LABOR COUNCIL FOR LATIN AMERICAN ADVANCEMENT (LCLAA)

POLITICS 101: LATINO ACTIVIST CAMPAIGN TRAINING
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Section 1
Welcome to LCLAA’s Campaign 101

What is the purpose of this training?
The purpose of this training is to arm you with the knowledge, skills, and networks you need to successfully pursue your career in advocacy and political campaigns. Over the next two days, you will learn the fundamental building blocks of a successful campaign from the experts. Campaigns are generally thought of as political, but the same tactics with slight variations can be used for issues-based campaigns as well.

About LCLAA: The Labor Council for Latin American Advancement (LCLAA) is the official Latino constituency group of the AFL-CIO and Change to Win Federation. LCLAA is the first national organization to represent the views of not only Latino trade unionists but all Latino workers seeking justice at the workplace.

Acknowledgements

LCLAA thanks our trainers for generously giving their time and expertise to this enterprise.

We also thank our union leaders for their support of the LCLAA Latino Leadership Development Forum. In particular, we thank Arlene Holt Baker for her generous time.

A Special Thanks goes to our LCLAA Leaders, this important Leadership Development Forum would not have happened without their continued support.
Section 2
Introduction to Politics and Campaigns

In this section, you will be introduced to some of the key elements of a political campaign.

The Campaign Plan

A thorough campaign plan is critical to achieving your goals, whether they are to win elections, to organize communities, or to succeed in issue or community based initiatives. Every campaign should start with a written plan. Without one, the campaign will have too much going on with too little direction.

A campaign’s ability to plan and budget realistically depends on an accurate assessment of resources: people, money and time. The interaction of these three resources determines the who, what, when, where and if of a campaign. Always budget ahead and allow room for unexpected expenses.

The first and most crucial thing you need to know in a candidate or ballot measure campaign is the number of votes required to win – your vote goal.

Remember: You are not trying to come close or almost win. You want to make sure scheduling, direct mail, phone calls, field efforts, and your paid and earned media are going to generate, at the very least, 50 percent plus one of the votes cast. All of your campaign efforts should be based on this strategic assumption of the number of votes needed to win and where those votes are coming from – both geographically and demographically.

Research
Because an effective strategy is based on knowledge, the first steps in designing a campaign involve research. There are three kinds of research that will inform your strategic planning: polling, opposition research and self-research.
Message

A campaign’s message – who the candidate is and why voters should vote for him or her – is at the heart of everything it does. An issue driven campaign also needs a clear and thought out message that resonates with the voters. The campaign’s message often provides a contrast with the other side. A good message can be defined by the four C’s: clear, concise, contrasting, and convincing. Your paid and earned media strategies should deliver this message to the public, as should your voter contact and field activity.

Direct Voter Contact (Field Activity)

Voter contact is a dynamic process that is adjusted and changed throughout the campaign. The goal of an effective voter contact program is to persuade and/or turn out a sufficient number of voters to win. Remember – you are not trying to simply come close or almost win, but to come out on top on Election Day. Once you know your vote goal, you can determine the right mix of tactics and resources to increase turnout among your base and go after persuadable voters.

Fundraising Plan

A strong fundraising plan will enable you to set achievable goals, monitor your results and refocus your efforts if a particular portion of your plan is under-performing.

Fundraising methods include:

- Candidate or campaign representative call time
- Face-to-face meetings
- Direct mail solicitation
- Events
- Finance committee
- Internet
- Re-solicitation
- Grassroots events
- Prospect mailing
- Telemarketing
Election Laws and Campaign Finance Rules

Election laws and campaign finance rules at the local, state and federal level have a significant impact on how campaigns are run. States determine campaign finance rules for state-level campaigns, and there are as many different laws as there are states. For example, in Illinois, there is no limit to what one person, organization or company can contribute to a state-level campaign. In Ohio, however, campaign donations are generally capped to $10,000 each. The rules regarding federal races are governed by the Federal Election Commission, and these laws change frequently. You must know what laws and rules exist and how each will affect your campaign.

Budget

The campaign budget is the campaign plan expressed in dollar amounts. A realistic and detailed budget helps you manage the campaign, allowing you to keep your eye on the ball by making only planned expenditures and informed decisions when something unexpected occurs. It also provides an objective tool to evaluate new ideas that come up late in the campaign. You can always use the budget to evaluate whether a new proposal warrants a change in strategy and therefore a shift in resources from something else.

When planning a budget, you should compare your proposed budget to your expected funding, and adjust to make sure you can afford your highest-priority activities. If additional funds become available, you can add new items that had been previously excluded. It is much better to devise a campaign strategy based on a real budget than a “pie-in-the-sky” budget that creates an unrealistic sense of available funding.

Campaign Calendar

Every campaign works on a limited time frame, and therefore a campaign must develop a calendar that includes important external and internal benchmarks to be accomplished. The only factor that cannot change is time. Despite the wishes of most overachieving workaholics, such as candidates and professional campaign staff, there are only 24 hours in a day and seven days in a week. Time in a campaign is the most precious resource, but is finite and fixed. Time may be spent wisely or poorly, but can never be added.
Section 3
Volunteer Recruitment 101

Too often in modern campaigns the role of volunteers is under-valued and volunteers are therefore under-utilized. In fact, a campaign cannot pay enough people to complete all that needs to be done. Campaigns have limited resources and depend on volunteers to achieve many of their goals.

Remember, volunteers come to campaigns for many reasons. They may support the candidate because he or she is the nominee, they may support the candidate because of his or her positions on specific issues, or they may belong to a group that has endorsed the candidate. For issue campaigns, volunteers may be motivated by their own opinions or they may be affected by the outcome of the campaign. No matter the reasons they came to volunteer, their goal is to make a difference. Respect that and give them meaningful jobs and detailed instructions, so they keep returning to help.

Involving volunteers also reinforces the message that your campaign has popular support from the community. This will help fight the notion that politics and politicians are aloof and irrelevant to real people. Your volunteer network will also help fight the stereotype that campaigns are run and won by paid TV ads and consultants.

How to Recruit Volunteers

The best way to recruit volunteers to your campaign is to ask people who have already invested in the candidate or issue with a donation, endorsement, or personal relationship. Also, check out lists of activists already involved in politics or groups that have a history of political involvement. While your campaign should work to attract new recruits, people who already volunteer are the best initial group from which to recruit.

Remember to always be recruiting new volunteers. Make certain that volunteer sign-up cards are available at every event and encourage staff to always have sign-up cards on hand. Another way to recruit volunteers is through the Internet and e-mail. Sending campaign updates through blast e-mails is a great way to keep people informed and invite them to volunteer with the campaign.

One of the easiest ways to identify community activists and political volunteers is to make a list of individuals who belong to community organizations. This list should be as inclusive as possible.
Some organizations that could be on the list are:

- Former campaign volunteers
- Neighborhood organizations
- Fundraising groups
- Religious organizations
- Women’s organizations
- Minority or ethnic organizations
- Youth clubs
- Trade organizations
- Environmental organizations
- Volunteer fire companies
- Service organizations
- Labor unions
- Peace groups
- Senior citizen organizations
- Fraternities/sororities
- Alumni associations
- Sports organizations
- Tenant organizations
- Pro-choice groups
- Civic organizations
- Business and professional groups
- Student organizations
- Personal friends and family

In addition, all other endorsing organizations should be asked to recruit volunteers. If you are running an issue campaign it is critical to invite those organizations that support your issue and their members/volunteers to become involved with your campaign.

If your campaign has constituency group coordinators, such as African American, Hispanic, GLBT, they should work closely with the volunteer coordinator to recruit through their specific outreach. When thinking about where to recruit volunteers from specific constituencies, it is useful to consider where members of these groups congregate. For example, often the Hispanic community gathers at local community
centers, outside churches, carnivals or weekend festivities. One might also contact Hispanic business associations, and other community organizations.

Once a volunteer is recruited from a group, he or she can be “empowered” as the volunteer recruiter for that organization. This is especially important because groups are often more receptive to a request from one of their own members than from an outsider.

In the last two weeks of the campaign, your best source of volunteers are those people who have contributed $25 or less to the campaign. They have invested in the campaign. Let them know that now what you need more than anything else is people to volunteer. They’ll turn out for you.

Once potential volunteers and organizations have been identified, it is the responsibility of the volunteer coordinator to make sure that these people are asked to help.

**Volunteering and the Internet**

Volunteering does not necessarily mean showing up at a campaign office anymore. Today you can invite thousands of people to an event just by clicking a key on a computer.

Internet organizing is cheaper than phone banks or direct mail, and faster, but the returns are often smaller and less reliable than other forms of organizing. Usually, a small percentage of an online community will take an action like sending an e-mail in response to an online request. An even smaller percentage will actually attend an event. If you are building a crowd for a rally, e-mails are a good first step, but you do not want to rely on that alone. Emails must be followed with phone calls and firm RSVP’s.

A campaign should study and learn from its email list. How many people are opening your e-mails? Are they RSVPing online? Are they signing one petition and not another? These questions must be dealt with separately, taking into account how motivated your volunteers are and the scope of the campaign. For example, depending on whether your campaign is a Presidential, state legislative or local issue campaign, mass emails will result in different levels of involvement.

Internet organizing allows you to build communities online, such as Women for, Labor for, Sportsmen for, Latinos for, Students for, as well as e-Precinct Leaders for your candidate or issue agenda. Individuals who are members of this online community can have
specific web pages that link from your website and can receive messages from your campaign specific to their constituencies. You might encourage a group to have its own listserv, allowing them to communicate with each other more directly to organize fundraisers, distribute talking points or recruit volunteers.

Any number of campaign activities can be done by volunteers over the Internet. For example, they can:

- Distribute email messages and talking points to friends;
- Post on the campaign blog;
- Mobilize others for an event;
- Volunteer (and sometimes participate) in phone banks and canvasses;
- Send an e-mail to the local paper;
- Alert others to call into a radio talk show;
- Contribute money; or
- Download flyers for easy distribution.

Keep in mind that although the Latino community is growing increasingly more comfortable with technology, online recruitment and organizing should not replace traditional recruitment.

**Determining How Many Volunteers You Need**

Determining the necessary number of volunteers to recruit for a particular task can be more complicated than it first appears. Although predicting the total number of necessary volunteers will be easy for some projects, other projects require a greater understanding of what it takes to get the job done.

Let’s look at the case of volunteer recruitment for a voter contact phone bank. If it is the campaign’s goal to identify the candidate/issue preference of 5,000 registered voters, how can we determine how many volunteers we must recruit?

We need to know the following information:

- *How many phones are available for the task?* This could be based on how many phone lines are in your office or how many can be donated by law firms, labor unions, etc.
• **What times will you run the phones?** Usually phone banks are run in the evenings and on weekends; it’s best to know what is customary in your area. Some operations don’t call on Friday nights because of the low number of contacts. Others don’t call on Sunday afternoons because of local sporting events.

• **How many contacts can be attempted in one hour?** Not all phone contacts take the same amount of time. A persuasion call takes more time than an ID or candidate preference call, which takes more time than a GOTV call. A well-run phone bank with a good supervisor can increase your number of contacts, but for planning purposes, you should use numbers from an average night to be conservative.

**The 50 Percent Rule**

Volunteers are not paid, so they are less likely to follow through on their commitment because of other demands on their time. For planning purposes, expect only one-half of your total number of confirmed volunteers to actually show up. Therefore, you should recruit twice the number of necessary volunteers. This is the only way to ensure that an adequate number of volunteers attend. Reminder calls the night before will help turnout, but the 50 percent rule still applies. Additional volunteer work should be prepared, just in case more volunteers show up than you expect.

**Pointers in Volunteer Management**

Once a volunteer has been recruited, your campaign should keep the following pointers in mind. Some may seem obvious, but in the midst of a busy campaign nothing can be taken for granted.

**Thank Your Volunteers** — thank them over and over again. The simplest way to make volunteers feel appreciated is to tell them how important their participation is and that it is appreciated by the whole campaign.

**Be Clear** — when first assigning a volunteer to a project, make sure to provide them with clear instructions and goals. If training is needed, it should be done at the start of the project. All projects, even the most basic ones should have written instructions.
Be Realistic — each project assigned to a volunteer should be appropriate and specific. If your campaign is like every other campaign in the country, you have more to do than can be accomplished by a thousand volunteers. However, nothing burns out a volunteer faster than a job that can’t possibly be done during the time they are giving to the campaign. Divide projects into realistic pieces.

Provide Your Volunteers with the Necessary Tools — make sure volunteers have all the tools they need to finish their projects. A little planning will avoid a situation where the project is unfinished because the volunteer must constantly ask questions. For some projects (like phone banking or canvassing), it may be necessary to create volunteer kits of materials and have them available in bulk.

Keep Volunteers Interested — when assigning tasks to volunteers make sure their skills and interests match the assignment. Sometimes this means giving a frequent volunteer a long-term project, and sometimes it means mixing up the work assigned to one volunteer.

Accountability — Make your volunteer jobs accountable. Creating a reporting system helps you assess a volunteer’s performance in quantifiable, rather than anecdotal, terms. You can achieve this by ensuring that any lists or instructions are returned to the volunteer coordinator at the end of each project or that progress is tallied at the end of each day. This will also make it easier to recognize each volunteer for his or her work.

Dress for Success — although few progressive campaigns have a dress code, anyone dealing with the public should be neat and courteous – including volunteers.

Don’t Overestimate Capacity — not every job on a campaign can be filled by a volunteer, no matter how competent. At some point, for the critical campaign positions, you should hire paid staff. Paid staff allows the ultimate accountability needed on a campaign — a paycheck. You can fire staffers, but it’s harder to fire volunteers.

Work it Out — since it is difficult to fire a volunteer, reassignment is often the best response to a problem. Unless the volunteer is preventing the campaign from doing the work that must get done, you should never tell a volunteer that his or her help is not needed. Every volunteer is a potential voter and there is always something that needs to be done on a campaign. Volunteer projects should be ranked in order of importance and skill level to help assign projects to less skilled volunteers.
Recognize Good Work — Recognition is the key to keeping volunteers in your organization. Since volunteers work for free, they need other ways to know that the campaign values their work. Always make sure you tell volunteers that their work is valuable and that the campaign will not be successful without their help. Volunteers should be thanked as they sign up to work and after they have begun working.

Keep Volunteers Informed — Although volunteers are not a part of the day-to-day decision-making on the campaign, they should be kept aware of what is happening and their advice should be solicited in areas where they have expertise.

Be Inclusive — it is amazing how many campaign staffers either ignore volunteers when they are in the office (leaving the volunteer coordinator as the sole link to the campaign) or treat volunteers rudely. The campaign staff should always, always be friendly to volunteers.
Section 4
Basics of Fundraising

Fundraising is part art and part science. As a political fundraiser, your job requires you to maintain databases, produce invitations and track cash flow, while ensuring that your campaign has the necessary resources to meet its strategic objectives.

The primary responsibility of the candidate or the campaign representative for issue campaigns is to raise money. Few people enjoy asking for money and some will even attempt to place the responsibility of making fundraising calls on the fundraiser. As a fundraiser, your responsibility is to provide the candidate or campaign representative with the resources, skills and motivation to make these important calls.

Since you will likely spend more time with the candidate or person making the fundraising calls than anyone else on the campaign, it is important that you gain their confidence by running a professional operation. You must also exhibit a high level of decorum as you work closely with key supporters.

Your operation must be integrated with all aspects of the campaign, particularly the earned media, field and research operations. Without cooperation from these departments you will miss precious opportunities to identify new sources of money and will not reach your goals.

Low dollar donors are great volunteer prospects, and committed volunteers will often host house parties where you can collect small contributions. Good press drives fundraising, and a good filing with the Federal Election Commission or state board of elections can result in good press. Thorough research on your candidate and your opponent may help you identify additional donors.
**Fundraising Methods**

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<td>Direct mail solicitation</td>
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<td>Events</td>
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**Call Time**

Call time is sacred. It is the foundation of any successful fundraising effort. The campaign fundraiser will work with the manager and scheduler to set aside uninterrupted blocks of call time during prime time call hours from 9:00 am to noon and 2:00 to 5:00 pm every weekday excluding holidays. Calls should be made in a secluded location, away from the daily demands on the candidate or the campaign representative.

A good political fundraiser will develop call sheets to make call time more efficient. Call sheets should include:

1. Name of the prospect and his or her significant other, as well as any nicknames;
2. Business, home and cell phone numbers;
3. Fax number and e-mail address;
4. Home or work address;
5. Occupation and employer;
6. Prospect’s giving history;
7. Important background information on the prospect;
8. A pitch that is tailored to the prospect; and
9. The Ask to Give and Ask to Raise amounts.
Make sure that all information on the sheets, especially phone numbers, is correct. It is inexcusable to run out of sheets during call time, so always have more in reserve.

Always have a staff member assist the candidate or campaign representative during call time. The primary responsibilities of the call time manager are to keep the process moving and the calls brief. The call time manager can dial and reach prospects; research the caller’s questions about a particular prospect; organize call sheets and in some cases, prepare follow-ups. If possible, hire a finance assistant to prepare follow-up letters. This will allow the call time manager to focus exclusively on maximizing productivity during call time.

Once a pledge is made, immediately fax a follow-up letter to the donor confirming the amount of the pledge, the deadline and instructions on how to make a contribution. Sending a letter that includes the amount of the pledge is also helpful. *Note that response rates increase if you provide the prospect with a reply envelope.*

Following up on a pledge is an ongoing process that continues until the contribution is received. E-mail or fax reminder notices on a weekly basis in order to save postage, in addition to occasionally sending a follow-up letter with a reply envelope. Include positive press clips and appropriate polling, as well as invitations to upcoming fundraising and political events. In the days leading up to a filing deadline, have the candidate and campaign representatives make collection calls to individuals who have outstanding pledges.

**Face-to-Face Meetings**

Occasionally it is necessary for the candidate or campaign representative to meet face-to-face with a prospect. Typically this is necessary if your candidate or the individual raising money is relatively unknown to a potential significant donor. A face-to-face meeting is the most persuasive way to solicit a contribution.

Whenever possible, schedule meetings outside of prime time call hours. If you have to travel a long distance for a face-to-face meeting, work with the manager and scheduler to build a day around the trip, by holding earned media, fundraising and political events in conjunction with the trip.
Elements of the Ask

The number one reason that people don’t give money is because they are not asked. Whether the candidate or campaign representative is soliciting a contribution face-to-face or over the phone, the elements of the ask are the same.

The candidate or campaign representative should:

1. **Establish rapport with the prospect.** The best way to build rapport is to determine the relationship the candidate or campaign representative has with the prospect. Briefly discuss common interests or mention the supporter who suggested that you contact the prospect.

2. **Make a compelling case for support.** Frame your argument based on the candidate or campaign representative’s personal relationship with the donor, mutual interest or shared ideology. Explain why the campaign will be successful based on recent endorsements and polling and how much money you have raised-to-date. Answer any questions that the prospect has about the campaign. Explain how expensive it is to run a winning campaign and that the donor’s contribution will be used to communicate with voters. It can also be helpful to convey to the donor that his or her contribution will be used to purchase specific items, such as mail, phones, radio or television.

3. **Establish urgency.** Demonstrate the importance of the contribution by setting a deadline. This could be the next deadline a report is due, a deadline to purchase mail, phones, radio or television or an internal deadline to meet cash flow projections.

4. **Ask for a specific amount.** If you ask for anything other than a specific dollar amount, it is not worth wasting the time to make the call. “Can I have your support?” or “Will you make a contribution to my campaign?” are not good enough. Donors are often looking for the candidate or campaign representative to guide them toward an appropriate contribution. Also, without a specific pledge you are unable to accurately project cash flow.
5. **Pause.** When making a personal solicitation, ask for a specific amount and then pause to allow the prospect to reply. Don’t talk over the prospect as he or she may be making a pledge as you speak. This pause can be uncomfortable and seem to last forever. A useful trick is to keep a glass of water nearby so that you can take a sip after making the ask.

6. **If the prospect says no, negotiate.** Before you attempt to reduce the original amount of your ask, ask the prospect if they would be willing to satisfy their pledge over a number of payments. *Then,* ask the prospect to give a lesser amount. If he or she is still uncommitted, ask if you can send some additional information about the campaign and call them back at a later date. Pin down a specific date and time to call the prospect back.

7. **Once a pledge is received, say thank you and move on.** Donors are busy people and continuing the conversation is like trying to win the same vote twice.

8. **Always say thank you!**

9. **Remember that small donors and big donors both deserve the same respect.** Every dollar counts and you should be thankful no matter the amount of the donation.

**Direct Mail Solicitations**

Building a direct mail solicitation program is expensive and labor intensive, but it can provide steady cash flow for the campaign and cover operating expenses in the long run. The key to a successful mailing is an interesting, visually appealing direct mail package sent to appropriate lists.

The envelope makes the first impression. If it is personalized, the likelihood that recipients will open the letter increases dramatically. Do not use a window envelope since it looks like a bill. Use a live stamp, as opposed to indicia. You can purchase bulk rate stamps at your local post office.

If the recipient does open the envelope, he or she will take only a few seconds to review the text.
In order to catch the reader’s attention:

1. Personalize the appeal.
2. Make the first sentence interesting.
3. Keep the paragraphs brief.
4. Emphasize important information with different fonts and text effects.
5. Use a larger font that is legible for seniors.
6. Make a compelling case for support. Explain that you are running a competitive campaign with broad-based support.
7. Create a sense of urgency by setting a deadline.
8. Be specific about how the contribution will be used. Explain that it is expensive to communicate with voters.
9. Ask for a contribution early and often. On each page of the letter, include a sentence asking for a contribution at least once, so that when the recipient flips through the letter he or she will see the ask.
10. Always ask for a specific amount.
11. Select the appropriate person to sign the letter. The target audience must respect this individual.
12. Make the P.S. count. It is the most widely read section of the letter so reiterate the ask and the deadline.
13. Thank the donor.

Enclosures can also make a direct mail package more interesting to the reader. Always include a reply envelope and a few positive press clips.

Keep production and mailing costs under control and carefully monitor the results of the mailing. If your mailing universe is extremely large, mail bulk rate and use volunteers to prepare mailings. In certain situations the post office will deliver bulk rate political mail as if it were sent first class. Postal regulations change often, so develop a relationship with the bulk mail specialist at your local post office.
Prospect Mailing

Prospect mailing is a specialized direct mail solicitation designed to expand your donor base. Successful prospecting programs are typically undertaken by larger campaigns with bigger budgets that may retain a direct mail vendor who is an expert in producing prospect mailings.

It is important to allow ample lead time when embarking on a prospecting program, since the campaign will profit subsequently from re-soliciting these new donors.

The initial financial investment is also considerable. Recouping your initial investment the first time you mail to a list of prospective donors is unlikely. If your response rate is 1% and your average gift is $35, your mailing is extremely successful.

Selecting the appropriate lists is critical for successful prospecting. Lists can be acquired from organizations that have endorsed your campaign. Research the demographics of the lists to ensure that these groups are predisposed to donate to your candidate. Are they in philosophical agreement with your candidate or issue? Is your candidate or campaign representative a member of the organization?

Testing segments of your lists enables you to minimize your financial exposure. Before you mail to an entire list, randomly mail to 10% of that list and thoroughly monitor the results for at least six weeks. After gathering information on the relative response rates and average gifts each list produces, you will be better equipped to make a decision on which lists to mail to in their entirety.

Events

Events are expensive and time-consuming. Sometimes, however, events are the only way to raise money from a particular group of donors. For instance, political action committees and certain groups prefer to make contributions in conjunction with an event, giving members the opportunity to personally meet the candidate or campaign representative and discuss key issues.

Regardless of your target audience, the mechanics of holding an event are the same:
1. Select a host who will underwrite the cost of the event and provide a location. Be careful in co-host situations. They often create a dynamic in which none of the hosts take responsibility for the success of the event.

2. Select a date for the event. Collaborate with the host, manager and scheduler to select a date that does not conflict with critical campaign obligations, such as debates. Be careful to avoid holidays and events scheduled by other candidates and community organizations.

3. Set the ticket price. Avoid the lowest common denominator syndrome and set tiered ticket prices appropriate for the audience. For instance, if you hold an event geared toward recent college graduates, setting the lowest ticket price at $1,000 per person would be inappropriate.

4. Identify a host committee. The candidate or manager must ask each prospective host committee member to raise a specific amount. Once again, do not simply set a fixed price to join the committee. Target the amount that each prospective member is capable of raising individually, just as you would any other prospect. Committee members must understand that their sole responsibility is to sell tickets to the event.

5. Call a meeting of the host committee. If the host feels it is beneficial, schedule a meeting of the full host committee as soon as possible so members can meet their peers and become publicly invested in the fundraising process. Be careful not to waste the time of committee members. They are typically busy people and will be turned off if you schedule too many meetings.

6. Have the candidate or campaign representative and hosts make calls to secure sponsors for the event. Target donors who can make contributions at the highest levels.

7. Design and produce the invitation. Whenever possible send invitations electronically, in order to save on postage.

8. Confirm RSVP’s. Have volunteers make RSVP calls in the week leading up to the event to all invitees who will not be approached by the candidate, host, or a committee member. Send a reminder to all invitees with e-mail addresses or faxes several days before the event.
9. **Starting the week before the event, monitor ticket sales on a daily basis.** Call each committee member to ensure that he or she has enough information and support to sell tickets. Use this call to assess their progress and to thank them for their hard work. Provide members with regular updates on the campaign including positive press clips and recent polling.

10. **Work with the host to advance/prepare the event.** Instead of preparing for every event from scratch, it is useful to put together a box that you can bring from event to event. This box will include event essentials, such as a basket for collecting contributions, clip boards, an easel, extra name tags, pens and sign-in sheets. Arrive at the event at least an hour early to set up and troubleshoot. Select an informed staff member to greet guests at the door and collect contributions.

11. **Send follow-up letters.** Immediately following the event, send follow-up letters to attendees who did not bring their contributions with them.

12. **Thank host and host committee members.** After the event have the candidate or campaign representative personally thank the host and committee members.

**Finance Committee**

While the candidate or campaign representative is always the best person to raise money, building a team of surrogate fundraisers, or a finance committee, is essential. Make sure that the group includes influential members from the community, representatives from key constituencies and respected elected officials.

The candidate or campaign manager should ask each prospective finance committee member to raise a specific amount. Similar to an event host committee, target the amount that each prospective member is capable of raising individually. Finance committee members can raise money by making calls, hosting an event or introducing the candidate or campaign representative to people who are willing to contribute to the campaign.

Every member of the finance committee should make a contribution to the campaign before he or she attempts to raise money from others. Unless they are financially committed to the campaign, it is unlikely that they will be successful in their efforts.
It is helpful to assign a staff member to meet with each finance committee member to assist them in identifying and prioritizing their prospects and to determine the most appropriate method to approach each prospect. Maintain regular contact with all finance committee members by e-mail or phone to provide regular updates on the campaign including positive press clips and recent polling, as well as invitations to upcoming fundraising and political events. Calling committee members on a regular basis also allows you to assess their progress and thank them for their hard work.

**Warning Signs**

- Beware of finance committee members who will not commit to raising a specific amount.
- Beware of finance committee members who try to claim credit for raising money from the same source, resulting in double counted contributions.
- Beware of finance committee members who offer their homes for events, but will not provide you with their prospect lists.
- Beware of finance committee members who offer their lists, but will not allow you to use their names.

**Re-Solicitation**

Once an individual is invested in your campaign, he or she is predisposed to make additional contributions.

Re-solicitation begins with thanking the donor immediately after receiving his or her contribution. If you have the time to deposit the check, you have an obligation to send a thank you letter. Whenever possible, personalize the letter with a P.S.

The principles of targeting donors for re-solicitation are identical to the process used to target them for their initial solicitation. Work with the candidate or campaign representative to identify which high dollar donors should be re-solicited by phone. Tailor a message to these donors explaining why you need an additional contribution and how it will be used. Donors should be asked for no less than the amount of their largest, previous contribution and should be re-solicited at least once every four weeks. During the last month of the campaign re-solicit donors every week. Be sure to ask for amounts that keep the donor within their legal limit.
Low dollar donors and other donors who will not be included in the call time program should be re-solicited electronically whenever possible and by first class mail on occasion. In the closing days of the campaign, these donors can be solicited by phone by volunteers. Provide a solicitation script, as well as adequate training and supervision while these calls are being placed.

All donors should be included in the invitation universe for major fundraising and political events, as well as regional events in their areas.

**Grassroots Events**

Most campaigns will establish a program to reach out to voters and volunteers through house parties. These events provide an excellent opportunity to raise small contributions, which in turn demonstrate that your candidate or campaign has broad-based financial support.

Fundraiser should work with the manager and field director to coordinate *fieldraisers*, events that are equal parts field and fundraising. Candidates rarely attend these events, so it is important to send a surrogate from the campaign, whether this be a staff member or a volunteer. Larger campaigns with bigger budgets may consider producing a brief video from the candidate or campaign representative that can be viewed at these events.

You can coordinate house parties at a particular time and have the host call a conference call number to hear the candidate or spokesperson speak. It is essential that you collaborate with the field director to prepare a comprehensive instruction packet for hosts, since they will be doing most of the planning and preparation for the event. Packets should include detailed instructions, a sample invitation, campaign literature, reply envelopes and instructions on how to collect contributions.

**Telemarketing**

Telemarketing is particularly effective when soliciting small contributions. Larger campaigns with bigger budgets may be able to afford telemarketing. Don’t undertake a project like this alone. Hire a specialized firm to help you select appropriate lists and to provide you with trained professionals to make calls and track results. If you are calling Hispanic list, make sure the firm you hired has bilingual callers.
Sample Budget

BUDGET

LCLAA GOTV PROJECT
NM
Dona Ana County, Luna, Grant
Taos, Mora, and Santa Fe Counties
2008

STAFF:

Team Leaders (6 x $12 x 52 hours) $3,744

Canvassers
(20 x $8/hr x 40 hours) $6,400

GOTV- Election Day
(20 x $8/hr x 12 hours) $1,920

FOOD FOR WORKERS

Meals
(26 x $7.50/day x 8 days) $1,560

Water/Sodas $250

TRANSPORTATION/SUPPLIES/OFFICE

Van Rentals (3 vans x $85/day x 3 days) $585

Operational costs $450

TOTAL $14,909

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Section 5
Message Development

The campaign’s message is the answer you can give — while standing on one foot — to the question: “Why should I vote for you or support your issue?” The message, in other words, boils down the campaign’s central rationale to its essence, and is the foundation of everything from speeches to phone bank scripts and websites to debate rebuttals.

The best message is one that is simple, believable and effective at both persuading the undecided and inspiring the already-committed. Use it to differentiate your candidate or issue. It is also the first line of defense against attacks.

Elections are won as a result of successful communication of shared values. A message is used to communicate a candidate or campaign’s position on issues. However, a message should be value-based, not issue-based. It is derived from the values and core beliefs that connect the candidate or campaign to the community. For an issue campaign, the message must illustrate for the voter the pro’s and con’s of the issue and how it will affect them personally. Community surrogates can help create a connection between the voter and the issue.

A message is more than a slogan. It is the basic idea that you should be able to express in 30 words and adapt to any issue.

Elements of a Message

A solid message must be:

1. **Clear**: It must be written in easily-understood words that can be internalized and repeated by the candidate, surrogate and campaign representatives.

2. **Concise**: It should be no more than a few sentences.

3. **Contrasting**: A message that does not contrast is incomplete. Every time your campaign talks about itself, it is also talking about the opposition. By saying who and what you are, you are also defining the differences between yourself and others. The campaign will likely sharpen these distinctions overtime.
4. **Memorable**: The message should be easily internalized by everyone who talks about the campaign. This means it must be easy to remember. If everyone is disciplined and sticks to it, the message is more likely to reach voters intact.

5. **Persuasive**: Polling and targeting will identify your persuadable audience and its concerns. But remember, the message should convince the convincible, not convert the unconvertible.

6. **Believable**: A message cannot be persuasive if voters won’t believe it. In an increasingly cynical time, people are suspicious of politicians and politics. If your message sounds too good to be true, voters may well assume it is.

**Crafting a Message**

Given the importance of a good message, shaping it should be among a campaign’s first tasks. Craft your message on three basic building blocks: (1) the candidate’s convictions or campaign’s core tenets, (2) polling, and (3) research.

**Core Convictions or Tenets**

Obviously, crafting a politician’s message should be based on his or her beliefs. There is also a core ideology at the center of any issue campaign. This should be highlighted in your campaign’s message.

**Polling**

A poll will help you gauge how the public reacts to different positions on issues of the day, including your campaign’s positions. Using polling results, the campaign can determine which issues are of greatest concern to voters and frame the campaign’s positions on these issues. Pollsters often use candidate descriptions to determine which characteristics likely voters find noteworthy. Below is a sample candidate description that might be read to respondents during a poll:

*Elizabeth Harrington is a progressive candidate and a county commissioner in X County. Harrington has been a school teacher and a businesswoman. She came to office after raising her family, not as a career politician. She first ran for the commission in 1992 to protest the way business was being done in the county courthouse. As a commissioner, Harrington fought for a new finger-printing*
computer network to screen day care workers and expose criminals. She also led the effort to revitalize downtown, creating incentives for new businesses. In Congress, Harrington says she will fight to make government work for the people of Y congressional district.

A baseline poll also asks voters their response to various issue positions, factual statements about the candidates and campaigns, and other pieces of information that might be integrated into the campaign's message.

**It is important to always be aware of the community you are trying to reach with your poll. If you are polling the Hispanic community, make sure to have bilingual callers available. Never translate a poll word for word into Spanish. Rather, draft the questions in Spanish to make sure they are clear. A poll with confusing questions is a worthless poll.**

Research

Think of the research process as gathering evidence for a trial. Some of it may be useful later in the campaign to make or refute a charge. Some may never come into play. Research may include self-research and opposition research.

- **Self-Research:** The campaign should examine every available public and private record about its candidate or the issue it is advancing. Think like an opponent searching for inconsistencies and discrepancies between word and deed over the years. Assume your opponent is digging as deeply as possible into your record or your campaign’s background, and dig a little deeper. A candidate must provide full access if the campaign is to take stock of every potential vulnerability and plan a defense against possible attacks.

- **Opposition Research:** This is conducted in much the same way as self-research, except you will not have the same access to memory and documentation, meaning long hours at the library and public archives, as well as possible travel.
Message Development

Armed with the facts, you can begin to design the most effective message to communicate the campaign’s values and core ideas. Many campaign professionals do this using a tool called the message box.

In the top left box, write “what you say about yourself” and a summary of your message and a few issues that best illustrate it. In the top right box, write “what your opponent says about himself/herself” and a summary of your opponent’s message and chosen issues. In the bottom left box, write “what you say about your opponent” and a description of your message as it draws a contrast with your opponent. In the bottom right box, write “what your opponent says about you” and a summary of your opponent’s message as it draws a contrast to your campaign.

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<tr>
<th>What you say about yourself</th>
<th>What your opponent says about himself/herself</th>
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<td>What you say about your opponent</td>
<td>What your opponent says about you</td>
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Communications is at the heart of any political activity. Deciding what to say and ensuring that people hear it is the essence of campaigning. As a result, campaign communications offices tend to be centers of activity — in constant contact with the candidate and/or campaign manager, working closely with every part of the campaign operation and gathering information from conversations with the media.

Keep in mind that the key to success in this hectic environment — in addition to such personal characteristics as patience, persistence and wit — is a keen understanding of three dynamics: the elements of the campaign message, the shape of the media environment, and the composition of the electorate.

Earned Media

Trying to disseminate your candidate or issue’s message through the media without having to pay for it is the most important role of the campaign’s press secretary. It is better to think of this as “earned media” rather than “free media” because it is not free — you have to work for it. To be successful, you must understand who the media are, how they work, what they need and what they’re looking for.

The first step in crafting a campaign’s earned media strategy is to develop the best possible press list. Do your own research to determine the reporters most likely to cover your campaign. You should also collect other lists from various sources, including other political organizations, consultants, and commercial directories, but remember to check everything. Verify that the contacts you have collected are actually the people who will be covering your campaign and constantly update contact information. To the greatest degree possible, get e-mail addresses for individual reporters; this tends to be the most effective way of reaching journalists.

Make sure that you are accessible and responsive to the media’s requests and stay in regular contact with the reporters covering your campaign. Don’t overload them, but make sure they know what you are doing by sending media advisories, press releases, policy statements, etc. Providing them with this information is important because it shapes a reporter’s opinion of your candidate or issue, which will affect his or her coverage and ultimately have an impact on the voters. Also, because many weekly and
smaller papers have smaller staffs, they are likely to print stories exactly as you have written them.

Relationships with reporters are critical. In most races, there are a handful of – or maybe even just one – key journalists who will have enormous influence on the election. The better your relationship with these key journalists, the better your campaign will fare. You cannot assume that coverage will always go your way just because you’ve spent time talking with a reporter, but your relationship and accessibility may ensure that you get fair access and may help your side of the story get told.

Treat editorial writers similarly. Newspaper editorials do not have the influence they once did over voters’ decisions but are still an important factor. Make sure that those who control them have as much information as possible about your campaign.

<table>
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<th>Top Ten Media Tips</th>
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<tr>
<td>1. Be prepared and do not make factual errors.</td>
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<tr>
<td>2. Never lie to a reporter; they will find out and it will hurt you in the end.</td>
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<tr>
<td>3. A reporter is not your friend.</td>
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<td>4. Respect a reporter’s deadlines.</td>
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<td>5. Clearly state if you are “on the record,” “off the record,” or “on background” before the interview begins and make sure that you and the reporter have the same definition of these terms.</td>
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<tr>
<td>6. Don’t speculate or answer hypothetical questions.</td>
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<td>7. Don’t pass along rumors about your opponent to reporters.</td>
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<td>8. Don’t accept the premise of a reporter’s question unless it fits into your message, and don’t be afraid to disagree with the premise.</td>
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<td>9. Don’t feel obligated to fill in long pauses.</td>
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<tr>
<td>10. When you are going on camera for an interview, look in the mirror beforehand.</td>
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Organizing a Press Conference

The Basics

A press conference can help disseminate information or update many news outlets in your region. A successful press conference is a good outlet to showcase the candidate or campaign to a larger audience.
Who’s Coming?

- **Star Quality:** To maximize media attendance at your news conference, it is beneficial to have at least one high-profile personality participating (such as a community leader or an elected official who supports your campaign). It is important to plan ahead and give enough notice to your invited participants.

- **Diversity:** It will be important to show a cross-section of participants. This will demonstrate that the issue is a concern to everyone. Try to enlist participants from various religious, business, education and civic organizations. Strive for ethnic and gender diversity among participants.

- **Use titles:** Don't underestimate the power of your participants’ titles. The credibility of somebody’s title can drive media to your event.

Location, Location, Location

- **Eye candy:** Use a location that is easily accessible, but also visually interesting for the media. Examples include a gathering of supporters, a local school, or the steps of the state capitol. Obtain a permit in advance if needed!

- **Visuals:** Use visual aids at your news conference. For example, hang a banner behind the podium or on it. Use charts or graphs to illustrate the message.

When to Hold Your Event

- **Scheduling:** Try to hold the news conference on a Tuesday, Wednesday or Thursday. Avoid Mondays and Fridays. If at all possible, hold the event between 10:00 a.m. and 2:00 p.m. Earlier than 10:00 a.m. is hard for reporters to attend. After 2:00 p.m., it is sometimes too late for the evening news. 10:00 a.m. or 11:00 a.m. are the best times because many noon newscasts will include the event.

Getting the Media’s Attention

- **Media Advisory:** Write a media advisory that will serve as your announcement of the news conference/event to the press. Be sure to include who, what, where,
when and why. Keep it short! No longer than one page. Make sure to include a contact name and phone number.

• Fax the advisory: One day before the event, all area media outlets should receive the advisory (e.g. newspapers, TV stations and radio stations). It is best to fax the release directly to each outlet early in the morning.

• Follow up: Call the assignment editors to confirm fax transmission, and make sure they know about the event. Talk up the event as much as possible to encourage coverage! Many television stations do not make their assignments until the day of the event. It is worth calling the TV assignment editors again between 8:30 a.m. and 9:00 a.m. on the day of the event.

**Your most important media contact will be the Associated Press daybook. This outlet lists press events for the following day and goes to almost all media outlets. Call to make sure the event is listed. By noon the day before the event, fax the advisory to the daybook editor.

Setting Up

• The right equipment: Are you using a microphone? Is there electricity? Do you have/need a podium? Do you have something for the microphone to sit on or attach to?

• Arrange a press table: This is where reporters sign in and pick up materials. One person should greet reporters as they arrive.

• Permit: Do you need a permit for the location you have selected? Get one and bring it to the event.

• Back up plan: If it is an outdoor event, is there a rain location?

• Design the picture: All participants should stand together behind the mike or podium so that everyone is in the picture. Make sure that visuals are not placed too high so as to be out of the picture or too low so as to be blocked by the participants.
Speaking Order

- **Who's next?** Determine the order of speakers in advance. It is preferable to have each person come to the microphone and introduce him or herself. Remember to distribute a list of speakers to the press and to all the speakers.

Length

- **Keep it short and sweet:** Each speaker should keep their remarks short. The overall length of the news conference should be no more than 30 minutes, including time for questions and answers. If there are many speakers, each may only be able to speak for a short amount of time.

- **Not all participants need to speak:** Don’t overburden the media with too many speakers. They won’t stay all day. Do ask groups to send a representative, even if he or she does not wish to speak. This helps illustrate the depth of support.

- **Distribute copies:** Speakers should distribute copies of their statements to the media. If they are ready in advance, they can be included in the press kits. If not, they can be placed on the press table.

Questions

- **Q & A:** Often the press will ask questions. They may direct them specifically to one speaker. If not, as the host, you should be prepared to answer any questions that arise. If they ask a question that you cannot answer, don't be afraid to say that you are not sure and get back to them later.

- **One-on-one’s:** Reporters often want one-on-one interviews with speakers after the Q & A period. This is your chance to clarify or discuss information not covered in the Q & A.
Post Event Follow Up

- **Event summary:** After the event, send a good quality photo to the newspapers in your region. Include the basics of the event, such as the "who, what, when, why, where" information, highlight any special happenings and the successes. Think of it as a news brief or mini-story.

Communications Staff Structure

Depending on the size and budget of a campaign, the number of communications staff people can vary from a single person to a dozen or more individuals in a larger race.

Typical positions include:

- **Communications Director:** Oversees communications strategy, including message, research, communications, and scheduling.

- **Press Secretary:** Acts as day-to-day spokesperson and is usually the primary contact with the press.

- **Specialty Media:** Performs outreach to specialty press and is often bi-lingual, depending on the state. Usually a position for larger races only.

- **Press Intern:** Gathers clips and manages radio actuality process.

- **Webmaster:** Uploads daily message content and product on the website.

Paid Media

Paid media often represents a campaign’s greatest cost. Advertising, particularly on television, is one of the most effective ways to reach a large audience. Used intelligently, paid media serves multiple strategic purposes: building a profile or name recognition, moving a particular message (either positive or negative), and providing a contrast between candidates or issues. Because paid media is so expensive, it is critical that it be targeted and strategic. Always remember that different media outlets target different demographic groups, for example, radio ads on a talk radio station vs. on a rock station will target different age groups. Cable news is becoming more popular amongst the
middle class and not so much the lower income groups. Target your audience and tailor the message to each media outlet.

There are a couple of primary media outlets for political advertising:

- **Broadcast television** is most commonly used for larger races, and may not be affordable for races with smaller budgets until the final weeks of the campaign, if at all.

- **Radio** is more commonly used for races with smaller budgets. In most media markets, it is possible to dominate this medium without incurring too much expense, if any.

- **Cable television** can be particularly targeted in its outreach, and may be helpful in reaching minority communities. Some of these local networks are relatively inexpensive and can be used for specific audiences. For example, a campaign may make a strategic cable television ad buy during a soccer game, a popular talk show, a soap opera or a newscast.

- **Specialty media** (minority press outlets) are important in many markets. You may need to hire a separate media firm that specializes in this type of media.

- **Internet campaigns** are increasingly popular and can be less expensive than a television advertisement. Though, the production of an ad is often what drives the price, running a television ad in Univision could be much more expensive than running banners (internet ads) on the Univision website. However, remember that internet banners are less expensive because they do not reach as many voters.

- **Blogs** are inexpensive and help keep your base informed about the campaign. You should have a staff monitor the blog and post comments from supporters. In addition, it may be helpful for the campaign to blog on other influential websites.

The key to planning a media buy is understanding demographics. Ask yourself who it is you are trying to reach. Your polling will provide you with this information as well as which messages you should use to move your targeted audience.

Media buys are measured in Gross Rating Points (GRP’s), which tell you how many people will hear the advertisement during a particular television or radio broadcast. A
GRP is the unit of measurement of audience size. One GRP means that one percent of the audience will have seen or heard your advertisement at least once. Stations charge based on GRP’s.

You must be careful when calculating the value of a buy based on GRPs. Cable television is hard to target. A recent survey indicated that increasing numbers of people are getting their news from cable, rather than broadcast, television. Managers should pay attention to trends and expect viewing habits to evolve.

Typically, advertising is developed by specialized media consultants who charge both a retainer and a percentage of the cost of your media buy. In planning, it is vital to keep in mind production costs, which can often spiral out of control if there is not an agreed-upon budget that is strictly followed.

**Essentials of Paid Media Strategy**

- Pick one medium and dominate it. In low-budget races, this most likely means radio.

- Once you go up on the air, have the money to stay on the air. Buy your media backwards from Election Day so that you are “up” when the majority of undecided voters are paying attention and making up their minds. *If you raise more money, you can always add more media at the back end.*

- Rapid Response. If an opponent goes on the air with an attack, you need to decide if and how you will respond. If your campaign has anticipated the attack, you may have an ad prepared (or nearly prepared) that can be turned around quickly. While the general rule is to respond to attacks in a timely manner and in the same medium, there can be exceptions. In some cases, you may know from your polling that the attack is not effective and therefore choose to ignore it.

- Make friends at the stations, check in regularly, and find out what your opponent is airing. In addition, you will want to have volunteers monitor the airwaves and record ads.

- When does it make sense to go on the air? Go on the air early if you have the money and need to raise your profile or set the agenda. If you do not have the necessary funds, save your resources and go on the air later in the campaign.
• Campaigns with enough money can run two tracks of media – a positive and a negative flight. However, you must put enough money behind each spot to ensure that it penetrates.

**Media Markets**

Life would be much easier if media markets corresponded to political boundaries. Unfortunately, they do not. It is critical to know which parts of your state or district are served by which television stations, radio stations, and newspapers. Of these, you must also know which are the most popular and influential.

For broadcast outlets, you should be able to obtain ratings information from your media consultants. Newspaper circulation figures are also readily available. In addition, your campaign polling should include questions about which sources people turn to for news. It is always good to consult with local experts about which news shows, columnists, or radio talk-show hosts tend to be most influential, even if they are not the most popular.

It is also important to understand media coverage areas. Nielsen and Arbitron may consider a rural county part of the city media market, and people in the rural county may watch these channels, but that does not mean that the station makes a habit of sending camera crews out to cover events in rural areas. Know where your targeted outlets are willing to go. Plan on having your news events within a short drive of TV stations when you really want coverage from them.
Sample Media Advisory

Friday, January 09, 2009

Contact: Andrea Delgado 631-456-1102 adelgado@lclaa.org
Lydia Gonzalez 214-704-8383 lgonzale@lclaa.org

SOLIS FACES SENATE COMMITTEE ON HEALTH, EDUCATION, LABOR and PENSIONS

LCLAA LEADER RESPONDS TO CONFIRMATION HEARING FOR LABOR SECRETARY NOMINEE

WASHINGTON, DC- This morning, Congresswoman Hilda Solis, the President-elect's pick for Secretary of Labor began the first part of a three-step process in order to serve in Barack Obama's administration. Solis was interrogated at a confirmation hearing in front of the Senate Health, Education, Labor and Pensions Committee.

WHO: Dr. Gabriela D. Lemus, Executive Director, LCLAA
WHAT: Senate confirmation hearing of Hilda Solis, nominee to head Dept. of Labor
WHEN: Friday, January 9, 2009

Dr. Gabriela D. Lemus will be available for phone or in-person interviews on her thoughts of the developments of the confirmation hearing
WASHINGTON, DC – The Employee Free Choice Act (EFCA) will be introduced in the House and Senate this afternoon. EFCA would facilitate union certification by the National Labor Relations Board (NLRB) if a majority of employees sign an authorization card certifying their desire to be represented by a union (also known as card-check). EFCA is a tool that will promote social mobility for working families. Latinos have much to gain enormously through union membership since it will strengthen their voice in the workplace and benefit entire families through better wages and benefits like health insurance and pensions. The Labor Council for Latin American Advancement (LCLAA) applauds Congress for demonstrating they will move forward with legislation important to America’s working families. Policy changes to alleviate the struggles workers are confronting in this economy are urgent; this is why passage of the Employee Free Choice Act (EFCA) is crucial.

The national level of unemployment has reached 8.1 percent and for the first time since the country plunged into an economic crisis, Latino unemployment is close to three points above the national average, at 10.9 percent. The number of unemployed has climbed to an alarming 12.5 million and in the month of February alone, 851,000 people lost their jobs. The economic crisis is impacting the Latino community significantly as industries that have been mainstays for Latino workers continue to struggle and slash jobs. In particular, construction and manufacturing sectors continue to be among those with the highest decline in payroll employment, with a collective cut of 272,000 jobs in February. Aside from widespread job losses, rising foreclosures are also threatening the economic stability of Latino working families nationwide.

“Latinos are an emerging population and their economic security is crucial to the advancement of the U.S. economy. EFCA would bring hope to millions of workers trying to organize in the workplace. Union membership means higher wages, better working conditions, health care coverage and pensions, all crucial elements that build economic security for millions of working families throughout the country,” stated Milton Rosado, LCLAA’s National President.

A recent report highlighted that workers that favor unions have been fired in a quarter of union organizing campaigns. “Along with new job opportunities for workers, we need to ensure that they not only have good and safe jobs, but also jobs in which they bargain collectively for a better future for themselves and their families without the fear of intimidation and reprisals from their employer,” added Dr. Gabriela D. Lemus, LCLAA’s Executive Director. “The Latino community should wholeheartedly get behind the Employee Free Choice Act (EFCA). In 2008, workers represented by unions earned a median weekly salary of $886.00 compared to non-unionized workers had a median weekly earnings amounting to $691.00.”
EFCA will reinvigorate the National Labor Relations Act (NLRA) giving workers additional protections to bargain collectively and join a union. “In order to level the playing field, workers need the freedom to organize without restraints. EFCA also levels the playing field for workers by ensuring a more democratic decision-making process that allows employees decide – not the corporation – whether to form a union in their workplace through a majority sign up or an election.

Latino working families need policy changes that will alleviate the struggles they are confronting in this economy. The times we are facing highlight the need for legislation that promotes social mobility for working families; the Employee Free Choice Act (EFCA) that will be introduced today is a good example of what is needed.

The Labor Council for Latin American Advancement, LCLAA is the home of the Latino Labor Movement. LCLAA is a national Latino organization representing the interests of over 1.7 million Latino trade unionists throughout the country and the Common Wealth of Puerto Rico. LCLAA was founded in 1973 and is America’s premier national organization for Latino workers and their families. LCLAA advocates for the rights of all workers seeking justice in the workplace and their communities. LCLAA is a constituency group representing Latino workers in both the AFL-CIO and Change to Win Federation.

###
CONGRESO ESTADOUNIDENSE PRESENTA ACTA DE OPCIÓN LIBRE PARA LOS EMPLEADOS (EFCA)

WASHINGTON, DC- El Acta de Opción Libre al Empleado (EFCA por sus siglas en inglés) fue presentada en el congreso el día de ayer. La aprobación de este proyecto de ley es vital para los trabajadores ya que proveerá protección adicional para aquellos que desean negociar colectivamente con sus empleadores y ser parte de un sindicato. Con la situación económica actual es urgente implementar nuevas políticas que promuevan el bienestar de las familias trabajadoras. Es crucial resaltar la diferencia que los sindicatos tienen en las vidas de los trabajadores latinos en todo EEUU. Los trabajadores sindicalizados disfrutan de mejores sueldos, seguro de salud y pensión de jubilación. El Consejo Sindical para el Avance del Trabajador Latinoamericano (LCLAA por sus siglas en inglés) aplaude los esfuerzos del Congreso por impulsar un proyecto de ley que beneficie a las familias trabajadoras.

“Los latinos somos una población creciente y nuestra seguridad social es vital para la revitalización de la economía estadounidense. EFCA daría esperanza a millones de trabajadores que luchan por sindicalizarse. Afiliarse a un sindicato significa mejores sueldos, mejores condiciones en el lugar de trabajo, seguro de salud y pensión de jubilación, beneficios claves para fortalecer la seguridad económica de millones de familias trabajadoras en todo el país,” señaló Milton Rosado, Presidente Nacional del LCLAA.

Un reporte reciente señala que en un 25 por ciento de las campañas de sindicalización los trabajadores que favorecían la afiliación a un sindicato fueron despedidos por sus empleadores. “Aparte de asegurarnos que hayan nuevas oportunidades de empleo para los trabajadores, tenemos que luchar para que esos trabajos sean trabajos buenos y seguros, en los cuales se pueda negociar colectivamente por un futuro mejor sin el miedo de ser acosado o despedido por el empleador,” dijo la Dra. Gabriela D. Lemus, Directora Ejecutiva de LCLAA. “Los latinos tenemos que apoyar la aprobación de EFCA en el congreso. En el 2008, los trabajadores latinos sindicalizados tuvieron un ingreso medio de $886 dólares en comparación a trabajadores no sindicalizados que recibieron ingresos semanales de $691 dólares.”
Para que haya más equidad es necesario que los trabajadores tengan la libertad de afiliarse a sindicatos sin limitaciones. EFCA asegura un proceso de toma de decisiones más democrático que permite que los trabajadores decidan si quieren sindicalizarse en el lugar de trabajo por una votación mayoritaria.

Se necesitan políticas que beneficien a los trabajadores latinos para ayudarlos a sobrepasar las dificultades que están afrontando en esta economía. El Acta de Opción Libre para el Empleado (EFCA) que fue presentada en el congreso es un buen ejemplo del tipo de leyes que pueden beneficiar a nuestros trabajadores, por lo cual su aprobación es crucial.

El Consejo Laboral para el Avance del Trabajador Latinoamericano (Labor Council for Latin American Advancement, o LCLAA) es la sede del movimiento laboral Latino. LCLAA es una organización nacional Latina que representa los intereses de más de 1.7 millones de sindicalistas Latinos en todo el país y el Estado Libre Asociado de Puerto Rico. LCLAA se fundó en 1973 y es la principal organización nacional del país para los trabajadores Latinos y sus familias. LCLAA aboga por los derechos de todos los trabajadores que buscan justicia en el lugar de trabajo y sus comunidades. LCLAA es un grupo que representa a los trabajadores Latinos que pertenecen tanto al AFL-CIO como a la Change to Win Federation.

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WASHINGTON, DC- As the New York Times noted today, there is a reiteration that the Obama administration is committed to undertake immigration reform soon. There is also support from the House and the Senate as recent statement from Speaker Pelosi and Senator Reid signaled. With a promise of change, millions of Latino voters were energized and rushed to the polls to support a leader who they believe will answer their calls for just and humane immigration reform. The Labor Council for Latin American Advancement (LCLAA) welcomes the President’s reassurance that he is committed to taking action on the crucial issue of immigration reform this year.

The previous administration’s enforcement-only approach to immigration policy besieged Latino and immigrant communities with home and work-site raids. “Mass deportations became the standard and we cannot allow these attacks on our communities, workplaces and businesses to continue. We appreciate President Barack Obama’s willingness to push the Immigration and Customs Enforcement (ICE) towards more just and humane practices. The agency has, over the years, conducted a witch hunt against the Latino and immigrant communities, terrorizing citizens, documented and undocumented Latinos alike,” declared Milton Rosado, LCLAA’s National President.

“Great harm has been inflicted on our communities. The human toll of a broken immigration system can be measured by the children missing from their classrooms; the families seeking refuge in places of worship; the trauma of families that will not see their loved ones come home or have knowledge about where they have been sent; and the resulting impact of raids on local economies. Home and worksite raids must stop now!” added Dr. Gabriela D. Lemus, LCLAA’s Executive Director. “The fight for immigration reform is the civil rights issue of our time and is important to raise national awareness about the urgent need to take action on this crucial issue.”

Hector E. Sanchez, Director of Policy and Research at LCLAA added, “Widespread economic insecurity has exacerbated the vulnerability of the immigrant community to pose as scapegoats for the nation’s troubles, a view that has been repeatedly enforced by the fear-mongering of conservative, anti-immigrant pundits. Despite unsubstantiated anti-immigrant rhetoric inundating the media networks, the issue of immigration cannot take a backseat. The Latino vote in the past elections demonstrated that positions advocating for
enforcement-only policies are untenable and that we must fix the broken immigration system and move towards humane and just immigration reform.”

The nation as a whole must recognize that undocumented immigration cannot be stopped with an enforcement-only approach. We need a comprehensive solution that tackles the problem at its roots, making the connection between globalization, our international trade policies, and their subsequent impact on immigration. LCLAA calls for bold action from the White House and Members of Congress to demonstrate a political will that supports comprehensive immigration reform and prevents anti-immigrant sentiment from driving the discourse on this much needed change of the nation’s immigration policy. We applaud President Obama for his commitment to address immigration reform.

The Labor Council for Latin American Advancement, LCLAA is the home of the Latino Labor Movement. LCLAA is a national Latino organization representing the interests of over 1.7 million Latino trade unionists throughout the country and the Common Wealth of Puerto Rico. LCLAA was founded in 1973 and is America’s premier national organization for Latino workers and their families. LCLAA advocates for the rights of all workers seeking justice in the workplace and their communities. LCLAA is a constituency group representing Latino workers in both the AFL-CIO and Change to Win Federation.

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EL PRESIDENTE BARACK OBAMA RESALTA SU COMPROMISO A LA REFORMA MIGRATORIA

Washington, D.C. - El periódico ‘The New York Times’ reiteró que la administración del Presidente Barack Obama está comprometida a emprender la reforma migratoria pronto. La Presidenta de la cámara baja y el Presidente del Senado han señalado que existe apoyo en el Congreso. Con una promesa de cambio, millones de entusiastas votantes latinos apresuradamente se dirigieron hacia los módulos de votación con la finalidad de apoyar a un líder en quien ellos confían brindará una reforma migratoria más justa y humana. El Consejo Sindical para el Avance del Trabajador Latino-Americano (LCLAA) agradece el refuerzo brindado por el Presidente hacia su compromiso de tomar acción en el asunto de la reforma migratoria, un tema que es crucial en el presente año.

Políticas de mano dura, utilizadas por la administración pasada a través de la Agencia de Inmigración y Aduanas (ICE por sus siglas en inglés), asediaba a los Latinos y a las comunidades inmigrantes mediante redadas llevadas a cabo en sus hogares y trabajos. “Las deportaciones masivas se convirtieron en prácticas comunes, pero no debemos permitir que esta clase de ataques se sigan perpetrando en nuestras comunidades y en nuestros centros de trabajo. Valoramos la voluntad del Presidente Barack Obama de dirigir ICE hacia prácticas más justas y humanas. La Agencia, a lo largo de los años, ha desencadenado una cacería de brujas en contra de las comunidades Latinas e Inmigrantes, sembrando el pánico entre los ciudadanos latinos, sin tomar en cuenta su estatus legal” así lo declaró Milton Rosado, presidente nacional del LCLAA.

“Se ha infringido un gran daño a nuestras comunidades. El saldo humano que un fallido sistema de inmigración ha dejado puede ser apreciado por la cantidad de niños que faltan a sus escuelas; la cantidad de familias que buscan refugio en centros religiosos; el trauma que las familias enfrentan al saber que no volverán a ver a sus seres queridos o la incertidumbre que experimentan al no tener información sobre su paradero; y el impacto que tienen las redadas en las economías locales. ¡Las redadas en los hogares y en los centros de trabajo deben parar ya!” Recalca la Doctora Gabriela D. Lemus, Directora Ejecutiva del LCLAA. “La lucha por las reformas migratoria es el tema de los derechos civiles de nuestra época y es vital generar una conciencia nacional sobre la necesidad de actuar en este importante asunto.”
Hector E. Sanchez, Director de Investigación y Política del LCLAA agrega, “la inseguridad económica ha agravado la vulnerabilidad en las comunidades inmigrantes, ellos se han convertido en los chivos expiatorios para los problemas de la nación, una visión que ha sido repetidamente aplicada por los que quieren inyectar miedo en el país conservadoras autoridades anti-inmigrantes. A pesar de una infundada retórica anti-inmigrante que invaden los medios, el tema de la inmigración no puede ser ignorado. El voto de los Latinos en las elecciones pasadas demostraron que políticas de mano dura sin reforma migratoria son insostenibles y que nosotros debemos arreglar el fracasado sistema de inmigración y movilizarnos hacia una reforma migratoria más humana y justa.”

Los legisladores y la Nación deben reconocer que los inmigrantes indocumentados no pueden ser detenidos mediante un sistema enfocado solamente en políticas de mano dura. Necesitamos una solución afable que ataque el problema desde su raíz, haciendo una conexión entre la globalización, las políticas internacionales de comercio y su impacto subsecuente en la inmigración. LCLAA hace un llamado para que los miembros del Congreso participen audazmente y manifiesten su voluntad para apoyar una reforma migratoria más justa que prevea la posibilidad de abrir el diálogo en este tan necesario cambio en la política migratoria del País.

El Consejo Sindical para el Avance del Trabajador Latinoamericano (Labor Council for Latin American Advancement, o LCLAA) es la sede del movimiento laboral Latino. LCLAA es una organización nacional Latina que representa los intereses de más de 1.7 millones de sindicalistas Latinos en todo el país y el Estado Libre Asociado de Puerto Rico. LCLAA se fundó en 1973 y es la principal organización nacional del país para los trabajadores Latinos y sus familias. LCLAA aboga por los derechos de todos los trabajadores que buscan justicia en el lugar de trabajo y sus comunidades. LCLAA es un grupo de electores potenciales que representa a los trabajadores Latinos que pertenecen tanto al AFL-CIO como a la federación Change to Win.

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Inundaciones, sequías, avalanchas, tormentas, olas de calor; la destrucción y el sufrimiento que causan estos fenómenos se deben en parte al calentamiento global. El uso de combustibles fósiles ocasiona que el dióxido de carbono y otros gases queden atrapados en nuestra atmósfera, generen calor y aumenten las temperaturas globales, desatando cambios en el planeta y contribuyendo a inclemencias climáticas. Para la seguridad nacional y el bienestar social y económico, debemos prevenir estos sucesos climáticos y buscar soluciones urgentes. Esas son las malas noticias. Pero esta situación también presenta una gran oportunidad, la transición hacia una economía limpia y sustentable incentivará la creación de millones de trabajos que utilicen fuentes de energía renovables y reduzcan las emisiones de carbono y otros gases. Habrá oportunidades de inversión y empleo que requerirán el empleo de toda clase de trabajadores, quienes contribuirán a la modernización y adaptación de nuestra economía y sociedad. Los trabajadores latinos enfrentamos tanto el desempleo como el subempleo, por lo que debemos prepararnos para aprovechar estas oportunidades.

El Presidente Barack Obama afirmó que Estados Unidos será líder en la lucha contra el cambio climático. Con un enfoque claro en la economía durante sus primeros 100 días, el Presidente aprobó la ley de estímulo económico, la cual pretende crear alrededor de 3 millones de empleos, en donde se otorgan 100 mil millones para la modernización de la infraestructura, comunicaciones, transporte y educación para impulsar una economía más sostenible e invertir en energía renovable. También provee 20 mil millones en incentivos fiscales para el desarrollo de energía solar, eólica, geotermal y los biocombustibles. Cerca de 48 mil millones serán destinados para programas de capacitación para toda clase de trabajadores, algunos de ellos prepararán a los trabajadores en carreras que proponen aumentar el rendimiento energético.

La Organización Internacional del Trabajo (OIT) subraya que el ahorro energético es una gran contribución para reducir el calentamiento global que tiene gran potencial para crear empleos. Los latinos somos el sector más joven y creciente en los Estados Unidos pero más expuesto al desempleo. Es por eso que la transformación hacia un futuro con alto rendimiento energético promete revitalizar los sectores más afectados por la crisis como lo son la construcción y la manufactura, sectores que dependen mucho de la mano de obra latina. El Departamento de Trabajo estima que en los próximos 10 años, la industria de la construcción reclutará y capacitará alrededor de 250,000 trabajadores anualmente; esta estadística excluye los empleos necesarios para mejorar la infraestructura actual. Como comunidad debemos pensar en las posibilidades y oportunidades que estos cambios representan, no hay tiempo que perder. En la década venidera se crearán oportunidades en
los sectores de energía renovable y ambiental, requiriendo diversos trabajadores bien preparados, como agricultores, profesionales forestales, profesionales en energía solar o eólica, constructores, biólogos, administradores de empresas (MBA) sostenibles, diseñadores de sistemas sostenibles e ingenieros civiles.

Es importante que como comunidad nos informemos sobre cursos y talleres en universidades y centros de enseñanza técnica. Aprovechemos este tiempo para capacitarnos, acudamos a centros de desarrollo profesional para trabajadores en busca de empleos que ayudan a crear un buen currículo, a las universidades comunitarias que ofrecen, a bajo costo, programas técnicos y carreras que preparan y certifican a los trabajadores en menos de un año en sectores de alta demanda laboral, también tomemos clases de inglés, todo esto nos vuelve más competitivos en el mercado laboral actual. Como Nación podemos avanzar hacia la sostenibilidad, reducir el calentamiento global, fomentar nuestra independencia energética y promover la seguridad económica y el bienestar común. Como comunidad tenemos que adelantarnos y tomar ventaja de estas nuevas oportunidades que se presentan, particularmente en época de recesión económica y con un índice de desempleo tan alto en nuestra comunidad.

Andrea L. Delgado trabaja para la Coalición Nacional Latina sobre el Cambio Climático (NLCCC por sus siglas en inglés).
The Truth about Latinos and EFCA
By Dr. Gabriela D. Lemus
Executive Director
Labor Council for Latin American Advancement (LCLAA)

The Latino community should wholeheartedly get behind the Employee Free Choice Act (EFCA). The bill was introduced last week and it has a majority of support in the House and the Senate, but business groups are spending heavily to make sure the Senate does not reach the 60 votes that it needs to survive a filibuster.

EFCA is important because it levels the playing field for workers by ensuring a more democratic decision-making process that provides employees the room to be full partners with management. At a minimum, democracy involves freedom of speech and freedom to organize collectively around issues. In the case of workers, a minimum standard of democracy involves the ability of workers to discuss and debate amongst themselves free of harassment from either unions or corporate management as to whether or not they would like to join a union.

EFCA would reinvigorate the National Labor Relations Act (NLRA) giving workers additional protections to collectively bargain and join a union. Time and again, we have witnessed that the current system for workers to form unions so as to bargain over wages and benefits is broken. As a result, the National Labor Relations Board (NLRB) would be better able to ensure that the processes regarding authorization forms are fair thus preventing coercion from either side.

Latinos would benefit enormously from being able to more easily organize. Latinos are among the youngest population group in the United States with a median age of 25.8 years – more than 10 years younger than the median age for the U.S. population. Latinos have more children, greater family stability, and more than half of all Latinos living in the United States are fully bilingual. Needless to say, union membership would assist them in making better wages and move many of them into higher paying jobs with benefits. In 2008, workers represented by unions earned a median weekly salary of $886.00 compared to non-unionized workers had a median weekly earnings amounting to $691.00.

And, Latino workers want to join unions. Union membership increased in 2008, according to the Bureau of Labor Statistics (BLS) annual union membership report. The unionized share of the U.S. workforce climbed to 12.4 percent last year from 12.1 percent in 2007, an addition to union rolls of more than 420,000 members. While the gains were broadly shared across demographic lines and occupations, growth was strongest in the public sector, among Hispanics, and in Western states, driving the largest membership increase in more
than a quarter of a century. More than 120,000 Hispanics became union members in 2008, with their membership rate rising to 10.6 percent from 9.8 percent in 2007.

Management benefits from the skill sets that workers provide and EFCA provides an opportunity for workers to gain access to benefits like health insurance and pensions. A happy worker is a productive worker. Productive workers help companies grow profits and capital for further economic growth.

Not only are unions good for the workplace, they are good for communities. Where unions are stronger, not only are wages higher and health insurance is more accessible, there are other benefits as well. In states with higher union density, it is more likely that poverty will be reduced; that there are more homeowners than renters and better schools because there is greater public education spending per pupil. The three are inter-related. This latter point results in an unintended benefit – a significant reduction in crime in comparison to states where unions are weak because public dollars are more likely to go to schools and less likely to building jails.

By building up the middle class, educating our communities, and ensuring that they are healthy, we give people hope and a fighting chance to be successful. Is that not the essence of the American Dream? Congress must pass EFCA to assure that such dream is more achievable for Latino working families.
SUPPORT THE EMPLOYEE FREE CHOICE ACT!
Join the Latino Coalition for Workers Rights

What Can Unions do For Latinos?

- Hispanics have become the largest minority in the United States and it is estimated that by 2025, Hispanics will account for 18 percent of the elderly population. Currently, 1 in 6 Latino seniors live under the poverty level. Union participation would mean that they would be more likely to be prepared for retirement. Unions assist workers to plan for their future retirement oftentimes providing pensions and other retirement benefits.

- Latinos are among the youngest population group in the United States with a median age of 25.8 years – more than 10 years younger than the median age for the U.S. population of 36.7 years.

- Latinos have more children, have greater family stability, and more than half of all Latinos living in the United States are fully bilingual. Needless to say, union membership would assist them in making better wages and move many of them into higher paying jobs with benefits.

- In real terms-unionized workers are 28.2 percent more likely to be covered by employer health insurance, have better insurance because employers are more likely to pay for a higher share of family coverage. This is an important point for Latino workers, as they have the highest national average of uninsured.

- According to the Economic Policy Institute (EPI) in 2008, workers represented by unions earned a median weekly salary of $886.00 while non-unionized workers had a median weekly earnings amounting to $691.00.

- The stimulus package promotes “green sector” jobs. There are solid examples of middle-class jobs where unions can be helpful because of the education and training that they provide. Where leading “green” companies have adopted a partnership approach with unions, they have stated that it added value and positioned the companies to grow because of the new skills and approaches that must be taken. Latino workers organized by the International Brotherhood of Teamsters in San Francisco have starting wages of $20/hour.

- The Laborers Local 55 are training residents of low-income neighborhoods to weatherize their homes in partnership with the mayor of Newark – not only helping them acquire new skill sets, but assisting them in reducing their overall utilities costs.
Latinos in the Labor Movement

- Union membership increased significantly in 2008, according to the Bureau of Labor Statistics (BLS) annual union membership report. The unionized share of the U.S. workforce climbed to 12.4 percent last year from 12.1 percent in 2007, an addition to union rolls of more than 420,000 members.

- While the gains were broadly shared across demographic lines and occupations, growth was strongest in the public sector, among Hispanics, and in Western states, driving the largest membership increase in more than a quarter of a century.

- While overall employment in the private sector shrank in 2008, few major industries or occupations saw unionization rates decline. Small drops in unionization in financial and business services and in mining were more than offset by membership gains in education, health, and hospitality services.

- Private-sector unionization rose from 7.5 percent in 2007 to 7.6 percent in 2008. Organizing drives can be difficult in the private sector, where employers may often fire workers without cause. Through employment contracts and legislation, public-sector employees typically have greater protection against dismissals.

- A "union job" in the private sector today is most likely to be in transportation and utilities (22.2 percent) or telecommunications (19.3 percent), industries with significant Latino density.

- As the housing crisis elicited sharp declines in the largely non-unionized residential construction sector, the level of union membership within the overall construction industry remained the same, at about 1.2 million workers.

- More than 120,000 Hispanics became union members in 2008, with their membership rate rising to 10.6 percent from 9.8 percent in 2007.

- Looking at the regional aspects, unionization increased in Mid-Western states, from 13.8 percent to 14.3 percent, yet failed to match the rapid pace of expansion in the West, where unionization grew from 14.7 percent to 15.7 percent. Although the Midwest does not necessarily have enormous numbers of Hispanics, for certain states, the growth they have experienced has stemmed from the increase of the Latino population. For example, Illinois' Latino population is about 14.7% of the total population, but represents 70.22% of the state’s growth.
• Since 2006, unionization has surged in Western states. California alone added about 266,000 union members last year, raising its unionization rate to 18.4 percent from 16.7 percent in 2007. Latinos represent about 35.9% of the state’s population but were 80.42% of the state’s growth.

• Over the last three years, union membership in the South has remained at 5.9 percent, less than half of the national average. But, in the South, even though the Latino population is relatively small, it is largely composed of workers with a median age of 24.8 compared to 40.2 for whites and 29.8 for African-Americans. The potential for union growth among Latinos lies in the steady growth of these communities and in their relative youth.
¡APOYA EL ACTA DE OPCIÓN LIBRE PARA LOS TRABAJADORES!
Unete a la coalición latina para los derechos Laborales.

¿Qué pueden hacer los sindicatos por los Latinos?

- Los Hispanos se han convertido en la minoría más grande de los Estados Unidos y se estima que para el año 2025 los hispanos conformarán el 18% de la población adulta. Actualmente, uno de cada seis adultos latinos viven en el nivel de pobreza. La asociación sindical significaría brindarles a los adultos latinos la oportunidad de estar preparados para el retiro. Los sindicatos auxilian a los trabajadores para que prevean y administren su retiro, la mayoría de las veces proveyendo pensiones y otros beneficios para su retiro.

- Los Latinos se encuentran entre el grupo poblacional más joven de los Estados Unidos, con un promedio de 25.8 años de edad – más de 10 años menos respecto de la población americana, cuya edad promedio es de 36.7 años.

- Los Latinos tienen mayor descendencia, una mayor estabilidad familiar, y más de la mitad de la totalidad de los Latinos que actualmente viven en los Estados Unidos son completamente Bilingües. Cabe de sobra mencionar que las organizaciones sindicales serían de ayuda para la obtención de salarios más altos y para escalar a puestos mejores pagados con mayores prestaciones.

- En términos reales, encontramos que un trabajador sindicalizado es un 28.2 porcentaje más proclive a obtener seguros médicos, ya que los patrones se encuentran más dispuestos a pagar por la cobertura familiar. Este es un punto importante para los trabajadores latinos, ya que conforman el mayor porcentaje nacional de trabajadores sin un seguro médico.

- De acuerdo con el Instituto de Políticas Económicas (EPI) en el año 2008 los trabajadores sindicalizados percibían en promedio un salario de $886.00 por semana, mientras que un trabajador no sindicalizado recibía $691.00 semanalmente.

- El paquete de estímulo promueve los trabajos en el “sector verde”. Existen claros ejemplos de empleos para la clase media que constituyen un verdadero apoyo gracias a la capacitación y adiestramiento que proporcionan. En los lugares donde las empresas han adoptado una relación solidaria con los sindicatos, las compañías han experimentado un crecimiento y una plusvalía debido a las nuevas prácticas y acercamientos que han tenido que adoptar. Los trabajadores latinos apoyados por el Sindicato Internacional de Camioneros en San Francisco cuentan con un salario mínimo de $20.00 por hora.

- El Local 55 del Sindicato de Trabajadores de la Construcción son instructores residentes que ayudan a vecindarios de bajos ingresos en el acondicionamiento de sus hogares trabajando conjuntamente con el Alcalde de Newark, ayudándolos en la adquisición de nuevas habilidades y en la reducción del pago de servicios.
Los Latinos en el Movimiento Laboral

• De acuerdo con el reporte anual del Buró de Estadísticas Laborales (BLS), las afiliaciones en las asociaciones sindicales aumentaron considerablemente en el año 2008. En el año 2007 la fuerza laboral sindicalizada apuntaba un 12.1%, mientras que en el año 2008 aumentó un 12.4%, es decir, aproximadamente 420,000 trabajadores se unieron a un sindicato.

• Mientras que la ganancia fue ampliamente repartida entre los diferentes sectores demográficos y ocupaciones, el área donde hubo un mayor impacto fue en el sector público, principalmente entre los Hispanos y los estados del Oeste, estableciendo el mayor número de afiliaciones en más de un cuarto de siglo.

• La afiliación sindical en el sector privado aumentó de un 7.5 porcentaje en el 2007 a un 7.6 porcentaje en el 2008. La organización de campañas en el sector privado es una tarea difícil ya que los empleados pueden ser sujetos a despidos injustificados. A través de contratos de trabajo y una legislación laboral adecuada, los empleados del sector público cuentan con una mayor seguridad y estabilidad en el empleo.

• Hoy en día es más común encontrar un trabajo considerado como “sindicalizado” en el área de transportes y servicios (22.2 porcentaje) o en telecomunicaciones (19.3 porcentaje), es decir, industrias que cuentan con una importante densidad Latina.

• Mientras que la crisis de vivienda decae en el gran sector de construcción residencial, el cual es un sector poco sindicalizado, el grado de miembros afiliados en la industria de construcción no muestra cambio alguno, es decir, aproximadamente 1.2 millones de trabajadores están afiliados a un sindicato.

• Más de 120,000 hispanos se sindicalizaron el año pasado generando un incremento en la tasa de afiliación, pasando de un 9.8 porcentaje en el año 2007 a un 10.6 porcentaje en el año 2008.

• Situándonos en un panorama regional, las afiliaciones sindicales en los estados del Medio Oeste crecieron de un 13.8 porcentaje a un 14.3 porcentaje, pero no hay comparación con el crecimiento que experimentaron los estados del Oeste. Ellos registraron un aumento del 14.7 porcentaje a un 15.7 porcentaje. Cabe mencionar que el Medio Oeste no cuenta con una amplia población hispana, pero el crecimiento que han venido experimentando se debe al incremento de la población latina. Por ejemplo, la población latina de Illinois es de aproximadamente 14.7% del total de la población, pero representa el 70.22% del crecimiento global del estado.
Desde el año 2006, las afiliaciones sindicales se han incrementado en los estados del occidente. El año pasado, California obtuvo cerca de 266,000 miembros sindicalizados, aumentando la tasa de afiliación de un 16.7 por ciento, en el año 2007, a un 18.4 por ciento en el 2008. Los Latinos representan el 35.9% de la población estatal pero constituyen el 80.42% del crecimiento del estado.

A lo largo de los últimos tres años, los miembros afiliados de los estados del Sur se han mantenido en un 5.9%, es decir, por debajo de la mitad del promedio nacional. Pero en el Sur, donde la población latina es relativamente pequeña, apreciamos que los trabajadores latinos se encuentran en un promedio de 24.8 años de edad, mientras que los trabajadores blancos se localizan en una edad promedio de 40.2 años de edad y los afro-americanos en un promedio de 29.8 años de edad. Lo cual demuestra que el crecimiento de los sindicatos depende del constante crecimiento de estas comunidades y su juventud.
Section 7
Fundamentals of Voter Targeting

Every campaign has one overarching goal – to win the majority of the votes. Most often, that number is simply one more vote than one-half of the participating voters (50% + 1). The campaign will strategize which voters are most likely to support their cause, where those voters live, and what the pivotal points are that must be communicated to them. In any election, identifying the people most likely to vote is the first critical task in making a plan.

Campaigns are fueled by resources. With few exceptions, these resources are limited. Most campaigns will never have enough money, time and volunteers to talk to every voter. But we also don’t need to talk to every voter.

Consider this: Florida has roughly 17 million residents. About 63 percent of the state residents who are eligible to vote are registered. Does being registered mean they vote? Not necessarily! Some vote all the time, some never vote and some only vote when something gets under their skin and motivates them. More people tend to vote in highly publicized elections. Far fewer vote in lower profile elections. Remember, to win the election, we only need one more than half of the voters that vote on Election Day to vote in our favor. It is therefore critical that we know how many votes we need to win and create a strategic campaign plan that seeks to identify and secure that number of votes.

To estimate how many votes we need to win an election, we use the following formulas:

1. \[ \text{Registered Voters} \times \text{Projected Voter Turnout} = \text{Expected Vote} \]

2. \[ \frac{\text{Expected Vote}}{2} + 1 = \text{Number of Votes We Need to Win} \]

To get the number of registered voters and identify projected voter turnout, visit the elections section of the Secretary of State website in your state (for Florida this is http://election.dos.state.fl.us/index.html) and compare voter turnout for elections similar to yours.

For example, to estimate voter turnout for a hypothetical congressional election in November 2006, we can use the average of similar election years, such as 2002 and
1998. (We do not want to use 2000 or 2004, since these contained presidential elections which increase turnout).

According to Florida’s Secretary of State, voter turnout was 55% in 2002 and 49% in 1998.
To predict Voter Turnout for 2006, we average these two percentages:

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002</td>
<td>55%</td>
</tr>
<tr>
<td>1998</td>
<td>49%</td>
</tr>
<tr>
<td>Average</td>
<td>52%</td>
</tr>
</tbody>
</table>

Now that we can make an educated guess on voter turnout, we can fill in the rest of our equation and find out how many votes we need to win. Let’s say that there are 375,000 registered voters in our hypothetical congressional district.

1. Registered Voters x Projected Voter Turnout = Expected Vote
   
   \[
   375,000 \times 52\% = 195,000
   \]

2. Expected Vote x 50% + 1 = Number of Votes We Need to Win
   
   \[
   195,000 \times 50\% + 1 = 97,501
   \]

Therefore out of the total number of residents, we need only 97,501 votes to win this hypothetical election. Just to be safe, rather than use 50% + 1, we should use 52% to ensure that we are setting an adequate goal. By increasing our calculation, we can estimate that we need 101,400 votes to win.

Now that we have identified our vote goal, it’s time to find the votes! This is accomplished through targeting and research using the voter file.

The Voter File

The voter file is a list containing the names and addresses of voters in a given area. Most files will contain each voter’s name, address, phone number, age, precinct, and congressional or legislative district. Some include additional information, such as voting history, party preference, gender, race, marketing data (buying activities such as magazines subscriptions, etc.), census data, and NCEC data. Voter files can be obtained from several sources: state parties, other campaigns, Secretaries of State, and commercial providers.
The voter file is used to generate lists for various direct voter contact activities, such as mailings, phone banks, and canvassing. Typically, you should be able to request particular “selects” for each purpose – such as households with a strong voting history and partisan propensity in a particular geographic area – and produce lists in a convenient format (i.e. lists in order by precinct, mailing labels, etc.).

**Targeting with Voter History**

Not all elections are equal. In 2004, a record number of voters went to the polls and cast their vote. This was most likely due to the prominence of the presidential race and the large investments of many organizations to educate and mobilize voters. However, in years where there is not a presidential election, like 2006, there is often a drop in the number of voters who participate. We call these **mid-term elections**. You may also have special elections or special ballot initiative elections, during which turnout tends to be extremely low.

Not all voters behave the same either. Some participate more often than others. Many voters who went to the polls in 2004, will stay at home in 2006.

Most Boards of Elections maintain a voter file that tracks the participation of registered voters in elections. Though it does not indicate how a voter votes, it does show when a voter votes. This information is public and by utilizing it, we can identify which voters are most likely to miss a low profile election and which voters would not dream of missing an election.

**Frequent voters** are voters who go to the polls for almost every election and almost every year. We do not need much to motivate them to vote. Rather, we just want to make sure that when they vote – we have given them the education they need to support our campaign.

**Infrequent voters** do not turn out for every election, and they likely need some needling to get to the polls. These individuals may vote during the presidential elections, but often do not vote in mid-term elections. If they are our supporters, we need to work extra-hard to get them to the polls.

As stated above, 2006 will likely have lower turnout than 2004’s presidential year election. It is therefore critical that we spend our efforts motivating those voters who are likely to be sympathetic to us, but may not turn out to vote if we don’t encourage them.
Targeting with Polling

A voter file helps us identify the frequency of individual voters by using their vote history, but there are other things about voters that we would like to identify as well, such as which groups of voters are likely to respond positively to our campaign message. Often it is polling or focus groups that help inform us about which groups of voters are most likely to support us, oppose us, or be undecided.

For instance, a poll may show that 80 percent of women between the ages of 35 and 50 support our issue, but that 50 percent of men between the ages of 35 and 50 are undecided. This information is critical when we think about who to talk to and what we should say to different groups of voters. In this example, we want to mobilize as many women as possible between the ages of 35 and 50, and we want to persuade as many men as possible on our issue or candidate.

Geographic Targeting

We have demonstrated that not all elections are the same and that not all voters perform equally. Similarly, not all places perform the same. Most of the electorate comes out of the counties with major cities and the counties surrounding them. This becomes very important when considering how to win a statewide campaign. Do we want to win the rural counties? Of course. When considering limited resource allocation in a low turnout election, are they as important to winning an election as the population dense cities? Perhaps not. Calculating vote goals at the county level will assist in identifying how much money, time and energy should be allocated to each region.

Even inside cities, not every precinct is the same. Certain geographic areas have specific voting rates and partisan splits again and again over election cycles. For instance, if 65 percent of voters in a precinct voted for the Democrat in 1992, and 66 percent voted for the Democrat in 1996, and 64 percent voted for the Democrat in 2000 – what would you predict for 2004? Precincts can generally be divided into three categories, Democratic Base precincts, Swing precincts and Republican Base precincts.

Democratic Base precincts can be counted on to turn out a Democratic vote no matter what. Generally speaking, they tend to vote Democratic more than 60% of the time. The same is true with Republican Base precincts, obviously with different results. Swing Precincts, on the other hand, are less predictable. These precincts might vote for a
Democrat 49 percent of the time and might vote for a Republican 51 percent of the time. Depending on the campaign, these areas could be the margin of victory for either side.

Let’s take a look at a few examples:

**Democratic Base Precinct**

<table>
<thead>
<tr>
<th>Year</th>
<th>Dem%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1996</td>
<td>71%</td>
</tr>
<tr>
<td>2000</td>
<td>76%</td>
</tr>
<tr>
<td>2004</td>
<td>70%</td>
</tr>
<tr>
<td>2008</td>
<td>72%</td>
</tr>
</tbody>
</table>

**Republican Base Precinct**

<table>
<thead>
<tr>
<th>Year</th>
<th>Rep%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1996</td>
<td>71%</td>
</tr>
<tr>
<td>2000</td>
<td>53%</td>
</tr>
<tr>
<td>2004</td>
<td>67%</td>
</tr>
<tr>
<td>2008</td>
<td>71%</td>
</tr>
</tbody>
</table>

**Swing Precinct**

<table>
<thead>
<tr>
<th>Year</th>
<th>Dem%</th>
<th>Rep%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1996</td>
<td>50%</td>
<td>51%</td>
</tr>
<tr>
<td>2000</td>
<td>51%</td>
<td>51%</td>
</tr>
<tr>
<td>2004</td>
<td>51%</td>
<td>51%</td>
</tr>
<tr>
<td>2008</td>
<td>53%</td>
<td></td>
</tr>
</tbody>
</table>

**Voter Contact Goals**

Once we figure out where we need to go and who we need to talk to, we’ve got to figure out what to say! Our campaign will have a menu of techniques for contacting voters. These techniques may include door-to-door canvassing, phone banks, direct mail, television, internet communication and much more. All of these techniques should have one or more of the following goals:

- Increase voter education and awareness,
- Identify supportive, undecided and opposing voters, and/or
- Collect information for future voter outreach efforts.

Remember, the goal in any election is to make sure that 50 percent plus 1 of the Election Day voters support our campaign. There are essentially three groups of voters in any election: **our supporters, undecided voters and our opposition.**
Supporters should be eliminated from all future campaign communications to ensure that we are not wasting our resources!

Undecided Voters should receive tailored, persuasive campaign communication. And then should be re-identified.

Opponents should be eliminated from all future campaign communications to ensure that we are not wasting our resources!

Part I – Basic Comprehension

1. How many voters are expected to turn out?
2. What is the bare minimum of votes a candidate must win to carry the district?
3. What is the district-wide Democratic Performance?
4. Which town is the most Democratic town in the district?
5. Which town in Jefferson County has the most Democratic voters (hint: you shouldn’t need a calculator for this one)?

Part II – Targeting Application

1. Create a county level vote goal, based upon your answer to question two in Part I. You have calculated how many votes it will take to win the district – now how many votes must you win in each county in order to achieve that goal?
2. Your campaign has a field office in each of the three counties in the district. Each field office is preparing to do a persuasion issue canvass this weekend. With a limited number of volunteers, each office will only be able to cover one town. Which town in each county should be canvassed?
3. Which towns are the top 5 Get-Out-The-Vote (GOTV) targets in the district, and why?
Section 8
Types of Voter Contact

There are many ways for us to communicate with or gather information from voters. We may employ passive broad-scale methods to deliver messages to voters through mail, email, earned media, and paid ads. However, by creating personal forms of voter contact, our message to voters will be the most memorable, and we will be able to track our progress in reaching our vote goal. Voter contact activities can be divided into two basic categories – low impact and high impact activities.

Low Impact Voter Contact Activities

These activities are generally informational, less personal forms of communication that seek to raise awareness about a certain candidate or issue. Communication is generally one-way and tracking individual voter response is not possible. Some examples of low impact voter contact activities are:

- **Literature Drops** – Campaign literature is placed on the door of houses in a certain precinct or neighborhood.

- **Flyering** – Campaign literature is passed out at events or locations like libraries, bus stops, festivals or fairs.

- **Lawn Signs** – Residents display signs in their yards to show public support.

High Impact Voter Contact Activities

These strategies can be tailored for specific individuals and populations. They involve direct communication with the voter and seek to persuade them in a certain direction, often collecting information to track progress and maintain a dialogue with the voter about specific issues. High impact voter contact activities include:
Door to Door Canvassing – Campaign representatives, either volunteer or paid, solicit opinions or votes during conversations at the door. While this form of voter contact is often the most labor intensive and has the lowest contact rate, it is generally the most effective method for persuading and motivating voters. Here’s why: Using the targeting methods in the previous section, we can identify precisely who we need to vote in the November 2006 elections and have a personal conversation with them on their porch!

Phone Banking – Similar to canvassing, but conducted on the phone, campaign representatives call targeted voters to provide specific campaign messages and collect information from each voter. Whereas more aggregate work can be accomplished by phoning versus walking, the actual contact is less personal and has been shown to be less effective than an in-person contact. Always be aware of demographics when making phone calls. For example, if you are calling through a Latino list, make sure to have bilingual individuals conducting the calls.

Direct Mail – Direct mail can be especially effective because it utilizes voter file, polling and demographic research to personalize a message for a certain constituency. Since mail is individually targeted, voters can receive multiple contacts on subjects and can be followed up with by the campaign to gauge impact. If you are doing a mail piece in Spanish, make sure it is written properly. The easiest way to turn off a Latino voter is to mail them something in poorly written Spanish.

Which voter contact techniques a campaign chooses to employ will be based on resource realities and the strategies that the campaign’s research has indicated are necessary to win. The most effective impact will come from a combination of techniques, designed to be as personal as possible and related to one another both in message and timeline.

For example:

1. **Television ads** raise voter awareness across a large segment of the population.

2. **Door-to-door canvass** identifies a voter that is undecided on an issue.

3. **Direct mail** provides persuasive issue material to voter.
4. **Phone bank** re-identifies - voter is now in support.

5. **Election Day activities, direct mail, phone bank** and **canvass** reminds supportive voter to vote.

**Voter Contact as a Building Tool**

**Collecting Information (ID)**

Clearly, a great deal of time and resources are spent on a campaign gathering information on specific voters. What should we do with this information the day after the election? Hopefully you did not say throw it out, or recycle it, or anything other than keep that precious information.

While individual voter information is important for each individual campaign, there is also value in preserving this information for future elections. Whenever we are talking to a voter or other community member, we should be thinking about what information we can gather from them that will allow us to better communicate with them in the future.

For example, if Susan tells us in 2004 that the issue she cares most about is the environment, we can be pretty sure that she is going to want to know about the environmental positions of candidates in 2006 as well. We don’t want to keep going to Susan each year and asking what issues matter to her. She already told us. Now we need to get Susan the information she needs to make her voting decisions.

This is an important thing to bear in mind when planning any canvass, event, or activity. What are you collecting, if anything, that can help educate us on every voter we encounter?

- If you are doing a rally, what information can you collect from attendees?
- If you are collecting signatures for a petition, where are you tracking voters who signed it?
- If you are a member of a progressive organization, how are you using your membership list to inform your voter file?
Keeping a Constant Dialog with Voters

One of the reasons that there may be such a drop-off between presidential elections and “off-year” elections is due to the ways that campaigns have traditionally been run. It used to be that campaigns would begin after Labor Day, and candidates and campaigns would bombard activists with to-do lists and voters with communications through November, and then they would go away. Then they would be surprised when one or two years later, voters weren’t paying attention.

This is why we, as progressive activists, need to be in constant dialog with voters about those issues that are most important to them. The more voters hear progressive political messages, and the more we ask and track their opinions, the better able we are as a community to increase participation of progressive voters in election after election, and the more able we are to achieve progressive wins.

Always Building for the Next Election

Former President Bill Clinton was wise when he cautioned: a politician should not “look past the next election or you may not get past the next election.”

While that may be true for candidates, progressive organizations and activists should always be asking ourselves – how is the information that we are gathering now going to be useful later, and make sure that the conversation that we have with voters grows year after year, instead of starting over every election.

We are doing this work not just to prepare for November presidential elections, but for every election. Ours is not a campaign that will shut down the day after the election. Therefore, we must consider how each election has made the progressive community stronger. What new resources do we have – did we add to the voter file; did we engage new activists and leaders; did we convince more progressive voters to head to the polls?

Voter Contact Example – Door-to-Door Canvass

Going to a voter’s home to talk to him or her about an upcoming election is one of the most effective forms of voter contact. Door-to-door canvassing can be used to deliver messages that are persuasive (relating to issues or candidates) or motivational (turning out to vote). In addition, canvassing can be used to collect information, such as whether the voter still lives at that address, if they support a particular cause or candidate, and what they take into consideration in their voting decisions. Canvassing is especially...
effective due to its personal nature, but it is also incredibly resource intensive, as it takes a volunteer far more time and energy to canvass a particular neighborhood than it would to phone bank those same households.

Planning a Canvass

1. **Canvassers typically contact an average of twelve registered voters per hour.** Although the number of doors knocked on per hour will vary depending on residential density, the number of successful contacts per hour has proven to be quite consistent. This pattern suggests people living in low-density housing are more likely to be home than people living in apartment complexes. Canvassers can even wade through neighborhoods a second time, attempting to contact voters missed on an earlier attempt, without much loss of efficiency.

2. **Volunteers typically will knock on doors for two or three hour shifts.** Most campaigns conduct canvassing efforts from 5 p.m. to 8 p.m. on weeknights and from 10 a.m. to 5 p.m. on Saturdays. Sunday afternoon canvassing depends entirely on the region and population, but seldom takes place outside the hours of 12 p.m. to 5 p.m.

3. **You should prioritize your walk lists.** Choose the most essential blocks (those with the most voters) and make sure they are covered. You may want to go to these areas first to ensure that they are reached.

Increasing the Effectiveness of a Canvass

1. **Send canvassers out in pairs.** Each canvasser should go to separate doors but may prefer to stay close to each other (by working opposite sides of street or visiting alternating addresses). That way they will be able to see or hear if the other encounters a problem. Sending volunteers out in pairs has the added benefit of providing some assurance that they are actually talking to voters, especially if you pair trusted canvassers with new or previously unreliable workers.

2. **Provide canvassers with an emergency number.** This way they can call you if they encounter a problem. Ideally, at least one canvasser in each group should be equipped with a cell phone.
3. *Whenever possible, you should assign canvassers to blocks with which they are familiar.* Not only will canvassers be less likely to face a problem in a familiar neighborhood, but the familiarity may also strengthen their personal connection to the voters. If this is not possible, provide canvassers with accurate, tested maps of their assigned areas.

4. *You should give canvassers something to identify them as canvassers and not marauders.* For example, it is helpful for canvassers to wear a campaign T-shirt or campaign button. They can also put a campaign bumper sticker on the back of their clipboard, so that residents see it when they peak out of their door.

5. *Do not be aggressive at the door.* You do not want to frighten or offend the potential voter you are trying to engage. Instruct your canvassers to take a step back away from the door after ringing the bell so that they will seem less threatening to apprehensive residents.

6. *Have an end plan.* Require all canvassers to reconvene at a predetermined time and location so that you can collect the walk lists and verify their work.

7. *Keep safety issues in mind.* Require all canvassers to go out in pairs and choose well-lit and populated neighborhoods. By late October, it may be getting dark before 7 p.m. and residents may react poorly to an evening visit from a stranger.

8. *Remember that an informal style of communicating with potential voters works best.* Scripts are necessary to provide guidance and confidence for inexperienced canvassers, but they should not be read at the door. Canvassers should put the message and questions in their own words. When done properly, canvassing results in casual conversations with voters about the issues that are important to them.

**Canvassing Tricks of the Trade**

There are no sure-fire ways to guarantee a successful canvass. Every canvass has its own challenges, and every canvasser and volunteer has their own tricks. Here are a few pointers from a number of experienced canvassers.
1. **Read the script ahead of time, then adapt it to your own voice.** We write scripts to provide the bare bones information for the volunteer or for the voter. However, this does not mean that we want to be robots. The value of volunteers is that each one brings their own passion to the issue.

2. **Let the voter approach you.** How can you do this when you are at the door? Step back after ringing the bell/or knocking on the door, and then look away from the door. If a voter approaches you, they may feel more comfortable. And when they greet you - smile! These people don’t know who you are or what you want.

3. **Do not assume that the person on your list is the person who answers the door.** This seems obvious, but when you have been out all day, it can feel like a huge relief when you encounter a friendly face. However, you still want to make sure the person you are speaking with is the one on your list. We want to talk to each person personally. If we want to speak with Dan Smith, it does not matter if every other member of his family is there and wants to share – we need to talk to Dan – no substitutions. Ask to talk to Dan Smith and invite the person who opens the other to join the conversation. Remember every person you encounter is a potential voter.

4. **Be careful when you mark your list.** Only accurate, discernable information is helpful! Try to keep walk sheets as clean as possible and handwriting clear.

5. **Do not put anything in or on the mailbox.** This is a federal law, and can result in a major headache for you and the campaign that you are working with. Rather than leaving literature in the mailbox, close it in the screen door or roll the literature into a hollow tube and nest it between the door handle and the frame.

6. **Think about comfort and your environment.** A little common sense can go a long way. Wear comfortable shoes and clothing. If you are going to be out at night, don’t wear dark colors and bring a flashlight. And in the summer, drink water and use sunscreen! If it is winter – wool socks will change your life.

7. **Think about your personal safety.** Stay close to your partner. If someone asks you to come in, say no thank you! AND - if the yard is gated, shake it first to test for dogs. There are two ways to find out that there is an angry dog on the premises. This is the better one.
8. *Check your maps.* You should have a map that outlines the entire area that you are going to canvass, as well as GOOD directions to a reasonable starting point. While mapping programs help outline directions, they are not always rooted in reality.

9. *Limit the number of voters on each walk sheet to no more than 10 to 12 households.* It just feels good to get through pages more quickly and see progress, as opposed to looking at 2 pages with 30 names on each. Also, make sure that you have the same number of voters on each page. This makes it much easier to calculate your contact rate.
Section 9  
GOTV and Election Day

GOTV is the culmination of all of your campaign’s work. You have spent the campaign targeting precincts, recruiting volunteers and contacting voters - collecting information about who supports you, who hasn’t yet made up their mind and who opposes you. Once GOTV starts, the time for contacting new voters is finished! The time for persuading voters is over! This is where the “rubber meets the road” and where all your hard work starts to come together. The purpose of GOTV is to get your supporters who haven’t yet voted to the polls.

Your success rests on three things:

- Knowing who to get to the polls.
- Having enough volunteers to get people to the polls.
- Being persistent at getting them to the polls.

Types of GOTV

Blind Turnout

Polling and research sometimes indicate that there are certain groups or regions where we can conduct “blind turn-out.” This means that you are confident enough about how they will vote that you can focus efforts on turning voters out to vote without ever asking them whether or not they support your candidate or cause. Blind turnout targets can be indicated through polling and they can also be found through precinct analysis.

As an example, think back to our section on targeting. If a Democratic Base Precinct has produced a minimum Democratic voting block of 70% for over a decade, then a Democratic candidate would not need to talk to every voter in this precinct. The campaign can save precious time and resources by motivating every voter in this precinct to turn out and vote and safely assume that it would only lose 3 out of every 10 voters.

Warning! Do not use blind turnout unless you have clear data that indicates it is safe to do so! Otherwise you risk turning out your opponents!
Targeted Turnout

In targeted turnout, GOTV is limited to only speaking to the supporters that were identified through the campaign’s voter contact process. Voters that were identified as undecided or opposing should be left for another day; you should only turn out people you can count on!

Setting Up Your Organization

Your GOTV staffing structure will depend on the size of your campaign, your GOTV budget, and your strategy.

These roles include:

- **Field director** – Responsible for developing all programs and meeting budgets.
- **GOTV coordinator** – Responsible for all GOTV logistics and troubleshooting.
- **Field organizer(s)** – Responsible for all GOTV activities in a given geographic area. Oversees precinct leaders/captains in their geographic area.
- **Voter file manager** – Responsible for production of all GOTV lists.
- **Core constituency organizer(s)** – Responsible for all specialized GOTV in traditional base communities (does not overlap with field organizers’ day-to-day roles).
- **Volunteer coordinator** – Responsible for recruiting volunteers for all GOTV needs.
- **Campus director** – Responsible for campus GOTV operations.
- **Phone bank manager** – Responsible for filling and managing phone banks.

You also need to be on the look out for:

- **Precinct Leaders/Captains** - Responsible for carrying out all GOTV ground activities in a given precinct. Your campaign should start identifying precinct captains as early as possible, even if it is a year before the election. Ask each precinct captain to sign a pledge that he or she will do the following:
  1. Phone his or her precinct five to seven days before the election to introduce themselves to voters and ask if they need any help getting to the polls.
  2. Knock on the doors of all known or suspected targeted households in his or her precinct on the weekend before Election Day.
3. Take Election Day off for executing GOTV in his or her precinct.

- **Volunteers** - Begin recruiting volunteers for GOTV weekend months in advance. While volunteers can fill holes where you don’t have precinct captains on Election Day, don’t confuse their responsibilities with those of precinct captains. You should, however, also ask volunteers to take Election Day off from their regular jobs. Keep a sign-up chart on the wall so you can measure volunteer activism for GOTV, and so that volunteers can see that GOTV is critical and they are needed.

**Turning Out Infrequent Voters**

- **Give them information.** Answer their questions, “Where do I vote?” “What time do polls open?” “Can I get a ride?” or “Can I still register?”

- **Apply steady pressure.** “This is my fifth call; you folks are persistent!” or “My neighbor, the precinct captain, made me.”

- **Make it easy.** “You mean I can vote by mail?” or “Sure, I’ll take a ride.”

- **Motivate them.** “That issue is really important to me.”

- **Use peer pressure.** “Well, it seems you guys have everybody around here talking about voting – I think I will, too.”

**Elements of a GOTV plan**

- **Paid live phoning**

  Use paid live phoning when you have the budget to do so. Although this has an expense associated with it, it enables you to make massive amounts of calls and is great for large voter lists. If you are calling a Latino list, make sure your paid phones are staffed with bilingual callers.

  However, paid live phoning can sometimes be impersonal. If your universe is small and you have the volunteers and access to phone banks, go the volunteer route.
If you use paid live calls, they should be conducted at least once the weekend before Election Day and, if possible, on Election Day, as well. If you only have the budget for one of these, make the calls on Election Day.

During these phone calls, you should provide specific information to voters including polling locations, where to call for a ride, etc.

**Paid auto calls (a.k.a. robocalls)**

Compared to paid live calls, auto calls are cheaper, but are even more impersonal and recent surveys have demonstrated that they prove to be very annoying to the recipients of the calls. But, paid auto calls can often be used to deliver a message from a candidate or an alternative surrogate (popular nationally elected official, celebrity, local leader, etc.).

Auto calling cannot tell voters where to vote or give other variable information. A benefit of auto calling, however, is that it can deliver a huge volume of calls in hours, although it still remains costly.

**Mail**

Targeted, direct mailings can deliver message and information on voting. Mailings are more expensive and less interactive than delivering information door-to-door. Mailings can get lost in the clutter.

It is important to remember to always put phone numbers and poll locations on each mailing.

**Volunteer phone banks**

Volunteer phone banks are extremely cheap and very personal. However, you will need tons of volunteers to have a successful phone bank. When using a volunteer phone bank for GOTV, don’t be afraid to overlap with your paid calls. But be sure to keep the volunteer phone bank and the paid phone bank in separate locations.
Volunteer door-to-door canvassing

Volunteer door-to-door canvassing is a must on Election Weekend and a HUGE must on Election Day. It is very personal, and very inexpensive. But be advised, you will need even more volunteers than you do for phone banks.

Rides to the polls

Rides to the polls are especially important if you have a large number of voters who may not have their own transportation. For instance, you may want to call all senior voters in your GOTV universe 7 to 10 days before Election Day to ask them if they need a ride.

If a voter says yes, inform him or her that someone local will call back the weekend before Election Day to arrange a time. Don’t wait for them to call you or assume someone is taking care of this. Nothing is worse than promising someone a ride to the polls and then not delivering.

Door-hangers

Place door-hangers on door knobs of supporters on the night before Election Day. Include the number to call for rides to the polls and the poll location on the hangers if possible. But be careful – this can be hard to pull off. If you put the wrong poll information on the door hangers, you could cost yourself valuable votes!

Use door-hangers on Election Day and when door-to-door canvassers find no one home – leave a personal note, a cell phone number, and poll information.

Visits to base communities and core constituents.

Organize events and visits where your core constituencies gather on Election Weekend. Good places are churches, nightspots, union halls, campuses, plant gates, etc. This is great for when nothing else is happening – late night, Sunday mornings, early mornings.
Campus GOTV

Recruit dorm captains who can play a role similar to precinct captains. Dorm captains can be a little more creative on college campuses. This includes chalking, signing, etc. College students are also helpful for building crowds at weekend rallies.

Rallies

Rallies stir up the core constituency and get attention from the media. They also help the campaign to bring people in and then send them out to work. In base communities where early vote is a possibility, they can rally the troops who can then go vote.

Core constituent vote media

This is useful for to motivate constituencies to vote. Your campaign should use radio ads, newspaper ads, and TV/cable ads or base community focused media as part of your GOTV plan.

How Many Hits/Contacts Do You Need?

Remember; always keep your GOTV universe of voters large enough to win, but small enough to be manageable. Your budget and your human resources should determine the top end of your universe size. Depending on whether or not your universe is urban, suburban or rural, try to achieve, on average, 11 hits per voter, utilizing both paid- and volunteer-driven voter contacts.

The Boiler Room

The boiler room is the center of the GOTV operation. Here campaign decision-makers get reports from precinct captains/leaders in the field and process information. They then make determinations on campaign performance precinct by precinct over the course of the day and are prepared to shift resources. Put your “numbers people” — people who understand and appreciate the importance of data — here. This is also where your Election Day lawyer should go to receive any voting problem calls.
An Election Day plan may look like this:

6:00 a.m.  Drop door hangers with polling locations on supporters’ doors.

9:00 – 10:30 a.m.  Precinct Captains make first door knock pass through precincts and phone everyone on their lists.

9:00 – 11:00 a.m.  Blanket phone banks and door-to-door work as volunteers come in.

10:30 – 11:00 a.m.  Precinct captains report numbers to Boiler Room.

11:00 – 11:30 a.m.  Boiler Room decides where forces are weak and has staff on the ground readjust door-to-door volunteers and phone banks to weak precincts.

11:00 a.m. – 3:30 p.m.  Precinct captains continue canvassing and phoning their lists.

3:30 – 4:00 p.m.  Precinct captains report numbers to Boiler Room.

4:00 – 4:30 p.m.  Boiler Room decides where forces are weak and has staff on the ground readjust door-to-door volunteers and phone banks to weak precincts.

4:30 – 8:00 p.m.  Knock, knock and knock every door and make phone calls .

Meanwhile, your ride to the polls operation should be up and running, as should paid phones and other GOTV techniques.
GOTV Before Election Day Checklist

➤ Recruit Volunteers (confirm the day before)
  • Walkers
  • Drivers for transportation to the polls
  • Literature/door hanger droppers for the weekend and night before
  • Phoners
  • Visibility participants
  • Poll checkers

➤ Complete Election Day Door-to-Door Packets
  • Prepare walk lists
  • Get precinct maps
  • Write directions and training materials
  • Put packets together

➤ Phone Banks
  • Secure paid and free phones
  • Determine voters to be called
  • Acquire appropriate phone lists
  • Determine phoning precinct priorities by time
  • Determine the number of phones and calling hours needed for Election Day
  • Develop a schedule for phoning and assigning phoners and supervisors
  • Write pre-Election Day and Election Day phone scripts
  • Train phone bank supervisors
  • Design a system for reporting pre-Election Day and Election Day phoning results
  • Assemble materials for operating pre-Election Day and Election Day phone banks

➤ Visibility
  • Prepare maps and literature for weekend and night before literature drops in base areas
  • Distribute additional yard and visibility sign
  • Locate sound truck unit and bullhorns
  • Locate high visibility locations for rush hour
Election Day Materials

- **Materials for Walk Packets**
  - Maps (city, precinct and ward)
  - Walk lists (targeted voters indicated)
  - Directions from headquarters/staging areas to each targeted election district
  - Pencils
  - Buttons, stickers, t-shirts to identify volunteers
  - Instructions and scripts for walkers
  - Election Day literature/door hangers
  - Flashlights
  - Folder

- **Materials for Main Headquarters**
  - Food and beverages
  - List of the polling places or computers ready to assist people with their polling locations
  - Directory to identify polling places by street address
  - Ride slips
  - Tape
  - Poster board and markers
  - First aid kit

- **Other Field Materials**
  - Signs
  - Transportation (buses, vans, cars)
  - Sound systems and sound trucks
  - Phone lists
  - Instructions and scripts for phoners
  - Instructions for poll challengers
Section 10
Conclusion

This training was designed to help Latino organizations, union members, community activists and young political operatives learn more about the electoral process. The political environment is always changing, and providing the appropriate tools to individuals to help them make educated decisions and become active participants is central to LCLAA.

Building a permanent infrastructure that keeps the Latino community engaged beyond Election Day and between election cycles is one of LCLAA’s fundamental objectives. Together you and other community leaders are the best messengers to communicate effectively with Latino voters. Voter education and organizing is key to achieving a campaign’s electoral goals, but they also serve as empowering tools that every community should use to make their voice heard.

Attending this weekend’s training is just the first step. LCLAA and its partners are building a permanent campaign of trained, networked activists equipped with the skills necessary to impact elections and connect to politically meaningful opportunities. Thank you for joining us in this effort.

¡Juntos podemos mas!

Tu Voto es mi Voz
Appendix A
Campaign Buzz Words

Actuality: Sound bite taped live, then fed to radio stations via internet or phone line.

Advisory: A brief scheduling notice, change or addition.

Affiliate: A television or radio station associated with a larger network (i.e. ABC, CBS, FOX, NBC, NPR).

Assignment Editor: Person in a newsroom that matches reporters and crews with stories.

Automated Calls (Robocalls): Voter contact phone calls in which a computer automatically dials a phone number and the recipient of the call receives a pre-recorded message.

Benchmark Poll: Thorough 20 to 30 minute phone survey asking respondents for opinions on a variety of issues and political figures.

BCRA (Bic-Ra): Bipartisan Campaign Reform Act or McCain-Feingold campaign finance law.

Briefing Book: Background materials for candidates to review in preparation for an event or day of campaigning. Includes schedule, talking points, any press releases and info on people and events.

Call Time: Time dedicated without any interruption for the candidate to call donors designated by the Finance Director.

Constituency: The group your candidate or campaign is hoping to represent.

Contact: Each time a campaign worker gets in touch with a prospective voter.

Cut Turf: Dividing up precinct maps into walkable sections.

Cross-tabs: Breakdown of polling data by specific demographic criteria in order to make strategic targeting decisions (i.e. determining that college educated women from 25 to 35 years old overwhelmingly support your candidate or issue).

Disclaimer: The notice on all campaign materials indicating who paid for the materials to be printed.

Earned Media: News coverage about your campaign, also called ‘Free Media’.


Focus Groups: Sessions in which groups discuss campaign-related topics.
“Go Up”: To put campaign ads on television.

GOTV: Get Out The Vote. The point at which you mobilize your base and give a final push to your persuadable voters.

Gross Rating Points (GRP): A measurement of how many people will be reached by your campaign. One GRP means that one percent of the audience will have seen or heard an advertisement at least once.

In-kind Contributions: Goods offered free of charge or for less than the usual charge or when a contributor pays for services on behalf of the campaign.

Live Calls: Voter contact phone calls made by paid professionals or volunteers who follow a script that is usually written by the phone consultant and is coordinated with the campaign’s other communications and message.

Maxed Out: When an individual donor has met the contribution limit for a particular campaign or election cycle.

Media Market: A specific geographic area served by the TV and radio stations within it (i.e. Los Angeles).

Message: A brief statement of the candidate’s or campaign’s values, to be repeated over the course of the campaign.

National Committee for an Effective Congress (NCEC) Data: Voter file data used to target voters and plan organizing tools such as walk lists.

News Cycle: The timing & rhythm of news deadlines & broadcast - includes print, TV & radio.

Oppo Research: Opposition research.

PAC: Political Action Committee

Paid Media: The purchase of advertising space on television, radio, the Internet or print media.

Persuadable Voters: Voters who can be persuaded to vote for a candidate or ballot initiative in a particular race.

Pitch: To ‘sell’ a story to a reporter.

Points: Gross Ratings Points (Quantity of TV/Radio Viewership).
Self-Research: The act of investigating your candidate or campaign in order to prepare for attacks by your opponent(s).

Stump Speech: Standard speech developed early in the campaign delivering the campaign’s message.

Swing Voters: Persuadable voters who could ‘swing’ your way on Election Day.

Tracking Poll: Brief survey conducted to gauge movement in voters’ attitudes after paid and earned media. Used to determine where the campaign stands at that given time and how your message is resonating with voters.

Vote Goal: The number of votes you need for victory based on the expected turnout.

Voter File: A list of registered voters in the state, district, or nation that includes address, phone, party identification, and, where available, vote history.

Week One: Counting backwards, the length of time (in weeks) until Election Day; (i.e. Week Two is 2 weeks before Election Day).