allies that must be contacted. Part of the job of the senior campaign team is to determine which division is responsible for what number of persuaded Amenables. For example, going back to the 16,550 voters to persuade and 34,500 voters who are allies, your plan outline might look like this:

**Communications** - Responsible for building name recognition for all 34,500 allies and 16,550 amenables. Responsible for persuading 6,550 voters at a minimum.

Campaign Leesburg Grid - <I'm compassionate, intelligent, and fair> <They're heartless, overwhelmed, greedy, and biased>. <They think I'm out of touch, weak, and inexperienced>. <They think they are strong, Joe-sixpack, and knowledgeable>.

Social Media - NR, 34,500 allies => 69,000 impressions on Facebook/Instagram => \$690 x 3 ad campaigns = \$2070 (play up intelligent/good with money and fair with name ID since going for conservative leaning allies). VP (voter persuasion) => 6550 voters => 14,000 impressions => \$140 x 10 ad campaigns = \$1400 (focus on Bernie bros and other Left leaners: Target with issues relating to my compassion and contrast with their heartlessness).

Mainstream Media - Read by 20,000 allies in my district, make contact with local government reporter and elections reporter. Pitch article on my candidate running because we need a compassionate choice for <office> - someone who won't allow kids to be seperated from parents at the border. Pitch this after getting to know them. \$10 for coffee. Inquire about newspaper endorsements or voter guides. Purchase print ad if needed (\$500/quarter inside page).

**IT** - Responsible for standing up a customer-relations-manager and database backend in order to contact all 34,500 allies and add data for the 16,550 amenables as they reach out.

Customer-Relations-Manager (CRM) and Database solution: Nationbuilder. \$300/mo allows for 40,000 entries, need this for 9 months and allows field campaign to build all walking maps and perform phone banking. Basic campaign website templates out of the box. Scalable starting at \$29/mo for 2000 entries. Integrates with Facebook and Meetup events.

Campaign google email, drive, and calendar - free.

Campaign website/DNS bound to Nationbuilder - \$30/year.



**Field** - Responsible for canvassing entire district using walking maps and noting the 34,500 allies and 16,550 amenable. It is responsible for finding 630 walkers and from these 630 walkers, 105 field organizers (each one over a group of six walkers).

Due to a lack of sophisticated campaign data, will need to knock on doors using voter registration data. There are 26,000 (Libertarians and Republicans) known allies and 37,000 unknowns to canvass (Nonpartisans and All Others) @ 2 minutes per door which is 126,000 minutes of walking = 2100 walker-hours. Requires 630 walkers to commit to 10 hours across a three week period for a complete canvass (male/female team at each door with clipboarder at sidewalk). Walkers can typically only perform quality knocks during optimal times 2 hours per day. 630 walkers x 5 walk days = 3150 walkers = \$1000 in cold water and \$7000 in pizza/snacks for all-volunteer. For paid canvassers at \$10/hr, the cost will be \$31,500 total (You should note that during the example, if you have to pay for canvassing, you may as well just buy the i360 or other data and skip the canvass yourself. All volunteer for \$8000 isn't bad though, and it gets worse in the next paragraph as we discuss supplies you'll need regardless of volunteer or paid canvassers).

630 walkers will require campaign T-shirts (\$3000), pens (\$40), clipboards (\$420), and slap-on name tags (\$100).

The canvas will provide two major goals for the campaign. First, name recognition among all known 26,000 allies (along with a recruitment of new volunteers and donors) and 37,000 NP/others. Of the 37,000 NP/others, the 16,500 amenable can be identified to be persuaded to the campaign.

The persuasion part of the campaign will focus on using the canvas data to persuade the 16,500 amenable to vote for my candidate. We'll utilize a contact 3 ways in 3 days campaign to persuade these 16,500 amenable. First, we'll need to put together 16,500 pieces of direct mail, at \$6600-\$10,000 cost. The day after mailing, these folks will need to be emailed and/or phone called - that's contact number 1. On day 2, they should receive the direct mail. On day 3, we need to knock on their door to introduce ourselves as being from the campaign. The youth campaign can assist with attaching door-knockers to doors that are not home using notations from field operatives. \$6000 to do this voter persuasion door knocking 3 times.

There are no events that draw from large numbers in this district in a better way than knocking on doors.

Road signs will need to be placed at the prominent intersections in this district - a total of 20 6x3 foot signs will be placed on roads/intersections averaging 30-40 thousand cars per day based on data from the State Department of Transportation. This should be seen by most of the district's 100,000 residents during the course of the campaign. 20 signs x 35 dollars = \$700 in signage and \$100 in rebar. Should take a team of 20 total folks in smaller teams of 4 to do 4 signs each in 4 hours. \$200 in volunteer cost.



Total cost of \$1000.

**Youth** - Responsible for activating the youth in this district - must deliver at least one-tenth of the required canvass volunteer power, or 63 youth walkers who commit to ten hours.

Will supply the senior campaign with 63 youth walkers for the district canvass and perform phone banking to reach volunteers and donors interested based on the district canvass, and input this information into the Nationbuilder system.

They will also identify local high school and colleges in the district and perform the campus canvass and a full mass-based youth effort on those campuses.

Supply \$2000 in up front expenses to the youth campaign and upon completion of the district canvass, a further \$3000 for the campus canvas itself and other youth activities.

**Fundraising** - Responsible for raising the money for the Comms, Youth, and IT and Field campaigns. These campaigns listed an expected cost of:

Comms - \$3000

\$2100 in social media advertising (NR + VP)

\$900 in print and radio advertising

IT - \$2700

\$2600 in CRM, Database, and Website Costs

\$100 in DNS Website Cost / Other Expenses

Youth - \$5000

\$2000 building up 63 youth volunteer for the district canvass

\$3000 building up youth vote and volunteers during duration of campaign

Field - \$29000

\$12000 for an all-volunteer canvass.

\$10000 for amenable direct-mailers (one time)

\$1000 for road signs

\$6000 for voter persuasion door knocking (three times)

Administrative Overhead - 41,400

Office - \$10,800 (\$1200 for 9 months)

Office Supplies - \$3600 (\$400 for 9 months)

Campaign Manager - \$27,000 (\$3000/mo for 9 months)

Total Fundraising Goal: \$81,800.



Timeline: Campaign Committee raises \$8180 by February 1st to kick-off campaign and hire manager.

Campaign must raise \$33,620 by May 1st to have a total of \$41,800 at play.

Campaign must raise an additional \$20,000 by August 1st.

Campaign must raise an additional \$20,000 by November 1st.

That is what a rough outline of a campaign plan looks like.. You can see the fundraising numbers don't come from thin air - they can be tied back to actual expenditures in each of the 4 major divisions. Remember - the campaign manager's job is to find the other key volunteers that will form the division directors. If you are unable to find volunteers, you will have to fundraise additionally to pay for paid staff. The payoff on this is very dependent on the type of race and if you are running to win. For the example above of a tough, 2-way race for a 100,000 registered voter district, this is a very reasonable, if a bit conservative, cost outline.

### Get out the Vote

Getting out the vote is an important and often overlooked final step of any campaign plan. This is about actually getting your allies and amenable to the polls. You'll need to set aside time, volunteers, and money at the very start of early voting to encourage folks to early vote. The reason for this is that once you have confirmation someone has voted (many states allow access to who voted during a campaign cycle) you no longer need to spend money persuading them to do so. For states without any data as to who has voted, or no early voting, then you will need to ask supporters to perform an action (on your website, sharing a photo, etc.) indicating they have voted so you can avoid spending money persuading them to vote.

Often the get out the vote campaign is a massive communication operation utilizing social media, email blasts, and phone calls to allies - after all, you likely have their data. Remind them of the importance of voting for the candidate they already support and help them figure out their polling place if they don't already know. Ask them to mark this in their calendars and set a reminder so they show up to the polls. If you are flush with cash (you probably aren't) then you may even let them know of a free shuttle service you are providing to help them get to the polls or if you have volunteers willing to give rides to the polls (please make sure you have two volunteers in each car for safety). Nowadays, however, local election officials often ensure a polling place within walking distance of every resident - this helps the poor have just as easy access to the polls as the rich though this is certainly not true for every voting district.

Less useful than a communications campaign to get out the vote, but still very valuable, would be a final field operation targeting your amenable and reminding them to get out the vote. This is your last push for voter persuasion among amenable. You might also find it valuable to knock on the doors of all allies and remind them to vote also. Based on the data collected in your district canvass, you will have the nearly-complete list of names and addresses of all allies and amenable turned allies. Whatever your field campaign is, you should make it a goal to knock on as many doors as you need votes to win (at least!). That is, you should remind as



many of your folks to vote as possible. Most importantly - you MUST avoid knocking on the doors of your antagonists. After all, you don't want to remind them to show up and vote AGAINST you. This is why voter data is so very central to the success of any campaign. You want to help yourself win election, not help the democratic process that would see you lose to a major party candidate.

This get out the vote campaign will start at the beginning of early voting or two weeks from the election day, whichever is sooner, and will continue alongside voter persuasion efforts all the way through the election day. It is extremely important that your entire campaign team be off the day of the election and present at the polling booths (an appropriate distance from them so as not to break any laws of course). Have your field campaign organizers (as many as possible) go to their local polling place and share hot chocolate or bottles of cold water (depending on the weather) without actually speaking with any of the folks going in to vote. Your job is just to be visible in campaign paraphernalia a respectable distance from the polls providing a good public service. If folks come and speak to you, you are welcome to discuss your candidate last minute with them - no time like the last minute!

Admit it - you've rarely seen get out the vote operations for local candidates at your polling place. You'd be far more impressed and likely to vote for a candidate if you saw one of their allies standing in the parking lot of the polling place smiling and hanging out with a friend handing out bottles of water and thanking voters for doing their civic duty. That's the image you want - folks who will take a day off work to hang out at the polls.

There's another important task that can be accomplished by someone at polling places NOT wearing any campaign paraphernalia - an informal, random survey of voters (called exit polling). The number of voters you must survey is a statistically known quantity - you must survey sufficiently to eliminate random chance. The best reason to do this is to give your campaign a good idea of if there will be a victory speech or a concession speech that evening - you want all of your staff to be together that evening to hang out (usually a bar is a good idea, or the campaign office with plenty of alcohol). This is your final chance to thank you volunteers, donors, and voters. And when you win your election, you can turn the victory back on to them - and we promise you, if you win and you spend the speech thanking them for their victory (not yours), they will be back to knock on doors for you as long as you run for office. If you do lose, that's all part of the process. It will be more important than ever to thank everyone for moving the needle and making you close to victory (whatever that looked like for your campaign). After all, you only made it this far because of their hard work and sacrifice, and you need to publicly acknowledge that as much as possible, particularly on election night.

Doing any of these tasks can enhance your late game campaign immensely - and like we stated above, it is rarely done by candidates for local office. The polling place field campaign might seem boring, but when you win by ten votes (as we probably would in the example of my 34,500 allies and 16,500 amenable), you will be sure glad you convinced that last couple of hundred folks that you deserve their vote while at the polls. It is important to note that you should NOT wear campaign materials inside the polls or the respective areas marked by state



or local laws (usually 1000 feet from the doors to a polling place).

## **Conclusion**

This program was an in-depth introduction to writing your campaign plan and getting you on track to victory. This is the first in a series of programs being developed by LPC. We encourage you to watch for additional, more specific and targeted, trainings that focus on different aspects of what was discussed in this guide as well as aspects of your campaign such as writing field plans &, communication plans, public speaking for candidates, writing press releases, and other items you and your team may find helpful.

The next section is a Campaign Plan Template that you should already have the answers to if you've filled in the questions included in this guide as you went.



# The Written Campaign Plan Worksheet

## Part 1: Completed by the Candidate

1. My reason for running for office and why now?

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2. My strengths

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3. My Weaknesses

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4. Who is my opposition for this office and what are their strengths/weaknesses?

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5. Who are the 3-5 members (including me) of my campaign committee?

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6. Which member of my campaign committee is the Chair (not me)?

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7. Which member of my campaign committee is the Treasurer (not me)?

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**Part 2: Completed by the Campaign Committee**

1. What race am I going to run for?

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2. What is my goal in running for this race?

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3. How many votes must I receive in order to achieve my goal (Use Spreadsheet A)?
  - a. Ratio of Presidential/Non-Presidential Turnout (if applicable):
  - b. Number of Voters for my race 4 or 6 years ago:
  - c. Ratio of Registered Voters in my district today versus 4 or 6 Years Ago:
  - d. Adjusted Total Number of Voters 4 or 6 Years ago (b\*c and multiply by a or 1/a if 6 years ago and need to adjust for this year's year's presidential/congressional turnout):
  - e. Number of Voters for my race 2 or 4 years ago:
  - f. Ratio of Registered Voters in my district today versus 2 or 4 years ago:
  - g. Adjusted Total Number of Voters 2 or 4 years ago (e\*f and multiply by a or 1/a if 2 years ago and need to adjust for this year's presidential/congressional turnout):
  - h. Average Total Number of Voters  $(d + g)/2$  :
  - i. Range of Total Number of Voters  $[d , g]$  (or sometimes  $[g, d]$ ):

Goal	Required Percentage	Average Total Number of Voters (h from above)	Total Votes Needed

4. Can I get a list of voters in my area? If not, can I expect to buy, borrow, or create this data?

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5. What is the aggregate breakdown of voters in my area?

Democrats	
Republicans	
Libertarians	
Nonpartisans	
All Others	



6. Based on questions 4 and 5, what are my number of Allies, Amenable, and Antagonists?
- a. Allies are Libertarians and possibly a major party's numbers if in a 2 way race.
  - b. Amenable are an equal share of Non-Republican leaning Nonpartisans/Others.
  - c. Antagonists are registered Republicans/Democrats and the Republican leaning Nonpartisans/Others (add one of the major parties leaners and Allies to your Allies if in a 2 way with only 1 major party).

Allies	
Amenables	
Antagonists	

7. Based on questions 2 and 6, can I still win? (remember win is based on your goal for this election)
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8. If you answered yes in 7, move on. If you answered no, then go back to steps 1-6 and figure out which group(s) you must target to get yourself to enough voters to answer yes in question 7. If not, can you persuade these "Antagonists" to vote for you?
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By now you should have a race, a goal for that race that is quantified by a number of voters, and an expectation for where those voters will come from in order to achieve the goal.

9. Who are your campaign staff?

<b>Position</b>	<b>Team Member</b>
<b>Exploratory Team &amp; Senior Team</b>	
<b>Candidate</b>	
<b>Campaign Manager</b>	
<b>Finance Chair/ Treasurer</b>	
<b>Advisors/ Trusted Allies</b>	
<b>Senior Team</b>	
<b>Deputy Campaign Manager</b>	
<b>Communications Director</b>	
<b>Field Director</b>	
<b>Fundraising Director</b>	
<b>IT Director</b>	
<b>Youth Campaign Director</b>	
<b>Compliance Manager</b>	
<b>Junior Team</b>	
<b>Social Media Manager</b>	
<b>Press Secretary</b>	
<b>Volunteer Team Leaders</b>	



**Part 3: Completed by the Senior Campaign**

1. What is my strategy to build name recognition in the district (includes contributions from all senior campaign divisions)?

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2. What is my strategy to persuade the undecideds (includes contributions from all senior campaign divisions)?

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3. What is my strategy to get out the vote (includes contributions from all senior campaign divisions)?

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4. What is my overall Field strategy (including geographical district splits, district canvass, other field ops such as phone banking and direct mail, and timeline)?

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5. What is my overall Fundraising strategy (including benchmarks, prospects, donor coalitions, 3 different plan levels, and timeline)?

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6. What is my overall Communications strategy (including Leesburg grid, messaging, logo, slogan, and marketing)?

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7. What is my overall IT strategy (including websites, databases, CRM, and shared drive)?

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8. What is my overall youth campaign strategy (including budget, timeline, campus canvass, mock elections, etc.)?

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Senior campaign should hire and consult with junior campaign for input on their overall strategies and how those are going to accomplish the campaign's "Big 3."