

The **NEXT UP** 
VICTORY FUND

Guide to
Running for Office
and Winning



We all know why it's important to run for office: Making a difference in our communities. Fighting for our values. Having a seat at the table. Serving in office is one of the most effective ways we can create lasting change and transform the political landscape.

But what you might not know is how to run for office—or where to even begin. You're not alone. People For the American Way's Next Up Victory Fund Guide to Running for Office and Winning is designed to walk you through the basics, one step at a time.

You will need a number of tools to run a successful campaign, including the ability to communicate a message, assemble a team (even if it's only a handful of committed volunteers), undertake a voter contact effort, raise money, and more.

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Section I: The Basics

FILING FOR OFFICE

Before we discuss the process of actually running, let's talk about filing for office. Every town, city, county and state has a different set of rules and requirements to get on the ballot. First, you'll want to research the local laws about running for office and identify the local government entity in charge of elections. This may be the county clerk, the board of elections or the secretary of state's office. Don't be afraid to call around and ask. Once you find the right office, here are some questions you'll want to know the answer to:

- What is the deadline to file for office in order to appear on the ballot?
- What steps do you need to take to file officially?
 - o Pay administrative fees
 - o Complete campaign finance documents
 - o Complete candidate qualification form
 - o Complete Statement of Economic Interest (or equivalent conflict of interest form)
 - o Collect the minimum number of petition signatures
 - Varies by city/county/state
- Who can you accept money from?
 - o Individuals? Corporations? PACs?
- What is the maximum contribution you can accept from individuals? From corporations? From PACs?
- What information do you need from contributors for filing purposes?
 - o Usually name, address, occupation, and employer
- What are the dates of your reporting deadlines?
- What fines or consequences do you face for inadequate reporting or breaking regulations?
- Are there any limits on campaign spending?

PERSONAL STORYTELLING

One of the most important skills needed to run a successful campaign for elected office is the ability to tell a compelling personal story. Stories are how we move people to take action by developing a connection with others based on a deep sense of shared values. It is how we cause others to see what we see, feel what we feel, and believe what we believe. Storytelling uses the power of emotion to create common ground with your audience and ultimately, to persuade and mobilize them.

A few helpful tips:

Detail: Provide enough biographic details to create characters and generate empathy from your audience.

Efficiency: Be succinct. Your story should usually only last between three to five minutes enough time to include details, but not so long that the audience loses interest and becomes distracted.

Focus: Don't try to tell more than one story. Focus on one event, one relationship or one moment. A meandering story that tries to hit too many topics at once risks becoming confusing very quickly.

All speeches are divided into three main components:

Introduction: The early minutes of a talk are important to establish your credibility and likeability. Personal anecdotes often work well to get things started. This is also where you'll outline your main points (also known as *signposts*).

Body: Get to the issues you're there to address, limiting them to five points at most (one to three is ideal). Then bolster those few points with illustrations, evidence, and anecdotes. Be passionate: your conviction can be as persuasive as the appeal of your ideas.

Conclusion: Wrap up with feeling as well as fact. End with something upbeat that will inspire your listeners. You want to leave the audience exhilarated, not drained.



In battleground states like Virginia, Next Up Victory Fund endorses progressive candidates to build progressive power. In the 2017 election, 12 progressive candidates endorsed by Next Up won their elections.

For many campaign-oriented speeches, a technique called *Monroe's Motivated Sequence* is the ideal structure. It consists of the following steps:

- **Attention:** Get the attention of your audience using a detailed story, shocking example, dramatic statistic, quotations, etc.
- **Need:** Show how the topic applies to the psychological needs of the audience members. The premise here is that audience needs are what motivates action. Go beyond establishing that there is a significant problem. There are many problems that are not particularly relevant to your audience. Show that the need will not go away by itself. Use statistics, moving stories, example, etc. Convince your audience that they each have a personal need to take action.
- **Satisfaction:** You need to solve the issue. Provide specific and viable solutions that individuals or communities can implement to solve the problem.
- **Visualization:** Tell the audience what will happen if the solution is implemented or does not take place. Be visual and detailed.
- **Action:** Tell the audience what action they can take personally to solve the problem.

Dominic Spencer, an instructor at the University of Central Florida, offered this example:

- Grab the attention of your audience: Hey! Listen to me, you have a PROBLEM!
- Demonstrate a need for change: Let me EXPLAIN the problem.
- Offer satisfaction via a practical solution: But, I have a SOLUTION!
- Encourage visualization of the results: If we IMPLEMENT my solution, this is what will happen. Or, if we don't implement my solution, this is what will happen.
- Request immediate action from your audience: You can help me in this specific way. Can you help me?

MESSAGE BOX

One helpful tool to help you better examine yourself, your campaign and the context in which you will be running is the message box. This will help prepare you (and your staff) on how to respond to attacks on your vulnerabilities or pivot to an offensive stance. If you don't get out in front of your message, define yourself and define your candidate, you will allow your opponent to set the tone of the race – and your public image.

ABOUT	YOU	THEM
WHAT WE SAY	<p>What you say about yourself</p> <p>With a campaign perspective, think about how the candidate and the campaign define themselves. This quadrant is filled with all the positive things the campaign wants the voters to know about the candidate and the campaign.</p>	<p>What you say about them</p> <p>With a campaign perspective, think about how the campaign defines the various opponents. This quadrant is filled with all the things the campaign would want the voters to think about your opponents and the reasons why voters should not vote for them. You may not say these things directly, but you should at least know what they are.</p>
WHAT THEY SAY	<p>What they say about you</p> <p>In this quadrant, the campaign must begin to view your candidate and campaign from the point of view of your major opponents. What would the opponents want the voters to think about your candidate, and why, in their opinion, should the voters not vote for your candidate?</p>	<p>What they say about them</p> <p>As you continue to view your campaign through the eyes of your major opponents, now look at how they would define themselves. Why, in your opponents' opinion, should voters vote for them? This includes things that may go unsaid or charges made by implication.</p>

Section II: Field

KNOW YOUR DISTRICT

The key to winning an election is simple: get more votes than your opponent. Before you can put together a plan on how to get the number of votes you need to secure victory on Election Day, you should start by taking a hard, analytical look at your district, its characteristics and the people living within it.

This may seem daunting at first, but the information is often readily available if you know where to look. Here are a few places to begin your search:

- Your city or county clerk/elections officials
- State or local party database
- Private company database (NGP VAN, etc.)
- Ballotpedia.org

Here are some core data points you'll want to review:

Population: How many people live in your district?

Registered Voters: How many total registered voters live in your district?

Party Voters:

- Number of registered Republicans
- Number of registered Democrats
- Number of third party/unaffiliated/independent voters

Turnout:

- What was the turnout rate in the last two elections? The last four? The last six?
- How does general election turnout differ from the midterm?
- What is the turnout rate for registered Republicans vs. registered Democrats?

Voting

- Is your district historically competitive?
- What is the average margin of victory?
- When is the deadline for voter registration?
- Is there early voting? Absentee?

Characteristics

- What is the demographic makeup of your district (race, gender, age, education level, sexual orientation, religion)?
- Is your district rural, suburban, urban, or a mix? Where are your population centers?
- What are the major industries? Who are the biggest employers? Is there a strong union presence? Are there other powerful organizations, institutions, or interest groups to acknowledge?



Door-to-door canvassing is one efficient way to identify your voters and persuade “gettable” voters.

FINDING YOUR WIN NUMBER

A “win number” is the estimated number of votes needed to win an election. Determining your win number is crucial for putting together a field plan to secure the number of votes you need. It’s a simple two-step formula:

$$x = \text{average voter turnout}$$
$$y = \text{simple majority of votes}$$

$$0.5x + 1 = y$$
$$y + 0.02y = \text{Win Number}$$

Here are the three steps for finding your win number:

1. Find the average voter turnout for the last three “like” elections.

- a. A “like” election is an election in your district in which:
 - i. The race is similarly competitive
 - ii. The race takes place in the same cycle (general/midterm/off-year)
 - iii. Voter enthusiasm is roughly equal
 - iv. There are no unusually controversial local issues which may cause an outlier result
 - b. Example:
 - i. $16,000 + 14,000 + 15,000 = 45,000$
 - ii. $45,000 / 3 = 15,000$
-

2. Insert the average voter turnout into the formula.

- a. $15,000 / 2 + 1 = 7,501$

3. Multiply the result by 0.02 and add that number to the total.

- a. $7,501 \times 2\% = \sim 150$
- b. $7,501 + 150 = 7,651$ (Win Number)

Now that you have found your win number (7,651), ask yourself: does this number make sense? Would this win number have won the election in previous like elections?

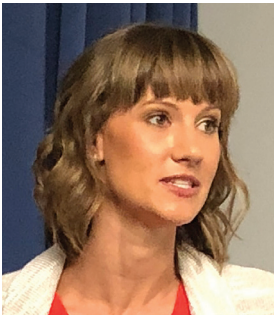
VOTER CONTACT AND FIELD PLANNING

The best way to win votes is to...talk to voters! Direct voter contact in the field is the single most resource-efficient method for moving the needle in both identifying your voters and persuading those “gettable” voters.

Your first run of voter contact should consist of identifying (ID) your voters. You will need to make several passes through your *universe* (group of voters you will contact) between now and Election Day, meaning that during the first run through, you should mark supportive or leaning households and only revisit and re-call those rather than wasting time trying to persuade those opposed to you. The more times you call or knock the door of a voter who is inclined to support your opponent, the more likely you are to “activate” that voter and cause them to turn out and vote against you.

The first question you may be asking yourself is, “How do I find a list of potential voters?” Fortunately, there are a number of sources for this data.

- City/County Clerk/ Elections Office
 - A full list of registered voters is always publicly available. All you need to do is ask.
- State or Local Party
 - Your party may already have a categorized list of potential voters sorted by likelihood to vote and likelihood to support the party’s candidates.
- NGP VAN Database
 - NGP VAN is perhaps the most well-known digital resource company for Democratic candidates. Their comprehensive toolset includes models to help campaigns create call lists. NGP also provides a “turf cutting” tool, which allows the campaign to draw maps for canvassers to maximize staff and volunteer productivity at the doors.



Ohio State House District 88 candidate Rachel Crooks was prompted to run for office by the #MeToo movement. “When I saw that the #MeToo movement was unfolding and yet powerful men weren’t suffering the consequences, it made me angry. We have a sexual predator in office.”

VOTER CONTACT FORMULAS

To give you a sense of what to expect when putting together a field plan and how best to allocate your staff's time, effort, and volunteers, here are a few rough estimates for voter contact efficacy:

TYPE	EFFECTIVENESS	COST	CONTACT RATE
Door-to-door	High	High	8 per hour
Phone ID	Medium	Medium	15 per hour
Mail	Low	Medium	Indeterminate
E-mail	Low	Low	Approx. 20% of total e-mailed
Facebook	Very Low	Low	Indeterminate
GOTV Calls	High	Medium	35 per hour (counting leaving messages as contact)
Volunteer Recruitment Calls	Medium	Medium	3-5 per hour



Virginia 13th District Delegate Danica Roem stressed the importance of direct voter contact in her campaign. "I knew how to be that candidate right for the message and mission at hand, but it took hundreds of volunteers knocking on doors and making phone calls, and 12,000 donations from across the country to make it happen."

Here are some examples to help you think through putting together a voter contact plan:

Persuasion Phone Calls

You know you need to make 5,000 persuasion contacts in 5 days. Assuming 12 contacts per hour, how many hours will it take to contact the potential voters?

- $5,000 / 12 \text{ contacts per hour} = 417 \text{ hours}$
- $417 / 5 \text{ days} = 83 \text{ hours per day}$

How many phone lines will you need?

- $83 \text{ hours per day} / 3 \text{ hours per shift} = 28 \text{ shifts per day}$
- You will need 28 phone lines and 28 volunteers per day

How many names and numbers will you need to make to reach 5,000 potential voters? (Remember, you can assume a 50% contact rate after calling through a list 5 times)

- $5,000 \text{ contacts} / 50\% \text{ contact rate} = 10,000 \text{ names/numbers}$

If you are asked to call a list of 5,000 names and contact all 5,000 potential voters, how many hours will it take?

- $5,000 \text{ names} \times 50\% \text{ contact rate} = 2,500 \text{ contacts} / 12 \text{ contacts per hour} = 208 \text{ hours}$

Door-to-Door Canvassing

You know you need to knock 3,600 doors of targeted voters. These voters have already been identified as confirmed or likely supporters, so these contacts are intended to increase turnout likelihood.

How many hours will it take to knock 3,600 doors?

- $3600 \text{ doors} / 15 \text{ doors per hour} = 240 \text{ hours}$

How many volunteers will you need, assuming you are recruiting for 2 hour shifts?

- $240 \text{ hours} / 2 \text{ hour shifts} = 120 \text{ shifts (volunteers)}$
- $120 \text{ shifts} / 10 \text{ days} = 12 \text{ shifts per day}$

How many contacts can you expect 120 volunteer shifts to make knocking 3,600 doors over 240 hours?

- $240 \text{ hours} \times 5 \text{ contacts per hour} = 1,200 \text{ contacts}$

Get Out the Vote (GOTV) Calling

Assume you need to make 3,000 GOTV calls on Monday (Day 3 of GOTV). Keep in mind that virtually all of your GOTV universe will have been contacted by the campaign already, and the focus is now on simply getting these voters to the polls.

How many hours will it take to call 3,000 potential voters?

- 3,000 calls / 35 calls per hour = 86 hours

Assume that on Monday of GOTV, you will be calling from 9am – 9pm. That gives you 12 hours of calling hours per day. How many phone lines will you need?

- 86 calling hours needed / 12 hours available to call = ~8 lines

How many volunteers will you need to make these calls?

- 86 calling hours / 3 hour shifts = 29 shifts (volunteers)

TYPES OF VOTER CONTACT

1. Voter ID (Identification)

- The purpose of Voter ID contact is simple: identify who the voter is supporting and what issue(s) are driving that support.
- A Voter ID script should be brief. Voter ID takes place in the early stages of field organizing, and your goal should be to ID as many voters as possible, as quickly (and accurately) as possible.

2. Persuasion

- The next phase of voter contact is Persuasion. Persuasion should begin once you have a comprehensive read on the ID of your district (who supports which candidate and why). Persuasion contact is intended to move the needle in a voter's level of support (or opposition) to your campaign.
 - o Example: if you previously ID'd a voter as undecided and motivated by healthcare as their number one issue, you would reach out to that voter with the goal of engaging that individual on the issue of healthcare.
- A Persuasion script is usually longer and the conversation should be more substantive than Voter ID.
- Persuasion voter contact should end about a week before Election Day.

VOTER ID CONTACT SAMPLE SCRIPT

Hi, is (voter name) available?

Hi! My name is _____, and I'm out here today talking to voters about the election coming up on Tuesday, November 6th.

Have you decided whether you are planning on supporting (candidate A) or (candidate B) this November?

- A: Supporting (Candidate A)
- B: Undecided/cynical
- C: Opposing (Candidate B)

A: Great, thanks for your support! It's going to be a close election, and we can't win without your vote. Can we count on you to show up to the polls on Tuesday, November 6th?

That's great! As you know, there's a lot at stake in this election and every single vote counts. The race is really tight and if we want to win, we need all the help we can get to make sure everybody shows up on Election Day. We are having a phone bank on (date). Some of our strongest supporters will be coming out to make phone calls. We'd love to see you there! Can we count on you to show up at (time) on (date)?

We're really grateful for your strong support and we're looking forward to seeing you at the polls on Tuesday, November 6th. We're counting on you!

B: I understand. May I ask what issues are most important to you and your family? (pause)

(Candidate A) believes very strongly that _____ and will fight for _____.

(Candidate B) believes _____.

Personally, I'm supporting (Candidate A) because _____.

Can we count on your support?

- If yes: Great! This is going to be a really close race, and there's so much at stake. Your vote really could make the difference. We look forward to seeing you at the polls on Election Day (take note and follow up later)!
- If no: I understand. I appreciate your time. Have a nice day!

C: I understand. Thank you for your time, and have a nice day!



Florida State House District 47 candidate Anna Eskamani and Ohio State House District 88 candidate Rachel Crooks discuss the decisions that led them to run for office.

GOTV SAMPLE SCRIPT

Hi, is (voter name) available?

Hi! My name is _____ and I'm calling from _____ about the election.

Official public records show that you voted in the 2013 election. Thank you for being the type of person who cares enough about your community to vote!

Since you're a voter, we wanted to remind you about the election this coming Tuesday, November 6.

I understand that you are planning to support (candidate A), is that right?

- A: Yes
- B: No

A: Great, thanks for your support! We've been talking to other folks in your community all day and it looks like a lot of people are going to turnout this year. It's going to be a really close election and we can't win without your vote.

Remember, your polling place is located at _____. Polls are open from _____ to _____. What time are you planning on heading to the polls? Are you heading before work/school, during lunch, after work/school? (pause) How are you going to get there? (pause) Are you bringing anybody with you? (pause)

That's great! As you know, there's a lot at stake in this election and every single vote counts. The race is really tight and if we want to win, we need all the help we can get to make sure everybody shows up on Election Day.

We're really grateful for your strong support and we're looking forward to seeing you at the polls on Tuesday, November 6th. We're counting on you!

B: I understand. Thank you for your time, and have a nice day!

GOTV CHECKLIST

Who to Target

- Target moderate and low probability voters. You don't need to spend time activating the people who are absolutely sure to turn out – or those who absolutely won't. Target individuals whose vote history shows them to be on the brink of voting in a given election.
- Target households with more than one likely supporter or voter. As much as half of the mobilizing impact you have on your target is likely to impact other members of the household.

What to Say

- Remind voters that their voting records are public. Ensuring that voters are aware that others can see their vote history often makes people feel a sense of social accountability. For example, "We see you voted last year. Thank you!"
- Talk to voters about their voting plan. Talking through a voting plan with a voter makes it more likely that they will vote on Election Day. For example, ask when they will vote, how they will get to the polls and where they will be coming from.
- Remind voters of their pledge to vote. Voters feel a strong personal drive to follow through on their previous commitments.
- Emphasize high expected turnout for the election. More people are likely to vote if they believe that many others are voting as well.
- Highlight "voter identity." Identity assertions are very impactful. Tell voters you are calling because they are the "type of person who votes."

Tactics That Work

- Use door hangers. Make sure that canvassers have something to leave behind when the voter is not home.
- Assign canvassers to their communities when you can.
- Send self-addressed pledge reminder cards. When possible, have each voter write their address on a pledge-to-vote postcard. Mail the cards back just before Election Day.
- Use GOTV text messages. In the days leading up to the election, send texts to remind people about voting.

Section III: Finance

FINANCE PLAN CHECKLIST

Does your finance plan have the following?

- A total goal for fundraising
- Information about maximum contributions and potential sources of income
- A set of assumptions for the ability of the campaign to attract money in the current political context
- Categories of potential giving
- Assumptions on the role of direct mail for the campaign
- Assumptions on the role of digital fundraising for the campaign
- Assumptions on the role of event fundraising for the campaign
- Assumptions on PAC giving for the campaign
- Assumptions on additional sources of income for the campaign
- A chart of your finance team, staffing roles, and volunteer positions
- A timeline for when contributions will be received



Fueled by Trump's election and the #MeToo movement, an unprecedented number of progressive women are running for office in 2018.

BUDGETING BEST PRACTICES

Seek Advice:

1. Review financial reports of past candidates.
2. Talk to current and former elected officials, local party leadership, consultants, etc.
3. See what comparable pay or costs are for items, as well as how much certain types of income are producing.
4. This will help you learn what you can expect to pay for certain items and what the campaign may be able to get through in-kind donations.

Be Realistic

1. Make sure you can raise the money!
 - To strategically plan for the campaign, develop a minimum, intermediate, and maximum budget.
 - o A minimum budget is bare bones, and should cover all of the basics for your project.
 - o An intermediate budget is more realistic, and should include the expenses that you would ideally like to cover for your project.
 - o Finally, a maximum budget is more aspirational, and should include the expenses that you would like to have with unlimited resources.

Reflect your goals

1. Your budget should include the expense, the anticipated costs, actual costs, and a description of what the money will be used for.
2. Make sure your highest priorities are reflected by the race your candidate is running in and that in return is reflected in the campaign budget.
3. For example, if your candidate is running in a district with a small electorate you'll want to focus on field and therefore field should be the largest part of the budget.
4. Maximize voter contact and media.
5. Keep overhead low!

Details should be projected on a timeline

1. Get control of the cash flow from the beginning!
2. The bulk of the campaign's resources will be spent in the final two to three months of the campaign.
3. Design the budget by projecting when money will be spent – and therefore raised.

Section IV: Media & Communications

BROADCAST AND PRINT MEDIA TERMS

TERM	DEFINITION	FICTIONAL EXAMPLE
Share	The Percent of households watching television in a particular market that are tuned to a particular show	"Scandal" may have 25% share in the 8:00 – 9:00 p.m. prime time slot in Denver
Rating	The percent of households with a television in a particular market that are tuned to a particular show (differs from share because rating includes households not watching TV at the time)	While 25% of television viewer may be watching "Scandal" at 8:00 p.m. in Denver, this may only equate to 18% of the population if many people have their TVs turned off because they're out fishing
Gross Rating Points (GRP)	A total measure of ad exposure (a commercial run multiple times during a show counts as multiple times)	If "Scandal" has a rating of 18% but the same commercial runs three times during the one-hour episode, the GRP is 18×3 , or 46 (gross ratings are duplicated ratings and can exceed 100)
Reach	The number of unique households actually exposed to the ad	If Denver's population is an even 2 million and "Scandal" has a rating of 18%, the reach of the commercial is 360,000 households
Frequency	The average number of times an audience is exposed to an ad over the course of the campaign, or within a specific timeframe (frequency isn't the same as total number of ad placements because not everyone watches each ad)	If, by some media planning mistake, the ad runs only once each on "Scandal", "This is Us", and "Jane the Virgin", and all three ads are in the same timeslot, the frequency would be one, since target audience members could not watch all three shows at once
Gross Impressions	The sum of all gross audiences of all media vehicles without regard to duplication	Every time a person is exposed to the ad, it counts as a gross impression (if you see the same ad 10 times, that's 10 gross impressions)
Cost Per Thousand (CPM)	Cost of reaching one percent of the population	If "Scandal" reaches 360,000 people in Denver and the CPM is \$50, you would pay $360 \times \$50$ for the ad, or \$18,000
Cost Per Point (CPP)	Cost of reaching one percent of the population	If "Scandal" has a rating of 18 in Denver and the CPP of a commercial is \$800, the cost for the spot is \$14,400 ($\800×18)
Cost Per Unit (CPU)	The cost for purchasing a single ad spot, generally determined by the rating \times CPP	What did you end up paying for the "Scandal" ad? In the example above, the CPU is \$14,400

MEDIA OPPORTUNITIES AND COVERAGE

Newsworthy media opportunities

- Announcements
- Events
- Profiles (feature stories)
- Trips
- Fundraising numbers
- Innovative tactics
- Policy issues
- Endorsements
- Volunteer numbers
- Third party validators

Generating media coverage

- Press releases
- Press events
- Media advisories
- Relationships with reporters
- Tips
- Exclusives (an in-depth interview with one journalist/outlet)
- Embedded reporters (travel with campaign)
- Editorial board meeting (an in-depth interview with an outlet's "opinion" writers)
- Interesting spokespeople
- Providing visuals, materials, and/or statistics



Canvassing in your community's public locations offers a chance to boost visibility and gain insights about your community's priorities.

PRESS EVENTS

Successful press events are ways to generate earned media in a setting that the candidate largely controls. However, since we have fewer reporters and a faster news cycle than ever before, press events need to answer a set of critical questions quickly and easily.

Before you hold a press event, make sure you're prepared to receive questions. You may not answer each question, but simply by being available to the press and asking them to report on what you have to say, you can expect frequent and often tough questions.

Make sure you answer the following questions and details when planning your event:

1. Do you have relationships with any reporters who will attend?
2. Why are you holding a press event and what makes this newsworthy?
3. Location, date, time and why it was chosen.
4. Who will be speaking? (Candidate, campaign spokesperson, surrogate, etc.)
5. Who do you expect to attend? Who is in the crowd?
6. Are there technical issues you need to consider? (Sound boxes, camera platforms, power for technology, etc.)
7. What message does the setting evoke? Does this supplement or conflict with the message of the campaign?

PRINT INTERVIEWS

Below are a few tips to help when interviewing with a print reporter or editorial board.

When you begin:

- Confirm the reporter has your name and title spelled correctly.
- Include additional contact information, such as a Twitter handle, if they'll allow it.
- Ask for quotes to be read back to you if you have concerns about how they recorded your response.

Context:

- Remember that you're always on the record, even when you're "off the record."
- Be thoughtful in word choice. You can take a moment before answering a question.
- Pivot back on message. If you have a question that is similar to one of your main points, try to bring the answer back to your message.

If you don't know the answer:

- Don't fake it. Never lie. It's better to say "I don't know" than to give them false information.
- Pivot to something you know more about.
 - o "What I can tell you is..."
 - o "Look, the bottom line is..."
 - o "I'm choosing to focus on..."
- It's okay to use a noncommittal phrase such as "I want to do additional research before commenting on that matter."

ON-CAMERA INTERVIEWS

Below are a few tips to help when conducting an on-camera interview.

Composure:

- Look clean, appropriate for the setting and put together.
- Solid colors and larger patterns show up best on camera.
- Rich colors will look best on camera.
- Make sure your hair is neat without fly-aways.
- If sitting, be aware of your hands. Do not fidget. Place them on your lap or on the arms of a chair.
- If sitting, be aware of your feet and legs. Sit on the edge of your chair with one leg slightly ahead of the other. Keep your legs close together.
- Catch your breath before talking to a reporter.
- Speak slowly, clearly, and thoughtfully.
- Smile and make eye contact with the reporter or editorial board members. Don't glance at the camera!

When you begin:

- Confirm the reporter has your name and title pronounced correctly.
- Establish where your point of eye contact should be. It will most likely be with the reporter, not the camera.
- Ask how you will be framed. Full body? Waist up? Just your head?

Context:

- Be thoughtful in word choice. You can take a moment before answering a question.
- Stay on message. Answer the question you want to answer, not necessarily the one asked.
- Pivot back on message. If you have a question that is similar to one of your main points, try to bring the answer back to your message.
- If you really fumbled and the interview is taped, not live, it's okay to ask "can we try that again?" Reporters are often happy to have a good answer rather than one with verbal mess-ups.



Virginia House Democratic Caucus Chair Charniele Herring discusses the importance of diversity in office as Virginia 13th District Delegate Danica Roem, who was endorsed by Next Up and won her race, looks on.

Section V: Management

YOUR CAMPAIGN MANAGER

Your campaign manager is your best friend. It's important to remember that you can't do this all on your own. The campaign manager is responsible for overseeing every department's operations, supervising all staff, signing off on the scheduling of all events, making final decisions on spending and messaging, and serving as your chief political operative and advocate.

Depending on the size and cost of your particular race, your campaign manager may very well be a volunteer, particularly if you're running for school board, state representative, or a local office in a small-to-midsized city.

An effective campaign manager is well-rounded with a variety of skills and talents they can bring to the table. Here are a few traits you should look out for:

- Strategy
 - o A campaign manager should be able to see the big picture. They should delegate tasks to subordinates – and the candidate – without micromanaging. They will have purview over directors of each of the other departments (including media, fundraising, field, etc.) and it is their responsibility to make sure the entire operation runs efficiently. Each team should work in synthesis with the other teams in order to support the greater effort, not distract from it.

- Communication
 - o While the ideal campaign will have an official spokesperson, the campaign manager should be fluent in the campaign's messaging and be ready to serve as a spokesperson at any moment. An effective manager will be heavily involved in the process of crafting a message and will give interviews and statements to the press.

- Fundraising
 - o If you hire a seasoned political operative to serve as your campaign manager, there is a strong likelihood that they have spent their career networking and cultivating relationships with important contacts, including donors. The candidate is likely to be most effective at calling through a curated list or making the ask at an event, but the campaign manager should be supporting those efforts and making introductions.

- Ground Game
 - o The campaign manager should have experience working with both politicians and grassroots activists on the ground. The manager should

make the ultimate decision when assembling a “kitchen cabinet” of trusted advisors who can help make connections and serve particular constituencies (activist groups, unions, business community, party officials, etc.). They should also be able to give definitive marching orders to the field director on where, when, and how they should focus their voter contact efforts.

- Time Management

- o The campaign manager should be managing your time well. They will serve as your chief scheduler and make strategic decisions on where you should be and when.

- o Here are some questions to consider before attending an event:

- Time of year
 - Phase of the campaign
 - Financial needs
 - Standing in the polls
 - Staffing capacities
 - Staff capabilities
 - Funder needs
 - Constituent needs
 - Campaign staff needs
 - Media needs
 - Visibility needs
 - Size of the event



Mayor of Ithaca, New York Svante Myrick shared, “We want to give young people a platform for their ideas and connect them with movers and shakers that can help them make their visions for their local communities a reality.”

POST-ELECTION DAY

The results are in! Regardless of the outcome, you should feel proud of the work you've put into your campaign.

Now what? Win or lose, your work isn't over yet. Here is a sample checklist of next steps:

- Thank your supporters. If you win, remember who carried you to victory. If you don't win, your supporters still deserve your gratitude. Besides, you will want to maintain communication with folks who might support you in the future. Email and social media are ideal platforms for communicating with your voters.
- Thank your team. Paid staff or volunteers, thank those who put work into supporting your candidacy. You should take time to write notes or personally speak with everyone who made your effort possible.
- Save everything. Don't get rid of any your data! It all may be useful to you—or another candidate—in the future. You should also always be prepared to produce your records for regulators or election officials if requested.

You have a lot of work ahead of you. Don't forget why you decided to run in the first place and who got you to where you are now. Let your core values guide your public service. Congratulations!



People For the American Way political staff celebrated Next Up-endorsed Florida Democratic gubernatorial candidate Andrew Gillum's primary win at his victory party in Tallahassee, Florida.



People For the American Way is a progressive advocacy organization founded to fight right-wing extremism and defend constitutional values including free expression, religious liberty, equal justice under the law, and the right to meaningfully participate in our democracy.

PEOPLE FOR THE AMERICAN WAY

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