

GOPAC

Winning Habits of Successful Legislators

Your Plan to Win Re-election Through Hard Work
During the Session

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Introduction

GOPAC

Dear Republican Leader,

As we enter into the 2004 election cycle, state legislator seats are becoming more and more competitive. In our training seminar “The Winning Habits of Successful Legislators” GOPAC has you in mind. After being on the long campaign trail, you must continue those winning habits in your new Legislator position.

In this book you will find tried and true strategies that will keep your constituents happy and keep your seat safe. We will show you how to be organized, be visible, and be a leader in your district. Having good habits before, during, and after the legislative session will make you a successful legislator and will position you to run for higher office.

As GOPAC celebrates its 25th Anniversary, we remain committed to recruiting and training outstanding new Republican candidates, campaign staff, and activists nationwide. By building a deeper farm team for our party at the state and local levels we will be building a party for all Americans and creating a stronger America. Should you need any further information, please do not hesitate to call us at (202) 464-5170 or visit our website at www.GOPAC.com.

Best Regards,

A handwritten signature in blue ink, appearing to read "J.C. Watts, Jr.", written in a cursive style.

The Honorable J.C. Watts, Jr.
GOPAC Chairman

About this Manual

Winning one election is not enough to create a lasting wave of change. We can only govern in the long run if we continue to increase the numbers of Republicans in every elected body. For those of you who have already won, it is your responsibility to your country and your party – to contribute your talent, your ideas and your energy as long as your personal situation allows.

Every office-holders is also a candidate and the next campaign begins as soon as the last one ends. Even if you do not plan to seek re-election, you have a duty to remain active on behalf of your constituents. By doing so you will ensure that:

- 1) Your constituents continue to get the best service possible.
- 2) The district is solidified, making the campaign of your Republican successor an easier task – everyone benefits.

This manual is a menu of tried and true ideas. The suggestions in this manual represent tactics that have worked well for others in your same situation over the years. All have been successful somewhere, but all of them might not work for you. It is the job of the effective legislator to test the methods that best fit the needs of his or her constituencies, realizing that every additional method employed – your chances for a successful re-election increase.

Now in our 25th year of helping incumbents get re-elected, GOPAC offers the Winning Habits of Successful Legislators to help you better serve your constituents and build the solid base you need to ensure your re-election and the growth of the Republican Party in your district and in your state.

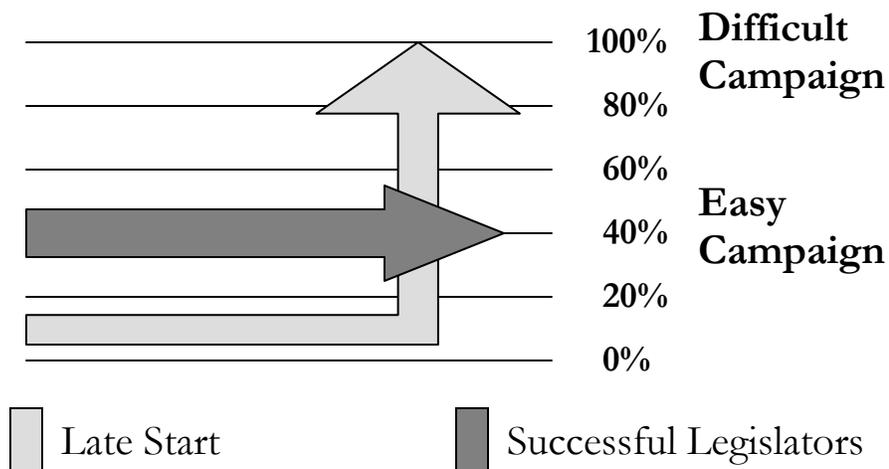
Part I: Developing Winning Habits

- You will strengthen the base of support for your ideas, programs and legislative actions, increasing the likelihood of success for your proposals.
- Constant activity in your district heightens your visibility and increases your credibility in the district.
- Aggressive early political activity decreases the likelihood of serious opposition in the next election.

Hard work today pays future dividends!

This chart illustrates the point. Maintain a constant moderate pace throughout your term in office and you may increase the likelihood of a relatively easy campaign.

Campaign Activity



This is a Full Time Campaign Plan

In reality, the winning habits of a successful legislator are nothing more than a campaign plan for the entire duration of your elected tenure.

All the winning habits derive from **three components that form the core of your program:**

- A questionnaire to voters early in the session.
- Aggressive communications during the session.
- Personal door-to-door delivery of a status report after the session.

If you successfully implement the above three components you will be able to govern from a stronger position as you will be closer to the needs and concerns of your constituents. In addition, recruiting opposition to run against an incumbent legislator who has been visible their entire term in office will be a difficult task for your local Democratic Party, further enhancing your re-election chances.

Teamwork saves you money and increases your power!

Working your own plan is fine; **working as a united team of Republican legislators creates a synergistic strength.** Your state party, legislative campaign committee or caucus organization should coordinate the activities of every member involved.

Big discounts are available by using uniform formats for questionnaires and legislative reports. For example, art, printing prices and mail house fees can be negotiated at lower rates for bulk runs.

Teamwork also increases the effectiveness of you incumbency activities. With members acting in concert – agenda ideas, proposed legislation and policy concepts can be tested on a statewide basis. Just as the “Contract with America” became a uniting construct for Republican candidates at all levels in 1994, legislators can use coordinated programs to fully develop their own versions of a state level “Contract” or “Pledge” to their constituents.

Politics and Governing

In America, “Politics” and “Governing” cannot be separated. You were elected through a political process. It is through a political process that you will continue to serve as an elected official. Politics properly play a role in every matter under debate and cannot be ignored as you govern.

During your service, you will certainly be faced with a highly charged political situation where you may need to make statement, cast a vote, or take an action which clearly creates a contrast between Democrats and Republicans. **One of the saddest reasons given by legislators to explain why they failed to take a controversial stand or take the opportunity to clearly define the differences between the parties is “that it would be too political.” Politics are the processes by which we conduct elections and allocate legitimate legislative authority. There is no such thing as an apolitical legislator, nor should there be.**

Maintain Your Organization & Finance Base

During your last election you learned just how hard it is to get dependable volunteers. Creating a political organization takes time and money. Don’t throw the investment made in creating a campaign organization out the window after the election just so you can restart the process at the next campaign.

Instead, keep your organization functioning at a comfortable but steady pace. Don’t let your supporters get out of the habit of helping you. They believe in you. They stuck with you during the election and they will continue to help throughout your service as long as they feel their effort is worthwhile and meaningful.

For Example:

- *Host an annual picnic reunion for volunteers.*
- *Ask your volunteers to help with mailers.*

In the same manner, you worked hard to develop a base for donors. People give to candidates who ask for donations. This can be habit-forming and should be encouraged.

Self-protection pays dividends

Avoid future competition through hard work and visibility now! You are not going to get re-elected just because you have won before. Just ask any of the hundreds of so-called safe incumbents who have lost their seats due to lack of attention to their constituents. The political graveyard is full of legislators who forgot the folks back home.

Even in the age of term limits, there is nothing wrong with wanting to be easily re-elected. Continuing to serve is the best way to implement your particular agenda, whether that agenda is lower taxes, education reform, better transportation or whatever else is relevant to your constituents.



“GOPAC is critical to maintaining a Republican majority in statehouses through the nation. I know GOPAC’s value first hand because of the critical role they played in my early political career as they supported my successful run for the Illinois legislature in 1980.”

- Speaker of the House Dennis Hastert

Part II: Habits Before the Session

During the last campaign, you had to develop strategies and write a plan to keep the campaign running on track. Projects were followed on a timeline so that campaign calls were made, mail went out and signs went up on time. The winning habits are no different.

Start with a vision

Define what kind of elected official you want to be.

- How will you do your job?
- What do you believe your job is?
- Are you a delegate or a representative?
- Will you pursue a broad issue agenda or will you concentrate on local needs?
- What is your responsibility to your constituents?

Once your vision is defined, determine the strategies you need to employ to achieve that vision.

- Are there special voter groups you need to recruit?
- Is there a particular legislative agenda you should pursue?
- How will you keep in touch with the voters?
- Do you want to recruit former opponents to strengthen your position and weaken the opposition?
- Or do you just want to reinforce the coalition that got you elected?

For Example:

A southern legislator has a politically competitive district. His opponent was head of the local volunteer fire department in an area that did not support his election. The department desperately needed funds to purchase new equipment. The newly elected legislator recruited his opponent in an effort to get an appropriation for the fire district. The opponent became a supporter and the district got what it needed. In the next election, the Republican won those precincts.

A little research is important as you start your planning:

- Review your last campaign for strengths and weaknesses.
- Check the voting returns for precincts in which you over or under-performed.
- Determine what you should do for the next few years to strengthen your campaign

MODEL:

Just as you did this last election, carefully target your efforts to maximize the impact of your valuable time and resources. Sometimes it is sufficient to pay special attention to areas where you are very strong – attempting to increase your vote in those areas sufficiently enough to win any election.

More often than not, a smart incumbent will target weak precincts for special work, in addition to maintaining a strong incumbency presence throughout the district. This effort should translate into attending neighborhood and activist group meetings across the district – in addition to applying as many of the techniques listed in this manual as possible. A smart targeting program should also include:

- Locating a group of precincts where you received between 40-46% of the vote.
- Identifying and meeting with local community leaders including clergy, small business owners, neighborhood associations, youth organizations and so forth.
- Learning what the leaders in the area really think needs to be done to improve the quality of life in your district. Then spending time helping the community reach those goals in those precincts. Lead by example. Consider (for example) joining Habitat for Humanity, coaching a club basketball team, mentoring middle school students, leading a fundraising effort or becoming a public advocate for something to help the community. A program called “Earning by Learning” where children earn money over the summer by reading is another example.
- Recruit three or four volunteers to read bills and help during the session.

The objective is to reduce the margin of loss in these precincts and reduce the habitual animosity towards Republicans. The locals will not work as hard against you in the next election – you will have served them well and you will be re-elected.

For Example:

A Republican won a heavily Democrat Senate seat in a southwestern state. The district was both economically and ethnically diverse. The Senator targeted 7 low-income precincts with a predominately Hispanic population for special incumbency work. She met with a coalition of community activists twice a month, got involved in their efforts and intervened on their behalf with the local municipal government in one instance. Her hard work and attention paid off in the next election.

As you start planning – ask yourself a few questions.

- Will you (and your coalition) work as hard next time?
- Where or how did your opponent attack you?
- How do constituents perceive you?
- Did you do well in urban but poorly in rural areas (or did you do better than expected in heavily ethnic areas)?
- Can you raise as much or more money next time?

Put it all on paper

Establish time lines and tactical responsibility for each project. Just like when you write your first campaign plan, never do this kind of work alone. Plan it with your core team of advisors. The tight team spirit and dedication that comes from group planning will provide an added strength and give you the energy you need to keep in perpetual motion. Get your best workers to volunteer to direct specific projects, keeping in mind that one of the successful habits is to keep your campaign team active.

Once you have the plan completed, the last step is to develop a budget. The budget will establish your cash flow needs and will drive your fundraising effort.

Your world as an incumbent will revolve around information. Who is doing what, where and when? What resources are available to you as you work to do your job for your constituents?

You have to have systems in place to make sure you have the information you need to be successful. You must have people who will help you or you will be swamped.

Constant volunteer recruitment is another Winning Habit!

This program offers plenty of opportunities for volunteer activity – a partial list is in the Appendix.

Volunteers will be easier to find now that you are in office. Most state legislative campaigns are won with a small core of dedicated volunteers. You probably don't have a huge number of volunteers to choose from. You may find that you can recruit new people into your management team to handle a project because they want to help change things. For every project in your plan, recruit a project manager. Because all projects do not happen concurrently, some volunteers can take more than one project. This will keep your team alive and growing.

Find out what is going on in your community

Community events, civic meetings, public meetings or other events should all go on a central planning schedule. In deciding what to attend, think at the vision and strategic level.

You are a symbol. You must define your activity and coalesce public support for your programs and ideas with symbolic gestures. If you sponsor an anti-drug program, wear their lapel pin. If you volunteer for Habitat for Humanity, wear the pin and put on a bumper sticker. If you support a community group, make sure you join in their annual 5K run. Organize a team wearing your t-shirts and your actions tell your constituents what you think is important.

Be Visible. There will be plenty of things going on in your community that you could attend... if you know about them. The better your information gathering system, the more visible you can be. The local Chamber of Commerce, community events calendars in the newspaper and your local opinion leaders are good sources. You can choose a number of excellent Personal Information Managers (PIMS) for your computer to help you efficiently manage the calendar and schedule your time.

Obviously, a volunteer or paid staff member should be recruited to keep track of community events.

If you plan to hold town meetings during the session you should set the locations and times early enough to publish the meetings in a newsletter, a questionnaire you sent to constituents just before the session and the newspaper community events calendar. Find the locations and make reservations now.

Contact your local media outlets

Ideas matter in politics. More than anything else, voters want to be FOR something. We can win the battle of ideas if we don't shy away from being visible through the media.

Nearly every elected official at some time in their career complains about the media. Often the complaint includes statements that the "reporters just don't know me... they don't understand what I'm trying to do." The best way to get to know reporters is to visit with them.

Go to the office of the local political reporter. Have a cup of coffee and chat. Do the same to the radio reporters and talk show hosts. Do not go with an agenda to promote, just tell the truth: you are there to get better acquainted. Talk about family, motivation and ask about their life. Everyone, including reporters, appreciates the opportunity to talk about themselves, so listen. **DO** this every two or three months for as long as you are in office. *Always be wary, though! Don't take advantage of a budding personal relationship. Keep it professional and **keep it totally on the record.** Never say anything to a reporter that you wouldn't want to see on the front page of a newspaper.*

You might inquire with editorial page editors about writing a column during the session. This is even more effective for smaller town papers. This keeps your name and your activities in front of your constituents.

Every legislator in America has access to a huge audience through talk radio. Use this advantage to present your ideas and introduce special projects. Develop a list of local talk radio shows, the radio host, and times the programs run. Make arrangements to appear on shows by phone (or in person, whenever possible) during the session. **NOTE:** A good caucus plan will coordinate this for you and your colleagues. Remember to make friends with the host. Even if a host does not agree with your politics, the shows will be easier if you have a good relationship. **And remember, 87% of radio talk show listeners are registered voters!**

Deliver what you promised!

During a campaign we all make promises, either directly or by inference. Now that you are elected, you must deliver on those promises.

You probably have a file of brochures, newspaper ads, letters, speeches, and newspaper clippings that carried your message to your neighbors. Check them for starting places for legislation to introduce or vote against. Remember to look for those promises that are not state directly but are inferred. Democrats can make a promise to "improve education"

sound like an obligation to vote for a pork-laden, spending spree for more school bureaucracy.

It is responsible action and good government to keep promises. It is important that you *tell your constituents* that you have kept your promises. Every time you fulfill a promise, publicize the success in email, flyers, and newsletters. Send a note to affected constituents. Use symbolic gestures like pulling out a list of your promises at speeches and with a pencil check a completed promise from the list. Be dramatic!

Be personally involved with your voters

Once elected it is easy to think about the folks who live a few blocks away as “voters” when we used to think of them as “neighbors”. These are the people you see every day. They have personal lives that have little or nothing to do with politics, and they love recognition that says you think of them as people.

Ask a volunteer to undertake a very special program for you. **Clip articles from the local paper** about weddings, births, service awards, awards to children or special achievements. Send these to the person involved with a personal note on your legislative stationery.

For Example:

A Midwestern Representative invested in a home laminating machine for clippings. He enclosed his business card in the laminate. He found that people would tend to keep the laminate (with business card) because it preserved the clipping.

Better still, have a small number of folders printed with your personal hand written message on the cover stating “I read about you today.” Enclose the clipping and mail it.

This is a favorite of many successful insurance agents who like to keep in touch with their clients. Voters are your clients.

Update your databases

If you are not fully utilizing available technology, you are not campaigning in the 21st Century. You must get a fast computer – one capable of holding all your registered voters. Invest two weeks in a community college crash course to learn how to use email, your other software, and think through the strategic applications of this technology.

The single most important possession your political operation owns is your list. In the age of the technological revolution, information is power and money. Develop the best list possible during your term in office.

A fax, a computer, a laser printer, good word processing software and easy to use database management software are a must for any incumbent. You may already have a system in place from a prior campaign. If you don't, start right now. **We all know somebody who is a computer wiz at some level. Ask one to volunteer to help you get your system started.** Call your state party for advice on political software packages. Some political software is very good, but very expensive. Make sure you are getting what you need, not lots of useless bells and whistles.

Compile lists and set up databases

Think about what lists you should create and/or maintain:

Donors, constituent requests, lobbyists, government contacts, voter files, volunteers, questionnaire respondents are all valuable lists that you will want to have archived.

There are at least five lists you simply must have on your computer:

1) Donors

Throughout this manual you will continually be reminded of the need to maintain an aggressive fundraising effort.

2) Key Opinion Leaders

Make a list of the key opinion leaders in your district. Keep this well under 100 names, or it will be too big to work efficiently. Include the obvious: all Republican leaders (state party officials through precinct chairmen) and elected officials. Go for the not so obvious: all Democrat leaders who represent the same people you do! We will expand on this later. Don't forget activists – from conservative leaders to school activists and neighborhood group leaders. The community is filled with people who talk to people: PTA, Soccer and Little League boards, Boy/Girl Scouts, civic club leaders, etc.

3) Interest Groups

Representing your district means representing the various interest groups there. Lawyers, bankers, teachers, homebuilders, farmers, cattlemen, insurance agents and homeowner associations are examples of these interest groups. Get lists of their memberships. Hold meetings with these groups before the session and ask for their input. If you can't get email addresses mail a synopsis in a letter. Remember, you can't send anyone anything unless you have his or her name and a way to contact them (fax, email, address).

4) Voter Lists

Thirty years ago incumbents kept card files or bulky printouts of their constituents. Today, all your voters will fit on a CD bought at your local business discount store for less than a dollar. Most county clerks will provide a list and regular updates on disk in text format for easy integration into your database program. If you don't have phone numbers on the lists, get volunteers to look up the numbers before the next session or buy a list of phone numbers from your local phone service provider. The proliferation of fax directories and update the in-house and voter files. Make sure you can access easily these files to facilitate copying the numbers into an auto-dialer fax directory.

NOTE: Keep expanding your key contacts. Throughout your service you will work with people and make contacts that will be important to you in the future. Add these names to your database. Make sure they get flagged for your next fundraising opportunity. Be meticulous about categorizing names so you can find the people you may need for a particular project.

5) Email Addresses

The obvious pure and simple beauty of email is that it is free and instant. Acquire email addresses from your constituents and local activists. Building and maintaining a good email file is well worth the effort.

Your email list should contain at least three subgroups:

- Constituents interested in specific issues
- Political activists, including your key opinion leaders above
- Donors (Note: You will want to keep and update your donor lists separately from your constituent/opinion leader files. This list should not, and in many state cannot, be built or maintained with government resources.)

Using technology to enhance your visibility

Use technology to build for yourself a broad base of grassroots, an extended movement of activists who will fight for your agenda.

The planned and creative use of technological options can help you transform your image from that of just another state legislator to a recognized leader in a huge community bigger than the boundaries of your state. **With technology you can multiply your outreach to a remarkable extent.**

Remember, however, that technology is only one tool in the box. Too many former-legislators invested too much time and money in web sites while neglecting to make phone calls, send questionnaires and deliver post-session reports. Technology will help you deliver the personal touch more efficiently, however it is not a substitute for personal attention.

You have to take time to stay up with the technology curve, and you need to find supporters who will help keep you there. Read magazines and any technology sections of your local paper. The subjects may seem dry, but read in the context of expanding a political base, you will learn a lot. **There are also technology-lobbying groups that will take the time to meet with legislators to inform them of the needs and new advances in the industry. Contacting a local technology company and asking for tour of the facility is also a good technique. In addition, in many communities a local computer tech newsletter is published. Check it out for tech updates and volunteer prospects.**

Don't take on the task of staying up with every advance yourself. Meet with friends and volunteers who are interested in technology. Tap their brains for ways to use available and pending technology to make you a better legislator. With the new technologies available, there is plenty to keep you busy: computers, the Internet, bulletin boards, local user groups to advise you, broadcast faxes, radio and TV, CDs and video tapes, conference call lines for training and information exchange.

Online – Computers and the Internet

Find a friend and recruit a volunteer who will take the lead in getting you online. In our new age of “techno-politics,” you need to be online. Thousands of your constituents have computers at home and entertain themselves by “surfing the Internet.”

Information can easily be found which will help you in developing legislation, making speeches, learning about other legislative efforts similar to yours, gathering performance data, and much more in just seconds. You can even tap state government computers to obtain information that previously required the cooperation of a bureaucrat. GOPAC.org is available to assist in your ongoing efforts and provides detailed training material and archived stories on issues important to Republican

candidates, office holders, and activists. Your imagination is the limit on the power the Internet can deliver.

Check out the many on-line service providers such as Earthlink, AOL, MSN, and others. Sign on with one of these providers and get started communicating in the next century. **If you have DSL or any other high-speed service available in your area, get it.** The increased speed and capacity is well worth the price.

Set up a page on the World Wide Web. Your computer volunteer can help if you don't want to do it yourself. Encourage high school civics teachers to teach students to find your page on the Web as they learn about government and politics. Make sure your state government listing includes links to your website.

Publish your electronic mail address and the location of your Web page in everything you print. This means that someone has to check your email daily and respond in a reasonable amount of time. Responding to email takes a fraction of the time it takes to respond to regular mail. Obviously, your computer team has another task, but this is one that many will find important and fun!

Post an electronic survey. A number of companies now offer to host questionnaires online. You may reap many benefits if you choose to have an online questionnaire. Not only will you be able to review immediate results, but also your constituents will be able to instantly see how their opinions compare to their neighbors. Best of all, this service enables you to collect email addresses. You may require respondents to enter their address. Entry may only be granted to those who are in your district and files should be marked to prevent multiple voting. The cost is high for an individual, but spread among a caucus, cost can run less than \$1,000 per member per year.

Contact local users and bulletin boards

Every community has a large number of computer user groups. Groups are usually organized around interests or computer software (IBM, Macintosh, DOS, Paradox, WordPerfect, etc.). User groups can provide a wealth of information on a wide variety of subjects and potential volunteers to run your campaign computers.

Many of these groups sponsor bulletin boards, which serve as information exchange centers. A volunteer can post regular legislative updates and other messages on bulletin boards. Sometimes the service is free, other boards charge a nominal fee. Most are accessible through the Internet, although some require a direct dial-in, a feature becoming less and less common.

Faxes and Email

Faxes and email have changed our lives. You can now use both to motivate and immediately activate an army of activists. The power of instant communication is awesome.

For Example:

During a session you may suddenly find that an important bill has been moved up the calendar. You have to get a group of 50 witnesses to the capitol, complete with a news conference, by 10:00 AM the next day. Or, you may need advice from a group of constituents interested in insurance reform. Use technology to get instant contact with your supporters.

Most computers these days have internal modems and fax software. The software can easily be programmed to dial recipients individually or by group. For larger lists there are services that will send the faxes for you. You maintain the lists in your computer but send one fax to a central location that blasts it out to your people. These services can be expensive so make sure you balance the cost against the time your computer and volunteers will be tied before you use one. As a rule, you should pay no more than \$.14 to \$.17 a page.

Use all the email addresses you have accumulated to create groups for quick contact.

You no longer have to go through the expense of a dedicated fax line. Most phone companies are offering services with 2 lines or a line and DSL on one phone jack.

As you develop lists, make sure you get fax numbers. Set up different groups on the fax to make mass correspondence easier. Include issue groups, the media and selected opinion leaders.

Other options – always keep an open mind

Remember, what we consider new technology today will be commonplace or outdated in a few months. Keep alert to the changing world. Whenever you learn about a new technology, think about how you can use it in your public service.

Call-in lines

Some groups provide weekly 30-minute teleconferences to give callers direct access to updates on campaign strategy. Campaign messages, methods for communicating them in campaigns, issue updates and information can all be discussed with your volunteers and supporters. Use imaginative tactics to take advantage of changes in the political environment in and out of the campaign season.

You can use the same concept as a successful legislator, particularly during a legislative session. Set up a service where constituents can call in every day to learn what is going on in the legislature. To spread the expense and the workload, team up with other members on a call-in system. Take turns recording messages. These can be done on a low-tech answering machine or on voice mail.

More advanced systems allow the creation of a menu system from which constituents choose issue briefings on major topics, calendars of committee hearings or bills to be debated, commentary or other topics at your whim.

Anytime you introduce a new technology to your constituents make sure addresses are included to send you comments by email, post letters to your Capital address, fax, or call your office. Advertise in your questionnaire and post-session reports.

These systems often provide reports of how many users call in to the system. Try this as a pilot project and determine if there is sufficient usage to justify the project.

Government access cable TV

The Federal Communications Commission (FCC) requires cable operators to provide a free access station dedicated to governmental affairs. Many local Government Access TV channels are really thirsty for program material.

Approach your local cable operator about providing programming opportunities. *The cable operators will not cover a "political" event, but they will cover a legitimate "governmental" event.* In your approach, stress that you only want to provide opportunities for open forums, town hall meetings or call-in programming during a legislative session. If you participate in live government access TV projects, make sure to advise the local media and send them a videotape.

Don't be too worried about the technological side. These stations will provide training in production, including lights and camera functions to a volunteer for a nominal fee. Recruit a volunteer as chairman of your TV programming. This is a very fun project for a team of volunteers. Two groups likely to participate include college students and the Boy/Girl Scouts. Scouts can earn merit badge and advancement credit working for an elected official on a TV project.

Audio and videocassettes and CD ROM

If you conduct a TV program for government access TV, you can record an introduction, a closing and use parts of the show to create your own video to deliver to constituents. Editing equipment is so easy to use that your trained producer can produce a special message to voters on any topic of your choice.

This type of communication can fit nicely into your incumbency budget. Vendors around the country can copy and mail a 15 minute video, along with a two page personalized letter, a response device, shrink-wrapped and delivered to the Post Office for as little as \$1.45 each, including postage, when done in volume large than 5,000.

CDs containing a speech, a long issue briefing, a call to arms or training programs can be reproduced and dropped door-to-door for less than \$.70 each, including the door hanger printed with your message.

Videotapes and CDs are more expensive than mailing a brochure, but the personal impact of a post-session report on videotape to a targeted audience will reap benefits beyond our ability to estimate. In rural districts, this is a nice way to keep your face in front of the voters if you can't go door-to-door.

Talk Radio

Do not overlook the power and potential of talk radio to motivate people across large geographical areas. Talk radio listeners tend to be more informed, have a higher potential for activism and tend to become opinion leaders for their circle of friends. They are a natural audience for the expansion of ideas and the implementation of activities culminating in legislative initiative.

This is one of the most important habits of successful legislators!

A questionnaire to constituents creates many opportunities to be more visible, to communicate with voters, and to better do your job as a representative.

For Example:

*In 1989, an independent nationwide focus group study tested infrequent voters and non-voters to learn why these people voluntarily remove themselves from the process of self-governing. The analysis of a second study with a similar focus, sponsored by the Kettering Foundation, was published in 1990 in a report entitled *A Citizen's View from Main Street*. The data from both studies revealed similar results: **many among the voting age population feel that elected officials often do not listen to their constituents, so voters don't bother to participate.***

Americans want to know that their ideas and opinions matter to elected officials. Questionnaires, delivered just prior to a legislative session, will give you a clear understanding of how voters feel on important issues.

Distribution

The central concept is to keep distribution as universal and inexpensive as possible.

Distribute the questionnaire to every voter possible. Drop them house-to-house throughout the district. Remember, just because a constituent is not registered to vote does not mean that they won't be impressed with your taking the time to ask their opinion. Neighbors talk to each other without regard to the status of voter registration or political affiliation. You want every person in the district talking about how hard you are working. Of course you will receive responses from constituents who are not registered: flag these people for voter registration programs later. You might even add a box on the questionnaire for respondents to check if they are not registered to vote and want to register.

If your district is one of those where houses are miles apart, consider buying a page in the local paper.

Format

Samples of effective but inexpensive questionnaires are in the Appendix of this manual.

A simple format is the best approach. Use a legal size paper with a letter from you on one side and the questionnaire on the other. Fold it one way to mail out and reverse fold for return mail.

In the cover letter you should ask for a \$2.00 to \$5.00 donation to help you recover the cost of reproducing and distributing the questionnaire. Be cautious. If your state allows you to use state funds to mail out a questionnaire (franking) you cannot ethically ask the voters to contribute to the process of distribution – they already have through taxes. Be sure to check with your State Ethics Commission before sending out any such mailing with your official funds.

Either way, thousands of legislators have used this technique with success. Your constituents won't come unglued if you ask them to participate in democracy. The truth is, most constituents are willing to help defer the cost for the chance to give you their opinion. The studies mentioned above revealed that citizens are willing to contribute if they believe an elected official will listen to an opinion. They view this as good government. Asking for a donation to cover the cost of constituent communication is not politically risky; it is politically and financially smart. Profits from responses vary from district to district, often with the questionnaire more than breaking even. If your district responds, you could use excess revenue to cover the cost of any other communication with constituents.

If you ask for a donation, open a new bank account. **It is unwise, and in some states illegal, to mix constituent service funds with your political, campaign, or governmental bank accounts.**

Questions should be both of a general statewide nature and of local focus. Don't just ask about the big questions in the media. Make sure you ask about specific local concerns. Test any special ideas you may want to introduce. Either you will get names of supporters of your ideas... people who can be recruited to help you pass bills... or the voter will tell you to re-think your proposal.

The Responses

The benefit of a questionnaire does not stop with the mere gathering of information from voters. Every response presents an opportunity.

- 1) Listening and learning are winning habits of successful legislators.** Many legislators have found it necessary to rethink their stands on issues as the result of information received from constituents. On other occasions, policy positions are strengthened by the response to a survey question.
- 2) Every response received gives you the name of a constituent who is politically aware enough to take time to fill out a questionnaire.** You can ask a respondent to identify those topics they find most important and follow-up by asking that person to serve on an advisory committee covering that subject. They can also review legislation on the subject or do research for you. Every respondent's name should go in your database.

This list becomes a key target universe for the election!

Send them a specially made Fourth of July Card. Really.

Think about it... what better opportunity could an elected representative ask for than to publicly celebrate the birth of a modern democracy? Doing the unexpected makes you stand out and be remembered.

- 3) **You may get a donation to help defer costs.** Those who donate should receive a special code on your database that will help you pull names for a future direct mail solicitation. Make sure they immediately receive a thank you note.
- 4) **Respondents provide a wealth of potential volunteer power.** All respondents can be sent a letter or email as the campaign starts up asking for volunteer help. You will get some volunteers for the next election just because you took the time to ask their opinion and then asked for their help!
- 5) **The information you receive may be useful during the legislative session.** Members have even used piles of questionnaire responses to validate a position during floor debate (with great success in media coverage)! This is very useful of major issues where a number of members of your caucus from across the state have asked the same question and received a similar and strong response validating your position.
- 6) **Create a corps of citizen advocates for your legislation.** Some respondents will indicate an intense interest in a particular bill. Ask them to help spearhead the creation of a citizens' movement that will actively support a grassroots lobby for your bills. Recently, many citizens groups have sprung up as a direct result of citizen interest in a particular issue. Harness that energy!

Keeping in touch

Sending out a questionnaire is the beginning of a long relationship with the respondents.

Send at least two more letters to everyone who sends back a response.

- Thank them for responding (and for the contribution if they were so generous). Tell them that you will send the tabulated results for the entire district in the near future.
- The second letter is a report on the tabulated results of the questionnaire, just as you promised in the first letter. You might even let them know how you voted on any key issues included in the questionnaire if those issues come up for a vote before you get all the results tabulated.

Don't keep it a secret!

Distribution of the questionnaires should be announced in the local media. We know that we can do a better job of getting to know the media, so perhaps you might want to take

the leading reporters to lunch, one at a time, let them preview the questionnaire and discuss how you plan to use the information in better representing your district (e.g. you are going to listen to your constituents).

If you do this, be ready for tough questions: who paid for the questionnaire, how will you account for the response dollars, who responded, can the reporter review the responses, what do the numbers mean, what will you do if the constituents are at odds with a policy position of yours?

When you have the results tabulated, remember to **release the tabulated results to the local media!** You may also want to share them with your allies in the legislature as part of an issue-strategy session.

True Story:

A western Republican State Senator was facing potential opposition from a Democrat State Representative. Anticipating this, the Senator developed a strategy to discourage the opposition.

At the end of the odd-year session, the Senator prepared a post session report. When a volunteer informed him that the Representative was working outside in his yard, the Senator started to deliver his report on that block. The Representative hailed him, saying “Hey Senator! Are you nervous?” The Senator replied, “no – no just doing my job.” The Senator then went door-to-door on the blocks of 10 Democrat precinct chairmen with his report.

The very next year, at the end of the session and just before filing, the Senator got a call that the Representative was again outside mowing his lawn. The Senator took his new post-session report and proceeded down that block. The Representative chided him – “Senator – you must be nervous starting your campaign so early.” The Senator replied that he was just doing his job. “The job comes first then I can campaign.” He then delivered the report to the same 10 precinct chairmen as before.

The Senator was unopposed that election.



“During my term as a state legislator; the GOPAC tapes provided me with inspiration and guidance. From my perspective as Governor; they continue to be an invaluable resource.”

- New York Governor George Pataki

Part III: Habits During the Session

It may seem silly that this has to be stated, but let's get the obvious out of the way.

The fact is, at the next campaign, **Democrats are more likely to target legislators they view as irrelevant, unprepared, lazy or too caught up in the hoopla of being important.** A lazy legislator in a somewhat competitive district is more likely to be targeted than a successful legislator in a very tough district. Be wary and don't give the opposition a reason to think you are anything less than exceptional.

Be serious about your business as a public servant. Be secure in your vision and your values... keep your legislative judgments and statements well founded in that vision.

Be prepared and do your homework.

Of course you do not have to be an expert on every bill. The sheer volume of bills before the legislature makes the burden of reading, studying and knowing the finer points of every bill very hard.

Think about specializing in a particular area where your expertise will help you add to the legislative process. If you are seen as an expert on a particular issue, your peers will seek you out for your input on the issues.

You must preview the bills you will hear in committee the next day and you should preview the bills you will hear on the floor the next day. If you are caught unaware, you will spoil the image of competence you have worked so hard to build.

You will find a few battles to fight as you preview. Pick them carefully and prepare for them well. It is embarrassing when unprepared legislators ask a series of silly questions that waste the time of their colleagues.

Remember that you don't need to fight every battle and you don't need to comment during every floor debate. Every chamber has at least one member who rises on almost every bill. Think about the rolled eyes of your colleagues when this happens and hope they aren't rolling at you. If they are, you can bet the campaign guns will be aimed at you next election! So, before you open your mouth, ask yourself: What is the purpose of the question I'm about to ask? What do I want to achieve with my speech? Whether on the floor, in the press or in the front of a constituent, Do not be afraid to utter the most useful sentence of any legislator or candidate "I don't know, but I'll find out and get back to you." Then follow up.

If you are visible and active, opponents will be hard to recruit.

- You will create a huge base of support.
- You will develop a reputation as a hard working giant not to
- Your constituents will feel like you are working to keep them informed

Call the local media

If you did not do this during the session, do it now. Call every reporter, (in the print or broadcast media) reporting in your district. You only have to call one or two per day.

Don't make the calls too long; reporters are always on deadline. Introduce yourself by simply saying you wanted to update the reporters on what you have been up to or have planned... sort of a quick personal briefing. Do not beg for coverage or act too opportunistic, like you are desperately seeking coverage. Never ask them to print anything.

Your local media thrives on first-hand reports from the legislature.

- 1) Cut tapes or actualities for the local radio stations over the telephone.
- 2) Read the same statement to your local newspaper reporter.

Be prepared when you call the media. Nothing sounds worse than someone stumbling for words. Write a quick outline of the pertinent events of the day (votes, bills introduced, bills you heard in committee, bills killed, etc.) and don't be afraid to state your opinion on what's going on.

This is much better than a press release, but those are also important. Just **don't overdo the press releases.** Issue one when the topic matters or your statement is of major importance. Otherwise, use the personal briefing route.

If you have done a good job of establishing a personal relationship, the call will be accepted as what it is – a briefing. Sometimes you will get coverage, sometimes you won't – and sometimes this is exactly what you want! You will know you have been successful when you start getting calls for background statements.

Write Columns

One of the suggested projects to do before the session is to make contact with your local media, get to know them and inquire about setting up a weekly column.

If you live in a large city it is unlikely that you will be able to write a regular column for the major daily paper, but there may be a neighborhood paper for which you can write.

In many districts, particularly districts that cover several small towns, the local paper will gladly accept a weekly update on what is going on in state government. Make arrangements to write regular comments during the legislative session with updates about interim activities between sessions – a “Report from the Capitol.”

Explain complicated procedures and votes. Write humorous anecdotes and spell binding stories of political intrigue (there’s always enough that you don’t have to be Tom Clancy to write interesting stuff). You don’t even have to write at all, just find a volunteer who can write and dictate your ideas over the phone. Approve a final copy by fax and your job will be complete.

You will immediately notice the result of increased visibility in terms of increased public support.

Get on talk radio and Sunday TV news shows

If you have done your job well, you should be able to be the guest on a radio talk show every week. You don’t have to be in the studio, you just have to be on a clear phone line. Visit with the host and set up a format where you talk for two or three minutes about recent events – past or anticipated. Take a few short questions from the anchor and then go to the calls.

Only go on the air for 30 minutes. This is short enough to get plenty of airtime without being too long. The longer you are on the air, the greater the opportunity for you to make a mistake or trip on a statement. Keep it safe and keep it to 30 minutes.

The same is true for TV. TV hosts look for good, exciting TV. If you are involved in a major bill, drop the anchor or producer a note or give them a call suggesting the next topic.

Hold town hall meetings

Set up district-wide meetings with your constituents every month you are in session.

Hold them early in the session and ask for input on the highly visible issues of the session as well as listen to the local concerns.

These meetings are easily advertised... a press release will get a small article in the local paper. If you have written an incumbency plan, you will know well in advance when and where your town meetings will be held. **Put the schedule of meetings in the letter on the front of your questionnaire.** Drop off a notice at every household in the district and post flyers in local businesses. If you live in a large metro area, put notices at local transit stations and bus stops.

Make sure that the media is invited to the meeting, if they don't cover the event, and remember to distribute a news release regarding the success of the meeting.

Take a video camera and get a volunteer or family member to film the meeting (a high school or college communications class may do it for extra credit). Arrange for the local cable TV government access station to cover and broadcast the meeting. Often they will re-run a meeting to fill dead air time, thereby increasing your exposure.

A word of caution is necessary here: oftentimes town meetings are not well attended, even for a member of Congress. If you believe the media will cover the meeting, use your volunteers and party regulars to turn out a crowd.

Remember that it is easier to go where the voters are. Try to arrange to speak to church groups, civic organizations or other gatherings where your neighbors go regularly. These events are fairly easy for an incumbent to arrange in a non-campaign time.

“As a fountain of ideas and alternatives to the old liberal doctrines, GOPAC is leading the way for the Republican candidates of tomorrow.”

- Congresswoman Jennifer Dunn (R-WA)



If there is any single important message in this manual, it is “keep in personal touch.”

There are two important reasons that personal communication is a winning habit of a successful legislator.

- The Kettering study (mentioned earlier) revealed that voters want a two-way conversation with their representatives. **They have to know that their opinion matters.** They want their legislators to be independent and fighters for their wants and needs. Strong personal communication from you is the best way to make this happen.

For Example:

*In the early 1990's, Republican launched a massive effort to take control of the Virginia State Senate. Polling indicated that the Governor's approval ratings was very low following the State of the State speech. Republicans checked the voting record to determine how many legislators often voted in favor of the Governor's agenda. They did so in an effort to prove to the citizens of Virginia that many legislators were voting for the Governor's issues more than they were for the issues that mattered most to their constituents. Very successful attack ads (the Wilder Index) ran – most of the legislators who received a 70% or higher Wilder Index score lost the election. ** The Wilder Index is included in the Appendix of this manual.*

- The more frequent and the broader your communication, the more visible you will be. If you are highly visible it is less likely that you will face tough opposition during the next election cycle. If the perception is that you are everywhere, doing everything for everybody, and everyone likes you, then no one of great substance is going to take you on in the next election!

Work hard during your term and you won't have to work as hard at election time.

Build lists

In the “Before the Session” segment, you learned about the need to build lists – getting individuals entered into your computer database.

During the legislative session thousands of constituents will contact you. **Make sure that you get phone numbers, addresses and notes regarding every constituent communication** (a volunteer, your capitol secretary or an intern can help). There are numerous ways you can use this information during the campaign. Direct mail fundraising, volunteers, special issue contacts, sign locations and more can come from these personal contacts made during the session. Be careful, in many places it is illegal for staff to gather lists for the express purpose of fundraising.

Sadly enough, **too many legislators forget to train their staff to gather list information as a part of every day work. Train your personnel to be “list aggressive.” Especially when it comes to email addresses.** They should screen calls to make sure they only save names from constituents and lobbyists. Letters and calls from voters who live out of the district probably don’t need to be on your database unless they are from verified opinion leaders.

Contact your opinion leaders

We encouraged you to create a list of less than 100 important opinion leaders in your district before the session started.

Every day, you should call at least five of these people. Call two Republican leaders, two Democrat leaders, and one other person on your list. The Republicans will be flattered that you called for their advice, they will work harder for you and the likelihood of a primary will be lowered.

Democrat leaders will be flabbergasted that you took the time to call. It is possible that you will give them more attention than would another Democrat! Just imagine being the person in charge of candidate recruitment for the state Democrat legislative campaign committee and having to recruit a candidate against a Republican who regularly confers with your local Democrat officials. Candidate recruiters will hear their team saying things like: “...there is no way you are going to beat Jane Jones: She’s everywhere; she even calls me for advice.” This idea is a jewel that keeps the opposition way off balance. It is worth the 20 minutes a day it costs.

Calling another opinion leader just rounds out the mix. People talk around the district. The more leaders you call, the greater the likelihood that someone is going to go to breakfast and tell their colleagues “I talked with Rep. Jones last night... she asked for my input on an important bill.” This good.

Return all calls within 24 hours, even if your time and budget are limited. Return all calls and answer all mail from constituents or special interest groups with whom you agree. Respond to all email within 24 hours (ask for a postal address to verify if the sender is in your district). If you are not able to respond to email within 24 hours, consider setting up an auto response detailing when you expect you will be able to contact the individual or group.

The stack of pink slips on your desk is a gold mine. First, if a constituent calls, you should talk with them. It’s your job, tiresome as it may be sometimes. Besides, a citizen angry or excited enough to call is someone who will talk with neighbors. Get them saying nice things about how helpful you are. If you fail to make a return contact after three or four attempts, drop the caller a note (assuming you can get their mail or email address), asking for a written request since you couldn’t get together on the phone.

If you reach the constituent, **send a note as a follow-up.** It may say nothing more than “Thanks for the call. I value your opinion” or “I’m forwarding your request to Mr. _____ in the Department of _____. Please let me know if you need further help.”

Keep a log of every phone call you receive from a constituent. It may seem like a lot of paperwork but if you make it a habit it will not be much of a problem. In your log, or on the pink message sheets make a note of the date, the subject of conversation and a short but important quote by both you and the caller. *Verify the name and phone number with the constituent and get the mailing address!*

Enter the names, addresses, phone numbers and quotes into your computer without delay. You won’t need this information until weeks before the next election, but do it now while you aren’t in a campaign mode.

You will also be subjected to huge amounts of mail. With a few exceptions you probably do not need to respond to those that are not from your constituents. **Answer all the others – including mass-mailings that are clearly the result of organized efforts.**

Underline a key sentence in every piece of mail you receive from a constituent. Do the same on a copy of your response letter. Then enter the phrases in your computer for use in a future letter. It will also be helpful as you put your campaign together and want to recruit and organize based on specific issues.

Campaign Tip:

Use these names and quotes just a week before the next election. Simply mail everyone who contacted you during your term a letter thanking them for taking the time to write/call. You might even use language such as “in your call/letter, you said/wrote _____ and I responded by saying/writing _____. Your ideas are important. Taking the opportunity to express them is a blessing of the Democracy. I hope I can count on your vote next week.”

This can be a good job for your intern or a volunteer.

All too often, legislators toss the gold mine and then regret the lost opportunity. The following is a true story:

In a western state, reform of drunk driving statutes became a major legislative issue when a drunk driver killed a family on Christmas Eve. A huge citizens lobby, grown out of anger among the grass roots, hit the Capitol a month after the incident. Thousands of letters and phone calls were made. None were saved. Several months later, legislators who supported the reform movement decided to recruit volunteers and raise funds through direct mail with a telemarketing follow-up call to the activists involved with the drunk driving effort. Guess what... Yep. NO one had addresses or phone numbers of the thousands of enraged citizens who called after seeing a news story or reading a newspaper article.

Cold call constituents

One of the lists you should develop before the session is your voter file. Most voter files these days come with phone numbers. If you don't have these, spend about \$39.00 and buy a CD-ROM disk with a national phone database. Looking up phone numbers was never so easy. Now, town, zip code or other defining identifiers can be used to select voters. You must have a voter file with phone numbers!

Any person involved in successful sales will say that making cold calls for business is the hardest thing to do as a salesperson. Cold calls are also the key to success. Borrow successful ideas whenever you can!

Every night you are in session, pull out your voter file and randomly call at least three constituents. Explain you are their state Senator or Representative, calling from the Capitol. Tell them you make a habit of keeping in touch with all the voters and you are just calling to see if they have anything on their mind. You may want to personally invite the voter to your next town meeting.

Most frequently, the response from your constituent will be utter shock and disbelief, followed by "...no not a thing on my mind." Sometimes you will get a hot head. Every so often you will find someone with a real concern. You may even recruit volunteers or a citizen who will head a special issue task force.

Most important of all, you will make a positive impression on a single constituent. That one voter will tell everyone they met for the next two days that you called. Neighbors will hear that you are a responsive legislators and an all around great person. By the time they are done talking, 30 different people may have heard about your call.

That kind of free word of mouth can't be bought! It only takes a few minutes a night when you are in session. It really works:

A state senator from a medium size state first used this idea in 1983. This legislator was elected to Congress and made cold calls regularly until his retirement. The senator later noted that, because he kept in touch individuals in the district, he really knew what was going on in the every day lives of American citizens.

Campaign Tip:

Make sure you add every voter with whom you speak to your database, flagged with an appropriate code. These folks should get a letter in September reminding them of the call and asking for volunteer or financial assistance.

People don't volunteer for political activity because they don't feel their time will make any difference or because there never seems to be anything to do but stuff envelopes. Often they won't volunteer because they may be ready but never get asked. So ask.

Contact special interest groups

Check the Yellow Pages and call one person who would be knowledgeable about or affected by a bill you heard in committee that day. For example, if you heard a bill requiring on-going education for barbers, call a barber and get his opinion. Call one person about every bill of consequence that you hear.

These people will feel important and will be impressed with your hard work. Recruit volunteers to contact their industry or interest group. Calls can be as simple as polling about a bill, as academic as creating a special issue advisory task force to study a proposal or make recommendations, or as complicated as recruiting an activist group to rally and work. You will meet people through phone calls, mail or in the legislative process who want to be regularly updated on bills impacting their interest. If your legislative budget and rules permit, create a system for these people to receive copies of relevant bills. A system will be required to review bills introduced by topic, cross reference these bills to your interest group lists, get copies and post them.

Another way to get constituents involved is with your pre-session questionnaire. Ask if voters have a special interest in particular areas of legislation and if they would be willing to work on a bill analysis task force. Hold a meeting prior to the session to brief each special task force member on the job requirements, train the readers and set up a management system.

During the session, make sure that each interest team regularly gets emails containing the links to bills pertaining to their area. Remind the teams to read the bills and send you comments without delay, because bills can move through the process so fast that they may be in the opposite chamber before you hear from your interest committees. On the other hand, you may really get some good advice.

Don't be afraid of our term "interest group". Every person in your district is a member of some interest group, either formal or informal. There are parents of infants, parents of school age children, senior citizens, women who work in the house and those who work outside the home. You represent teens looking for employment and college students, single parents and members of the clergy. You serve small businesses, members of labor unions, citizens favoring tougher criminal penalties and those who favor looser drug laws. The list is endless and they are all interest groups.

Sponsor an intern

Few legislative bodies supply all the support staff to handle your regular workload. You need help. **Mentoring by sponsoring an intern is another winning habit of successful legislators.**

The education system is a great place to look. College government classes are your best bet. Many colleges and universities offer courses designed to allow students to take a few weeks or several months to serve as full time interns. Contact officials at the college early... before the start of the winter semester.

You might just have someone in your community who has the time, talent and desire to work at the legislature. This person need not be young. A retired person in your area may have plenty of time and talent to give. Use their skills.

The first task for an intern could be to read this manual and help set up your system for work during the session. They can recruit and supervise volunteers to tally questionnaire responses, supervise town hall meetings or help coordinate your whole team. Interns can help answer mail, read and review pending legislation, return phone calls, schedule you, and make you more efficient.

Recruit volunteers

A list of volunteer activities is in the appendix of this manual. Review a few of the projects requiring volunteers: tabulating questionnaires, data entry of phone conversations and mail, putting together a town hall meeting, writing newspaper columns, list development, follow-up mail and meeting with special interest groups are just a few of the tasks requiring a project manager or a dedicated volunteer.

Don't say it can't be done. Volunteers won't suddenly appear like ripe fruit on a Florida orange tree, but now that you are in office, people will be more willing to help. Just ask.

Raise more money

Some states restrict fundraising during a legislative session. Other states completely prohibit fundraising during a session. If that is the case, move to the next page.

Otherwise, raise as much money as you can during the session. There are plenty of ethical and legal ways to gather funds outlined in the guide to incumbent fundraising in this manual. Read it. There is no reason an incumbent should enter the next election with an empty bank account.

Part IV: Habits After the Session

Nobody is going to take the time to tell your constituents your perspective of what happened at the Capitol unless you do. Nobody is going to run around the district explaining what bills you introduced, what you supported or opposed and why or what passed and failed and why that was good or bad – except your opponent in the next campaign.

Let your constituents know what happens. That is *your* job.

Publish a report to the citizens

This is the second biggest thing you can do as an incumbent to improve your chances of re-election.

Most states don't hold elections in odd numbered years. **The natural resistance to politics that voters build up during campaign season is reduced. What better time to correspond about the job you are doing on their behalf?** It's like having the field all to you with 50,000 fans in the bleachers! Don't waste the opportunity. Make it a good show.

Many of the principles used in the questionnaire apply:

- Work with other caucus members.
- Partially uniform graphics, text and bulk printing for several members will reduce costs. Print in two colors, use several pictures (particularly on the front) and use good paper with a "coated" finish.
- Include inventive slogans that remind your constituents that you are fulfilling the promises you made in the last election.
- If you are teaming up with other members to reduce costs, ask staff at your campaign committee or state party to draft uniform text explaining the statewide impact of what Republicans did and our view of the major legislation. Print this on one side of the report. Use the other side for matters pertinent to your district, questionnaire results, your comments on the session and perhaps an open letter to the citizens, reproduced on official letterhead.
- Don't forget the disclaimer most states require.

Distribute the report door-to-door

This is unconventional advice to be sure... asking you to go door-to-door in the summer of an off year. But think about the strategic importance of distributing the report personally.

Once again, you are the only game in town on the streets. Your voters will be impressed with your diligence and hard work. Potential opponents will be scared off when you go down their street handing out reports. This effort in the off-season pays off so big that it simply doesn't require much explanation.

Target your effort based on your plan strategy.

- Perhaps you need to reinforce your base.
- You may want to convert swing precincts.
- Personally hit core Democrat precincts to really mess up the Democrat efforts. There are plenty of approaches – pick the right combination for you.

If you just can't hit the entire district, mail or door-door-drop the precincts you can't personally visit. **Sure you could just mail the whole district, but that would miss the point. Voters want to see you.** Be visible. Give them that "personal touch". This is the price of public service.

Just because you are not in session you should not drop out of the public eye.

You don't need regular ink in the papers to stay visible. Be aware of what is going on in the district. Attend school board meetings, city council meetings, county commission meetings, and any place else where public business is being conducted.

Don't even try to make all the meetings. Target those where attendance will be most significant. Remember when you attend that you should not just appear and disappear. Have substance, listen, and learn.

Letters to the editor and occasional editorial columns give you an opportunity to comment on the issues of the moment. Government and politics continue and in parallel continues the need to control the political agenda. If you are silent, the organized opposition has only their voice heard and their agenda being discussed.

For Example:

A Western State Representative had won his first election by 13 votes. As he toured his vast rural district, he took time to drive by a few local schools. If a school was missing a state flag, he went to the administration offices and offered to supply a state flag to the school. There was one hitch – the flag was to be presented at a school assembly. Students were enlisted to be in the program – the band played the national anthem to warm up the students with a few patriotic tunes. The Scouts (boys and girls) handled the flag ceremony. The legislator gave a short talk about the flag and distributed pencils to the students.

Part V: Habits Year Round

Incumbency activities can be expensive. Take advantage of the days between legislative sessions to build up your war chest.

Opponents and candidate recruiters will take notice of your activity. Reports that may be required will be copied. Those candidates showing regular activity and less than empty bank accounts will help to fend off opponents.

Successful fundraising habits

There is no reason for an incumbent to enter a re-election bid with an empty war chest. If that happens, you only have yourself to blame.

Every incumbent has to raise money, even if you have not yet decided to seek re-election. You need the cash to pay for the privilege of communicating with your constituents. If you decide not to run, a strong plan for energetic and visible service will keep the district safe for the next Republican!

Raise money aggressively. **Fundraising activity and impressive published results scare off potential opponents.** The activity generates its own momentum of support for you and your agenda. The dominoes that fall from aggressive fundraising are many and powerful.

Please don't fall into the false trap of saying that your donors are tapped out from the last campaign and that you want to give them a rest before the next election. Nonsense. If this were true, no Governor, Congressman, or Senator would ever raise a dime between elections. We all know that most of them enter election time with hundreds of thousands of dollars in the bank – it's a winning habit!

Donors give out of habit every time you present them with a good reason. This is a good habit to help them maintain. Your donors will relish the chance to help support an active incumbency effort. Studies reveal that most voters are willing to help defer the cost of questionnaires and post-session reports because they like being informed – just not at taxpayer expense. It is viewed as a reasonable way to participate.

Just ASK.

Ethics

Never, ever do anything that is against the law.

Never, ever do anything that violates political custom in your state and district (activities that aren't illegal but just aren't done). Never. Nothing is worth it.

A winning incumbency plan can be expensive, but it will help you do your job better. Most states don't appropriate funds for this purpose. If you are going to do your job well, the cash has to come from somewhere.

You have to ask for it.

Some incumbents have ethical problems with asking for money to support an incumbency program and then putting the money in their campaign account. If you prefer, create a new account specifically for incumbency activities. Donations for incumbency projects go in the Incumbency Account. Don't tap it for campaign purposes.

Some states restrict fundraising during a legislative session. In other states, even though there are no restrictions, the media and public interest groups apply pressure to intimidate legislators into not taking donations during a legislative session. Sometimes, the donation sources are regulated by statute or custom: no donations from lobbyists or organized political interests.

- **Never solicit a donation in a chamber or in a committee room.**

If the custom and rules allow, the legislative session is the best time and the best place to solicit donations. **Just don't sell your vote or your soul. Never let financial support determine how you vote. Vote your conscience and your district and then seek support on that basis.**

On the other hand, remember you have natural allies. You support their positions; you are in sync with their agenda; you may even be a member of an interest group. Your supporters have a right to help you and you should accept their donations. During the legislative session, the entire world of political donors is in one place, which makes fundraising much easier.

Your plan and budget

Write a finance plan for your incumbency activities. Your tactical plan should establish how many questionnaires and post session reports to print and how they will be distributed. In establishing a finance plan you must review resources, determine a strategy, and set monthly revenue goals. Only you know all the projects that you would like to undertake to help you be a better legislator – make sure you plan ahead. Obtain cost estimates and create a month-by-month cash requirement. **Plan your fundraising projects to have the cash you need to pay for the projects well before the money is due.**

In establishing a finance plan, determine what amount of time you, the legislator, will have – remember constant fundraising (and as a result constant monthly cash flow) permits you to better manage spending and plan for expenses. As an incumbent, you can expect that as you develop your fundraising schedule you will receive more special interest money. However, remember to also devote ample time for **event fundraising**

and **direct mail**. NOTE: In addition, a disciplined legislator will institute a fundraising call program.

Direct mail

Few state legislators use direct mail between elections. Few state legislators properly work their donor file. Most think sending one letter each election cycle is more than enough. As a result, each election they will have to completely reconstruct their direct mail program from scratch, including updating lists with changed addresses. This is an unacceptable waste of precious time and vital resources.

As you know, direct mail is the most effective means by which campaigns build a donor base for fundraising purposes. Incumbents with established donor files should use direct mail as a powerful fundraising mechanism – legislators may raise as much as 25%-50% of their total budget using direct mail.

Although direct mail is an effective way to fundraise, it can be expensive if not institute properly. A poor outcome often results from mediocre efforts – campaigns that failed to begin their direct mail efforts early – and – legislators who fail to maintain an updated file will not be able to offset the large fixed costs associated with building a good donor file.

Be exhaustively persistent when it comes to raising money to pay for your programs. Not every one in your house file will donate at every request, but if you get a 10% to 15% response, you will make a profit. Send a one-page letter asking for donations to help pay for your project or initiative. Some samples are included in the Appendix. Give a supporter a worthy project and you will get a check. After all, your donors have already invested in you and your vision and they want to help make your vision a reality. This is the easiest way to raise base funds for the first project. Always send a “Thank you” within 24 hours of receiving a donation!

- In your first letter after the election, ask for help to pay for a questionnaire as well as retiring campaign debts.
- 60 days later, send a synopsis of the questionnaire responses and ask for help getting the website up and running
- 60 days later, ask for help producing the post-session report
- 90 days later, ask for help starting your campaign for the next election
- 120 days later it’s time to ask for help with the next questionnaire
- 60 days later, send a synopsis of the questionnaire responses and ask for help getting the first campaign literature printed
- 60 days later, ask for help with the next post-session report
- Now it’s time to start your campaign direct mail program

If your supporters and donors complain (and they will) about all the fundraising mail, do no apologize! Explain that it is necessary to make sure you continue to serve them. It may prove well worth the cost to hire a professional direct mail firm (a local if

possible) to handle your program. This takes the hassle off you and improves the quality of message and production.

Regularly prospect for new donors.

All house files will lose donors and the list has to be kept fresh. **Prospecting will keep your house file fresh and expanding.** Be prepared... you will probably lose a little on each prospect mailing. Even if a prospect mailing breaks it has been very successful. Prospecting is an investment in the future because you will get names to be added to the house file. When re-solicited, these donors will more than pay for both the first mailing and the re-solicitation.

The most successful direct mail programs rely on constant prospecting. Test new messages to see if the mood of the electorate is changing based on response rates.

Who to prospect:

- Target prospecting to members of groups most likely to support you.
 - Trade associations support your last election
 - Community organizations that might want to help with an issue
 - Groups where you have membership
 - Key base precincts and Republicans who vote with regularity in primaries and Republicans in higher income areas are ready to be tested
 - Lists of people who might be ideologically oriented to you (include church memberships and other neighborhood activist organizations)
 - Republican activists beyond your district. They have an interest in keeping or maintaining a majority and in promoting new leaders

Target your message.

- Each letter to a prospect file has to address specific concerns of that file. If you are mailing advocates of charter schools, talk about their issue. If you are mailing Republicans, talk about your shared vision, values, and a few key pieces of legislation you plan to support.

Constantly prospect.

- Make an investment in yourself. Ask your major donors to help cover the costs of prospecting. Put any net profits from prospecting in your campaign fund after restoring the prospecting fund.
- Mail a list more than once. Take respondents from a prospect mailing in your house file and remove them from the prospect file. If you have a good response from a prospect mailing, mail that list once or twice more.
- Prospect as often and as regular as your budget will allow. If you keep your prospect budget full, you can send mail to a new file every few weeks. Do this

and you will have a huge house file. Most important, Democrats won't be willing to come after you because of visibility this system creates.

More Dollars

Events

Plan for at least three events each year you are in the office.

- Send-off dinners before the legislative session are wonderful opportunities for people to donate in a big way.
- Celebrate your birthday or swearing-in with your donors.
- Throw an ice cream and hot dog festival in the heat of the summer.
- Have a debt retirement dinner.

Your legislative agenda offers a particularly unique opportunity to raise funds. The target group provides a ready audience for ticket sales. For example, if your legislative specialty is tax reform, host an event on April 15 or on "Tax Freedom Day."

One-on-one

Use the same techniques you used in the last campaign to raise money one-on-one: Use peer pressure and don't go along. Instead go with a friend of the prospect, after asking, don't be the next one to speak.

- Meet with each major donor to your campaign. Ask them for a matching donation (or more if you think they shorted you previously) to help pay for your questionnaire.
Ask your major donors from the last campaign to establish a "Joe Jones Legislative Support Team." Charge dues appropriate for the major donor level in your community to join this team. Make sure you meet with the team regularly to keep these supporters updated on your activities. Give your major donor members a cup, plaque or other official commemorative to show appreciation for their support.
- Go back to those major donor prospects from the last election that gave excuses but didn't give. Now is a good opportunity for them to make amends.
- Continue to prospect for one-on-one donors.

Interest groups

Schedule luncheons with members of interest groups who supported (or that should support your efforts). Recruit a member to host and sponsor the lunch. Ask their trade association to cover the cost of the lunch. Keep the attendance to 20 people. Each should be pre-sold to bring a donation. At the event, give attendees plenty of opportunity to discuss their issues. The key to this approach is pre-selling the event with the help of your recruited host.

Part VI: Appendix

The Winning Habits Summary

Here are the *Winning Habits*.

There are two major projects:

- Distribute a questionnaire to your constituents before the session.
- After the session personally deliver a report detailing your activities during the session.

Before the session

- Set out your vision
- Develop lists: opinion leaders, donors, interest groups, voter files
- Establish a personal relationship with members of the media and keep in touch with them
- Know what's going on in your community and make the meetings
- Send a questionnaire to constituents
 - ✓ Send all respondents a thank you and a financial appeal
 - ✓ Send all respondents a second letter with results of the questionnaire responses
 - ✓ Notify the media about the questionnaire and later notify them of the results
 - ✓ Add the respondents to your database – donors, volunteers, issue activists, etc.
 - ✓ Engage volunteers and issue activists
- **Use technology**
 - ✓ Set up a broadcast email/fax ability to inform interest groups, donors, activists, and supporters
 - ✓ Keep your computer system up-to-date
 - ✓ Videotape your town hall meetings to show on government access TV

During the session

- Be visible in your district
 - ✓ Write columns, go on talk radio, go to local events and hold meetings with your constituents
- Make about 9 calls every day, in addition to responding to all constituent calls:
 - ✓ 3 cold calls to constituents
 - ✓ 5 calls to opinion leaders (including 2 democrats)
 - ✓ 1 call to a business effected by a bill you will hear in committee
- Do your homework and be ready for legislative business
- Keep records of your mail and conversations for use in the next election

After the session

- Deliver a report on the legislative session door-to-door to your voters
- Stay visible by going to community activities and meetings
- Send clippings to people who appear in the paper or who receive recognition of special achievement

Year Round

Raise money all the time

- Mail your house file of campaign donors and questionnaire donors every 45-60 days
- Prospect mail constantly
- Hold two or three events a year
- Keep major donors giving and expand your major donors with personal contact

Daily Activity Checklist

Post this page next to your desk at the Capitol and check it every day!

DID YOU...

Call your local media with a daily report?

Call at least five people on your opinion leaders list to discuss today's events?

Call at least one hometown businessman about a bill you heard in committee today that would impact him or her?

Cold call at least three of your constituents?

Read all the bills you will hear about tomorrow?

Check to verify your project manager, intern, or staff mailed or emailed new bill introductions to your special bill review committees?

The Wilder Index:

It's the only way to know.

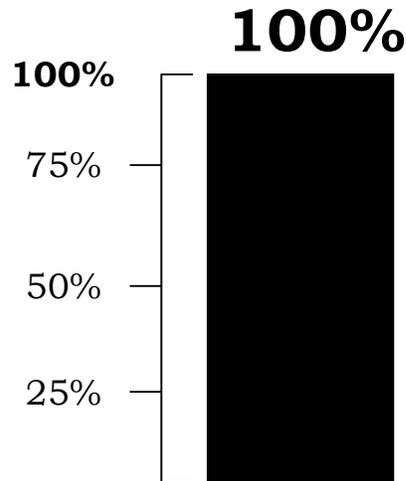
Governor Wilder brags about how often he gets his way with Virginia legislators. He gets plenty of help from Senator Johnny Joannou.

On a list of 12 key votes in the last session, Johnny Joannou voted to give Governor Wilder his way 100% of the time!

**Johnny
Joannou
has a
WILDER
INDEX
SCORE
OF 100%**

From robbing the lottery fund to opposing election reform, Senator Joannou supported Governor Wilder over us.

It's time for a change.



Wilder Index

Johnny Joannou gives Governor Wilder nearly everything he wants! We don't need a Rubber Stamp Legislature. Governor Wilder *already has* that!

We need an *independent* voice for us.

We need someone who will keep a clear head on every issue, independently deciding the good and bad on every issue, voting his mind and heart on every issue.

We need Fred Quayle. He will vote for us.

**Fred Quayle will be *our* Senator,
not Governor Wilder's rubber stamp.**

The Wilder Index is taken from votes on the Senate Floor on legislation on which Governor Wilder has specifically taken a position:
HB150/HB1150a/HB1499/HB2005/HB1308/HB1969/SB724/HB1322?HB1973/HB1954/HB1164

The Wilder Index:

It's the only way to know.

Governor Wilder brags about how often he gets his way with Virginia legislators. He gets plenty of help from Senator Emilie Miller.

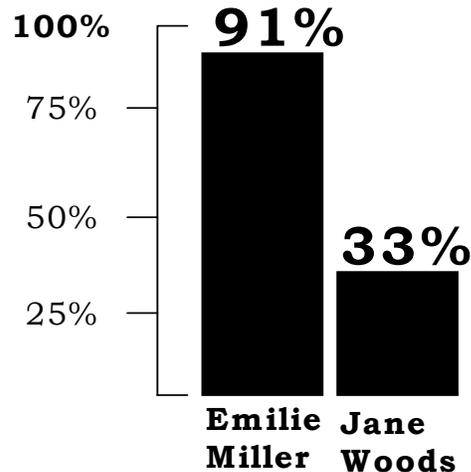
On a list of 12 key votes in the last session, Emilie Miller voted to give Governor Wilder his way 91% of the time!

From robbing the lottery fund to opposing election reform, Senator Miller supported Governor Wilder over us.

It's time for a change.

**Emilie
Miller
has a
WILDER
INDEX
SCORE
OF 91%**

Wilder Index



Emilie Miller gives Governor Wilder nearly everything he wants! We don't need a Rubber Stamp Legislature. Governor Wilder *already has* that!

We need someone who will keep a clear head on every issue, independently

Deciding the good and bad on every issue, voting her mind and heart on every issue.

We need an *independent* voice voting for us. We need Jane Woods. She will vote for us. Her record proves it; as a Delegate, her Wilder Index was only 33%!

**Jane Woods will be *our* Senator,
not Governor Wilder's rubber stamp.**

The Miller-Wilder Index is taken from votes on the Senate Floor on legislation on which Governor Wilder has specifically taken a position: HB1150/HB1150a/HB1499/HB2005/HB1308/HB1969/SB724/SB1510/HB1322/HB1973/HB1954/HB1164. The Woods-Wilder Index is taken from votes on the House Floor on legislation on which Governor Wilder has specifically taken a position: HB1150/HB1757/HB1150a/HB1499/HB2005/HB1308/HB1969/HB1954/SB582/SB786/SB316a/SB724

Volunteer Activities

The need to recruit volunteers is constantly reinforced in this program for incumbents. Organizations can be expanded and ready for action with constant use and recruitment.

Volunteers can...

- ✓ Help get your computer system started and continue to manage the system.
- ✓ Make a list of the key opinion leaders in your district.
- ✓ Keep track of community events.
- ✓ Clip articles from the local paper about weddings, births, service awards, awards to children or special achievements. Mail these to the person involved with a personal note on your legislative stationary.
- ✓ Write a regular column for the paper.
- ✓ Film a town hall meeting.
- ✓ Make calls to turn out a crowd for meetings and events.
- ✓ Get phone numbers, addresses, and notes for every constituent communication.
- ✓ Underline a key sentence in every piece of mail you receive from a constituent and in your response letter and code in preparation for data entry.
- ✓ Input data, including adding every voter with whom you speak, to your computer database.
- ✓ Chair or serve on a special issue task force.
- ✓ Contact their industry or interest group, polling about a bill, creating a special issue advisory task force to study a proposal or make recommendations, or recruiting an activist group to rally and work.
- ✓ Cross-reference these bills to your interest group list, get and mail copies.
- ✓ Work on your staff at the legislature as a volunteer: answer mail, read and review pending legislation, return phone calls, schedule.
- ✓ Tall questionnaire responses.
- ✓ Supervise town hall meetings.
- ✓ Coordinate your whole team.
- ✓ Publish a report to the citizens.
- ✓ Write letters to the editor.
- ✓ Help you stay up with the technology curve and help use available and pending technology to make you a better legislator.
- ✓ Post-regular legislative updates and other messages on computer bulletin boards.
- ✓ Sponsor fundraising events.
- ✓ Serve as Finance Chairman on your finance team.

You will no doubt think of more...

Constituent Questionnaires

Pres-Session Report (Artist SAMPLE PART 1)



Rep. Bill Artist
Majority Caucus Chairman
Member: Rules Committee

**INSERT
PICTURE**

Bulk Rate
U.S. Postage
PAID
Permit #489
Denver, CO

**Colorado
House of Representatives**

**State Capitol Building
Denver, Colorado 80203
Capitol Phone: 866-2349**

NOT PAID FOR AT TAXPAYERS EXPENSE

Dear Constituent,

I am sending you this questionnaire so that you have the chance to give me your opinions on the major issues that will be facing the Legislature this year. I can best represent you if I know how you feel about these issues. I have provided space for two people to respond to the questions. Please take time to answer the questions on the back of this letter and send them to me as soon as possible so that I can have time to consider your opinion before I have to vote on the issues.

During the session I will publish a tabulation of the questionnaire results in local papers. This tabulation will include an explanation of how each item was addressed by the Legislature.

Your interest and input will make our system work most efficiently so I hope you will take the time to respond.

As always, feel free to contact me personally with any matter of interest to you.

Sincerely,

Bill Artist

Bill Artist
State Representative
District 48

(Artist SAMPLE PART 2)

Some of the questions below relate to proposals that may be considered during the current session of the Legislature. Other questions ask your opinion on problems facing Colorado. I need your opinion to use along with other information in making decisions on these issues. Feel free to add your comments to the questionnaire.

1. The State is currently limited by 7% to the amount it can increase its spending. Should this 7% limitation be raised or lowered?
 - a) Raised
 - b) Lowered
 - c) Remain the same

2. Should any of the following taxes be increased to provide more money for public education (K-12)?
 - a) Income Tax
 - b) Sales Tax
 - c) Property Tax
 - d) Enough Spent Already
 - e) Other (specify)_____

3. Should any of the following taxes be increased to provide more money for higher education?
 - a) Income Tax
 - b) Sales Tax
 - c) Property Tax
 - d) Enough Spent Already
 - e) Other (specify)_____

For the following questions Please circle Y for yes, N for no, and U for undecided.

4. Highways and roads are always a big issue when the legislature meets.
 - a) Has enough been spent to improve our Highways? _____ **Y N U**
 - b) Has enough money been put aside to pay for future needs? _____ **Y N U**
 - c) Would you support an increase in the gas tax to pay for road funds? _____ **Y N U**
 - d) Should the 55 MPH speed limit be retained? _____ **Y N U**

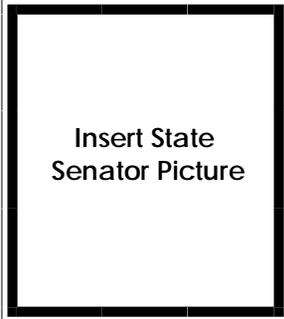
5. Would you support a mandatory seat belt law? _____ **Y N U**

6. Would you support a mandatory motorcycle helmet law? _____ **Y N U**

7. Should we increase the legal drinking age in Colorado to 21? _____ **Y N U**

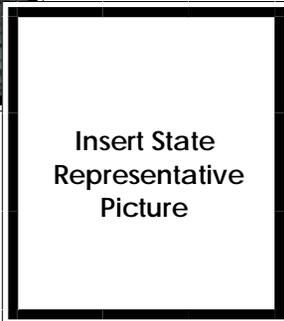
8. Please list the most important issues to you:

9. Comments:



*State Senator
and
State Representative*

Post Session Report



Summary
of the
54th Legislature
2nd Session

State Senator and State Representative
Post-Session Report

MAJOR STATE ISSUES

COMMITMENT TO LESS GOVERNMENT

This year the legislature focused on maintaining a balanced budget and keeping down unnecessary government growth. Responsibly handling taxpayer's dollars, the legislature only allowed for an increase of 3.2 percent in the general fund expenditures and various unnecessary laws were repealed or killed.

Legislators exemplified their commitment to passing citizen legislation. In this year's short session, each legislator was limited to carrying six bills. A resolution suggested that next year, the number be further reduced to four. This will benefit the people of Colorado by keeping excess legislation from being passed, and more importantly, keeping costs down.

ENVIRONMENT

Legislators remained strong in their commitment to protect and improve Colorado's environment. Mountain villages and communities along the Front Range will be protected by requiring new wood-burning stoves be cleaned and certified before sale.

CRIME/VICTIMS

Sexual exploitation of children was formerly considered a crime only if such abuse were used for commercial purposes. New legislation, however, makes child pornography a Class 3 felony even where no profitable intent is in evidence.

CONSUMERS

An Office of Consumer Counsel has been set up so that consumers have a greater say on issues dealing with public utilities.

Colorado's new "Lemon Law" entitles consumers to reimbursement or replacement of their defective automobile. The law aids the consumer when the car is not working properly and is still found faulty after four trips to the shop and the manufacturer receives written notice.

Amended was Colorado's "Little Davis-Bacon Act" which states that the highest union wage, called the prevailing wage, must be paid by contractors with the state. By being forced to use local prevailing wages, capital construction costs to the state are increased. In order to save your taxpayer money, the requirement to pay local prevailing wages was changed from a \$5,000 minimum contract to a \$150,000 contract. That way Colorado will save thousands on construction projects.

EDUCATION

The legislature reaffirmed its commitment to excellence in education by adding almost \$55 million to last year's budget for support for public schools.

Fairness of assistance to poorer school districts was also considered. The general assembly increased assistance to poorer school districts this year by giving state aid the first year to those districts as a match for the property tax increase they vote themselves. After that, Colorado will pay one-half of the increase only for those districts.

Responding to the need for more quality time spent in the classroom, the calendar of Colorado schools was lengthened by four days.

**Re-Elect
State Senator
and
State Representative**



Because You Want To Know!

LEGISLATIVE HISTORY

This session was the first conducted under the 140-day limitation approved by the voters in 1982 which replaced the so-called "short session".

In order to meet deadlines necessary to complete business within the new time restricts, legislators were limited to introducing six bills. As a result, a total of 659 bills were introduced, 218 in the Senate and 441 in the House. Of that total, 266 failed to win approval who signed 312 vetoed 14 and allowed two to become law without his signature.

THE BUDGET

Overall, the 1984-85 budget reflects an approximate increase of one percent over the original 1983-84 budget, the new budget reflects an approximate growth of seven percent.

Social services and education remained the largest two cost areas. The level of spending for education, both secondary and post secondary, remained constant at about 45 percent of the total budget. This resulted from a 5.5 percent increase authorized in 1983. Secondary education is about 9.9 percent of the total budget.

In spite of some last minute problems the Joint Budget Committee was able to negotiate a Memorandum of Understanding (MOU) with each of the governing boards of the state's major colleges and universities that cover all campuses. The 1984-85 General Fund budget includes an increase of \$24.6 million for higher

education, an increase of almost seven percent.

The legislature has increased its commitment to the Department of Social Services \$85 million over the past two years. The 1984-85 budget contains a \$60 million increase, or about 10 percent for this fiscal year. Efforts are being made to prevent the type of financial demands that forced special cost containment measures during the last days of the session.

CRIMINAL JUSTICE

The growing concern with the abuse of cocaine was behind the passage of a bill that sets up a graduated scale of fines and felony classifications for the possession of cocaine with mandatory sentences for larger amounts.

Juveniles with a history of criminal convictions or who commit murder can be classified as an "aggravated juvenile offender" and are now subject to stricter penalties. Children as young as 12 years old who commit murder and children 16 years old who have already been convicted of serious crimes can now be sentenced up to five years in a Department of Institutions facility.

Concern about the abuses of "charity" poker night fundraising, the ability of local law enforcement officials to deal with the increasing abuse and the possible involvement of organized crime figures were the motivating factors behind passage of the "aggravated juvenile offender" bill. It will end the practice of poker games as fundraisers for nonprofit organizations.

Paid for by the Colorado Republicans.

Dear State Senator and State Representative:

I appreciate your taking time to keep in touch and telling me what happened during this session of the legislature. Please keep it up.

Here are my comments on what the legislature did and/or my suggestions for legislation I would like to see you work on in 1985.

Name _____ Address _____ City _____ Zip _____

Please clip, place in an envelope, and mail to: PO Box 36, Boulder, CO 80306

Because this report is not paid for by tax dollars and because I want you to be able to keep up this service, I have enclosed \$2.00 to help cover the cost of printing and mailing.

State Senator/State Representative Sample Back Cover Page 4

One of the more emotional crime bills to be debated this session revised the death penalty sentencing provisions. Juries can now consider aggravating factors against mitigating factors before deciding whether to impose the death penalty of life in prison.

A surtax will now be put on court fines to establish a fund for assisting the victims of certain crimes. The assistance programs are the foundation of "Victim's Bill of Rights".

In order to ensure that persons convicted of drunk driving are meeting their obligation to perform useful public service under the drunk driving laws passed last session, probation departments in each judicial district can now start such programs.

Bills were passed to close loopholes in present law concerning the fraudulent use of credit cards and bank cards that can be used at automated banking machines making it easier for merchants to recover up to three times the amount of the check; and allowing the courts to accept as evidence the results of laboratory testing where crime scene evidence is destroyed by the test if they were done by approved scientific methods.

BUSINESS AND CONSUMER INTEREST

In an unprecedented move, the Senate this session, rejected two consecutive nominations by the governor to fill a vacancy upon the Public Utilities Commission. The governor announced he wanted a member of the board with a strong firm in its conviction that the PUC should be comprised of members without a pro consumer or pro utility bias.

Following that reasoning, the Legislature passed a bill which sets up an office of Consumer Counsel under the state's attorney general.

BILLS SPONSORED BY SENATOR LES FOWLER

SB 80 - States that any person convicted of knowingly or intentionally manufacturing or selling cocaine, or conspiring with any person to do the same, shall be sentenced to at least the minimum term of incarceration for a class 2 or class 3 felony, and, in addition, provides for a fine. Said person shall not be eligible for probation or a suspended sentence.

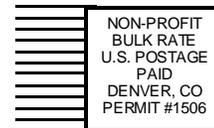
HB 1430 - Financing of public schools. Fixes the amount of the minimum guarantee at \$10 per pupil per mill for 1985 and future budget years. Places a limit on growth of state appropriations for the equalization program. Provides that the State Board of Education will perform the functions of the State School District Budget Review Board. Permits voter-approved increases which are not equalized in the first year, but which may be subsequently equalized if they are below the state average. (Senate sponsor)

BILLS SPONSORED BY REPRESENTATIVE SANDY HUME

SB 137 - Authorizes the Department of Health to participate in federal implementation of the "Comprehensive Environmental Response, Compensation, and Liability Act of 1980", Requires state matching payments as mandated by cooperative agreements between the Department of Health and the federal government for remedial action and responses relating to hazardous waste disposal. (House sponsor)

HB 1224 - Requires RTD elections to be held the same time as general elections. Permits the board of the district, after approval by the voters, to levy a state tax, the rate of which is based on the level of service to the district. Also requires RTD to submit to the General Assembly financing proposals for a fixed-guideway system.

SENATOR LES FOWLER
REPRESENTATIVE SANDY HUME
c/o Colorado Republicans
1275 Tremont Place
Denver, CO 80204



Sample constituent correspondence survey

First and Last Name: _____
Street Address: _____
City, State, Zip: _____
Email Address: _____

Please check the appropriate response:

1) I contacted (member's name) by:

Telephone Email US Mail Fax Other

2) I was pleased with the way in which I was treated when I first contacted the office.

Strongly Agree Agree Neutral Disagree Strongly Disagree No opinion

3) On average I contact (member's name).

More than once a month Once a month Every other month
 Once a year Less than once a year
 This is a first time I have ever contacted (member's name)

4) (Member's name) reply to my original correspondence was prompt.

Strongly Agree Agree Neutral Disagree
 Strongly Disagree No Opinion

5) (Member's name) response answered my specific concerns

Strongly Agree Agree Neutral Disagree
 Strongly Disagree No Opinion

6) Having read his/her response, I know where (Member's name) stands on the issue about which I am concerned.

Strongly Agree Agree Neutral Disagree
 Strongly Disagree No Opinion

7) (Member's name) responded to the issue about which I had contacted his/her office.

Strongly Agree Agree Neutral Disagree
 Strongly Disagree No Opinion

8) My name and address were printed correctly.

Strongly Agree Agree Neutral Disagree
 Strongly Disagree No Opinion

9) Overall, I was pleased with the response I received from (Member's name).

Strongly Agree Agree Neutral Disagree
 Strongly Disagree No Opinion

Comments:

Fundraising Samples

Sample Fundraising Call Sheet

A volunteer can prepare this for you in advance

Name: (in bold print letters)

Salutation: (first or nickname)

Business or Company: (if relevant)

Secretary's Name: (if relevant)

Phone Number: (both business and home)

Individual History:

Include as much detail as possible. Be sure to include any activities, previous contributions, previous discussions, etc.

For example:

Sara gave \$300 to the Governor's campaign. She lives in your district – yet she has not yet made a contribution.

You met Sara at a recent picnic honoring the recently deceased Mayor. She is known to be politically active, and may also consider volunteering if contacted personally.

Pitch:

What are you asking for... be specific.

For example:

Sara is expecting your call and may want to discuss your position on corporate hog farming.

Explain your plan to defeat your opponent and ask her for a \$300 contribution,.

Notes:

Leave plenty of room in this section. Either the legislator/candidate or the person sitting with him/her will want to have a record of the conversation.

For additional fundraising examples please contact GOPAC regarding our fundraising seminar