

Table of Contents

Introduction.....Pg. 1

Campaign Portal.....Pg. 2

Party Building.....Pg. 4

Chairman’s Duties.....Pg. 7

Setting Goals.....Pg. 9

Developing a Plan.....Pg. 11

Delegating Responsibilities.....Pg. 13

Building a Finance Plan.....Pg. 16

Increasing Membership.....Pg. 21

Communications.....Pg. 24

Candidate Recruitment.....Pg. 28

Voter Registration.....Pg. 31

Introduction

Sent 4/5/05

Growing the grassroots organization is the key to rebuilding the Republican Party in Massachusetts. As Chairman of a local Town or Ward Committee you are a critical part of our future successes.

Many of you attended the Town & Ward Committee Summit in February where we discussed the direction of the State Party and provided training on the fundamental aspects of running a local committee. Over the course of the next several months I will be working with you to build on that program.

The program will consist of weekly emails to help you build your local committee and will take advantage of the Campaign Portal technology. The focus will be on organizing your committee, building your membership, raising money and recruiting candidates to run for local and legislative offices.

Additionally, you will receive periodic Issue Alert & Team Leader emails which will not only keep you up to date on party news and events but serve as a call to action to participate in phone banks, standouts, rallies and other activities that are essential in building a comprehensive grassroots support system for Republican candidates. I encourage you to submit to me a list of your committee members email addresses and I will include them on these emails.

I look forward to opening a dialogue with you and encourage you to ask questions and provide any feedback that you may have. Together we can make certain that the Republican Party is progressing into a vibrant party of opposition both locally and statewide.

Thank you for your service to the Party.

Matt St.Hilaire

Campaign Portal

Sent 4/12/05

The Campaign Portal is an internet based tool that has been used most recently during our '04 legislative races. This tool is now available for Town Committees and will really give you a greater ability to run your committees self sufficiently to do some of the essential activities such as mailings, phone banks and door to door. I urge you to learn about this technology and to begin to use it at the local level to help local candidates, identify voters, raise money and build the party.

As we move into the fall and the '06 election cycle we will be communicating to you through the Portal and there will be a greater emphasis on this technology. I strongly encourage you get yourselves and your members familiar with the system now so we can hit the ground running.

Background

During Governor Romney's campaign in 2002 an internet based system was developed to identify voters and get them out to vote on Election Day. Each Town Captain had access to the system and was responsible for identifying voters in their town.

If you think back to that election you will remember the Romney-Healey Campaign making phone calls to voters to determine who they were supporting or if they were still undecided. The weekend before the election, the campaign was able to make thousands of phone calls to convince voters who had been identified throughout the campaign as undecided to vote for the Romney-Healey ticket.

This system became known as the Campaign Portal and was next used during Sen. Scott Brown's Special Election campaign. That election was held on the Presidential Primary and it was clear that in order to win the Brown Campaign would have to identify their supporters and make sure they got them out to vote. In an election in which there was only a contested Presidential race on the Democratic ballot, Sen. Brown was able to squeak out a victory through his Get Out the Vote Program.

The Massachusetts Republican Party further developed the Campaign Portal for legislative candidates in 2004. We added some functionality such as Opposition Research and the Campaign Plan but the idea remained the same. In order to win an election it is essential that you identify your supporters and turn them out to vote on Election Day.

Functionality

The Campaign Portal contains the voter list from the Sec. of State's Office and allows you to create and search any list that you want. You can search by precinct, party affiliation, street, age group, gender, name and voter history. The Portal gives you the

ability to print off walk lists for door to door, phone lists for phone banking and allows you to export the data to create mailing labels.

Once you've started to identify voters in your community the Portal gives you the ability to capture that data for future use. As Town Committees and Candidates use the system, we as a Party will be keeping track of voters who were identified as supporters year after year. This will be a huge advantage for candidates at all levels down the road.

The Portal also allows you to keep track of volunteers and gives you the ability to give access out to other members of your committee. For instance, you could break up your town by precinct and give access to an individuals to just the precinct they are responsible for. You could then keep track of the volunteers they are entering and the voters they are identifying.

Also, there are all kinds of reference materials on the system including the Town Committee Development Manual, a Candidate's Handbook, and the materials from the Town Committee Summit held in February.

How do I get access?

Each State Committee member has been given access to the Campaign Portal. To obtain a username and password to the system please contact the State Committee members in your district (www.massgop.com contains a list of these individuals).

If you have trouble finding your State Committee members or have any other questions please contact me at msthilaire@massgop.com or 617-523-5005.

Party Building

Sent 4/19/05

In order to rebuild the Republican Party in Massachusetts it is critical that Town & Ward Committee members fully understand their purpose and role within the Republican Party structure. With this renewed understanding town committee members will have a greater ability to focus on the duties of building the grassroots at the local level.

Purpose

The Republican Town Committee is not a committee of politically interested individuals who get together every few months to discuss or debate the issues of the day. The Town Committee *is* the Republican Party for your town and needs to act as a highly partisan organization to recruit and elect Republican candidates. Don't think of yourselves as a *Republican Town Committee*, but rather as the *Republican Party for your town!*

The Town Committee exists to elect Republicans to public office, period. All activities your committee undertakes should in some way work towards this goal.

Electing Republicans to office in your town may sound like an impossible task but there are several things you can do to work towards that goal. These five core responsibilities will help build the party in your town and give you a greater ability to elect Republican candidates:

- Build & maintain a vibrant local Party organization
- Recruit candidates for municipal and legislative office
- Communicate the Republican message in your local media
- Grow the Republican base with aggressive voter registration programs
- Get out the Republican vote on Election Day

To turn your committee into an organization that can impact local elections I recommend that you begin by recruiting members to join your committee and then hold monthly meetings to keep them interested. The more members you have who are motivated, the greater your ability is to make an impact.

Recruit candidates to run for local and legislative offices. Running candidates is the only way to win and this will give your committee members campaigns to get involved with to keep them focused. By assisting candidates with volunteers and GOTV efforts it will be easier to recruit candidates down the road and eventually elect a Republican to office in your town. You want your Committee to be an asset to the candidates who run in your town.

Submit letters to the editor and write press releases to counter the Democrats "puff" pieces in your local paper. By offering different view points and challenging the Democrats on their records you will begin to chip away at the image of the incumbent which will help whoever runs against him/her in the future.

And finally, Get Out the Republican Vote on Election Day for all Republican candidates running in your town through phone calls and mailings using the Campaign Portal. By helping candidates with this activity you will be directly contributing to their campaign. No Republican candidate will win in Massachusetts without solid support from their base.

Party Structure

Town & Ward Committees must understand their role in the Party's overall structure. There are many things that can be done best at the State or National Party but there are also things that need to be done locally.

For instance, it makes less sense for the small staff at the State Party to spend time conducting GOTV phone calls when they can be advising local committees on how to most effectively implement a GOTV plan. Likewise, it does not make sense for each local party committee to design and print its own promotional materials for a statewide candidate, when those candidates or the State Party can use its purchasing power to produce the same product much more cheaply.

In order to work together it is important that we understand what is expected at each level of the Republican leadership chain, so we minimize duplication and maximize our collective output.

National Republican Party

- Recruits and serves as primary source of support for Presidential candidates
- Recruits and serves as primary source of support for Congressional candidates
- Markets Republican brand-name & candidates in national media
- Assists State Parties in developing into successful organizations

State Republican Party

- Provides Republican information to activists and organizations statewide
- Recruits and serves as primary source of support for statewide candidates
- Recruits and serves as primary source of support for state Senate candidates
- Assists town parties in becoming successful organizations
- Conducts statewide GOTV program in legislative election years
- Markets Republican brand-name & candidates in statewide media
- Provides training and advisory assistance to legislative and county candidates

Town/Ward Republican Party

- Recruits and serves as primary source of support for state House candidates
- Recruits and serves as primary source of support for municipal candidates
- Leads GOTV "ground game" on behalf of all candidates
- Registers new Republican voters
- Markets Republican brand-name & candidates in local media

The State Party is working hard to help you build your committees into organizations that can effectively recruit and elect candidates but it is up to you to make it happen. The Campaign Portal allows you to identify the Republicans in your town so that you can target them with phone calls or mailings so please make sure you have access to it. Also, please make certain that your committee members fully understand their purpose and role in the Party. As you know, you and your committee members are essential and we will not become successful Party without your efforts. Please feel free to contact me at msthilaire@massgop.com or 617-523-5005 if you have any questions or would like to discuss your committee more specifically.

Chairman's Duties

Sent 4/26/05

The Chairmen of Republican Town & Ward Committees tend to take on too much of the work and responsibility of the committee. It is often the Chairmen who raise the money, recruit the candidates, communicate with the press, recruit new committee members, schedule and run meetings and whatever else comes up. While it is often the easiest solution to just do what needs to be done; taking all the work on yourself can cause several problems for the development of your committee.

By not delegating duties committee members will eventually perceive all duties and work as the Chairmen's duties. Without getting involved in the committees activities, members do not get any experience in any particular area of politics and therefore cannot be counted on to take on these tasks. And before long Chairmen become frustrated and burnt out and in some cases step down leaving the committee without leadership and political experience.

The key to running a successful committee is to play your role as committee chairmen and to manage your membership in a way that will be most effective for the progress of the Party in your town. In a few weeks I'll talk about organizing your membership into subcommittees but today's email will be about understanding your role as Chairman.

The Chairman's Responsibilities

Republican Town Chairmen are responsible for the overall success of the Republican Party in their town. Chairmen should think of themselves not only as the elected presiding officers of their committees, but as the leader of your community's Republican Party.

Chairmen are responsible for setting the strategic direction for their local Party. A good Chairman will utilize all resources at his/her disposal to carry out that vision. This includes:

Being an effective presiding officer

The core responsibilities of each Town Chairman are to set the agenda and preside over Committee meetings. Chairmen should be organized, be able to hold the attention of Committee members, and keep meetings short and focused on the agenda. Chairman should always be on guard against allowing the Committee to drift into areas outside its core responsibilities. It's easy to become distracted from the agenda—make sure that every single activity the Committee undertakes plays a role in reaching your stated Committee goals. Running an effective meeting is the first step towards keeping the membership engaged and involved with the Committee.

Effective meetings are brief, informative, and to the point. There are times to deliberate a major point, but if the committee must debate every decision at length, attendance in your meetings will dwindle. The work of committee members, officers and eventually the subcommittees should be done outside the meeting. Instead, committee meetings should be a place where members report on various activities, for the review of the whole committee.

I strongly encourage committees to meet once a month to keep members focused on the task at hand. Those committees that are meeting once a month generally have more vibrant committee membership and are able to make more progress towards their goals.

Analyze the Current Condition of Your Committee

Before making plans and setting goals for the party in your town, it is important to make an honest evaluation of the strengths and weaknesses of your Town Committee.

- Does the Committee have 35 full members?
- Does the Committee meet monthly?
- How many Republican candidates have run in recent election cycles?
- Has the Committee raised and donated money to local candidates?
- How many Committee-backed candidates have won?
- Has the Committee engaged in outreach activities? GOTV efforts?

Town Committees all have inherent strengths and weaknesses. Each committee should make an honest assessment of its strengths and identify those areas needing improvement.

To rebuild your committee into a successful political machine it is critical that you understand and play your role. Be a leader and make sure your members buy into what you are doing. Evaluate your committee and understand what your strengths and weaknesses are. By effectively managing all the members on your committee you can accomplish your goals.

Let me know if there is anything I can do to help.

Matt

Setting Goals

Sent 5/3/05

Over the past couple of weeks my weekly emails have covered the purpose of the Republican Town Committee and their role in the overall Party structure as well as the Chairmen's duties and responsibilities.

As I discussed last week the primary role of the Chairman is to run committee meetings and set the agenda for the committee. Once you've evaluated your committee, the next step is to identify goals that your committee can focus on.

To rebuild the party it is critical that our local town & ward committees are constantly progressing. Regardless of whether your committee has only 5 members or if your membership is full, as Chairman you need to steer your committee towards realistic and achievable goals that work towards building the party and electing republican candidates.

Setting attainable goals

Setting challenging, but realistic, objectives is the first step. Depending on the current strength of the Republican Party in your community, goals may include:

- Boosting committee membership above 35
- Electing a majority of Republicans to the Board of Selectmen
- Electing a Republican Ward Councilor
- Increasing Republican voter registration by 2 percentage points
- Electing a Republican state Representative
- Donating a certain amount of cash or in-kind assistance to local candidates
- Conducting Get Out the Vote activities for Republican candidates
- Keeping the heat on local Democrat incumbents during non-election years

Whatever your goals are make sure everyone on your committee understands them and set up a system to track whether or not you are meeting your goals. Each month at your committee meeting you should review the progress of your previous monthly goals and set new goals to have completed by your next meeting.

For instance, if one of your committee goals is to raise \$5,000 for the year you might ask a member to identify all Republican donors (OCPF website is www.state.ma.us/ocpf) from your town by the next committee meeting. When that member shows up at the next meeting with the list of donors he/she will feel like they achieved the goal and your committee will be in better shape to start fundraising.

At the same time you can have other members focusing on equally small but important goals so that no one individual is doing all work but the committee as a whole is progressing and everyone is involved. Your meetings will become a place where members are updating the membership on their progress and you are setting the next set of goals to be completed by the next meeting.

It is not likely that your committee will dramatically change over night but it is very important that we begin as a party to set small goals for ourselves and constantly work to achieve those goals. As Chairman, you have a number of committee members at your disposal. They all have busy lives and are volunteers however if they each contribute on a monthly basis towards realistic and attainable goals we can make significant progress in rebuilding the Republican Party in Massachusetts.

Please contact me with any questions and let me know if there is anything I can do to help. Keep up the good work!

Developing a Plan

Sent 5/10/05

Developing a plan

After you've evaluated your committee and set some attainable goals, the next step is to develop a comprehensive Political Plan.

The Political Plan is a blueprint for goal setting and political activity. The plan should clearly define the rules, roles and responsibilities for the membership and outline both the short and long-term priorities for the Committee.

Why have a plan?

A plan of action is a valuable management tool, which will help you avoid wasting time and will keep your committee focused. As Chairman, you should write your committee goals on paper and have them approved by your membership. Everyone will see what you are trying to accomplish and therefore agreement can be made regarding the direction of the committee. Because the plan is written down it allows for progress to be measured.

Components of a Political Plan

1. Local Party Goals
Your committee goals must be included in your plan. These goals may include building your membership, raising a certain amount of money, recruiting candidates to run against every incumbent democrat, running a GOTV program, getting the GOP message out through the local media, registering voters, etc... Whatever your goals are for the year, write them down and include them in your plan.
2. Programs & Activities
Once you've listed your goals, the plan should detail the programs and activities which you will institute to accomplish your goals. These programs may include fundraising events, writing letters to the editor, a voter registration drive, or conducting a phone bank. Think about how your committee will achieve its goals and include it in your plan.
3. Budget
A budget is a necessary part of the political plan. The budget should reflect the cost of performing the activities or programs outlined in the plan. Once you've thought about how you are going to achieve your goals you must think about what those activities will cost.
4. Fundraising Plan
After you've developed a budget you need to develop a fundraising plan to meet the needs of you budget. The fundraising plan should detail how you are going to fund the activities you've outlined to achieve your committees goals. This must be a realistic and attainable plan.

5. Calendar

All planned activities need to be written down on a calendar. Work back from each event and deadline and make sure to include all preparatory activities needed for each event or activity. Fundraising timelines should be established in conjunction with the calendar of events so that money is available when needed for certain activities.

When you have finished your Political Plan you will have a blueprint for what your committee should be focusing on. The entire membership will know the goals of the committee, the programs and activities the committee will institute to accomplish those goals, how much it will cost to run those programs, how you plan on raising the money needed to fund the programs and finally when each activity or event needs to happen.

As Chairman you will have a very specific plan that your committee can focus on. At each monthly meeting you will set an agenda for what the committee needs to do over the course of each month to stay on track to reach your stated goals.

If you have any questions about developing a Political Plan for your committee, please contact me at msthilaire@massgop.com or 617-523-5005.

Delegating Responsibilities

Sent 5/17/05

There are a wide range of activities that local Town and Ward Committees can and should be engaged in to re-build the Republican Party in Massachusetts. The Chairman and officers of each committee could never possibly accomplish these tasks alone. You should look to utilize your entire committee's membership to assure that the Committee's goals are accomplished.

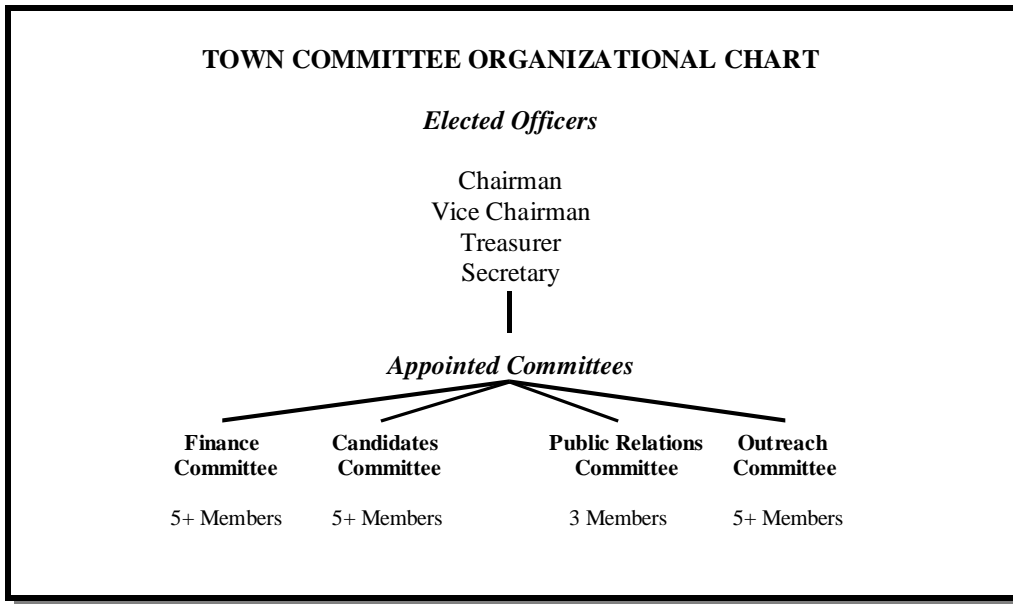
Every Town or Ward Committee can have up to 35 members. You will not be able to successfully build the party in your community unless you effectively use these members. No matter what a committee member's level of expertise is in a specific area, there is always something positive they can contribute.

To get the most out of your committee membership, I strongly recommend appointing a sub-committee for each of the following priorities: Candidates, Outreach, Public Relations, and Finance. As Chairman, you can assign the members of each sub-committee with specific tasks and have them report back to you at each monthly meeting. Once they've completed the first task you can assign them another task which they can complete over the course of the month outside of the Town Committee meetings. As I've stated previously, make sure to assign tasks that the sub-committee can realistically accomplish between your monthly Town Committee meetings.

Creating a number of sub-committees with specific tasks will lessen the burden on the Chairman and officers, who should focus on running an efficient, effective Committee and long term planning. There are too many cases where the Chairman and a few officers end up doing the bulk of the committee's work. This practice is extremely dysfunctional, as it causes the officers to get burnt out, and fails to prepare future members for eventually running the committee. The Chairman and officers should stick to managing the committee effectively and ensuring that the subcommittees are fulfilling their responsibilities.

The existence of sub-committees does not mean that members of the Town Committee can not be involved in all activities of the local Party. All members should be involved in every aspect of the Party's operation but establishing sub-committees is the most effective mechanism for the Committee's leadership to manage its membership and create ownership of specific tasks and projects.

Below is a suggested organizational chart for a Town Committee:



Executive Committee

The Executive Committee is essentially the “cabinet” of the Town Committee. It consists of all the elected officers plus the head of each of your appointed sub-committees. The Executive Committee’s purpose is to serve as a vehicle for long-term planning and can meet as needed to address Town Committee business.

Finance Committee

The Finance Committee is responsible for creating the Town Committee’s operating budget and authoring a plan to raise the necessary funds to fund various Committee activities. The Chairman of the Finance Committee should be a known & respected member of the community, have sales skills and be comfortable asking their peers for contributions to support the Committee’s activities.

Candidates Committee

The Candidates Committee is responsible for seeking out and supporting candidates for municipal and legislative office, and then supporting them with a robust effort to turn out the Republican base vote. The Candidates Committee should be comprised of no fewer than five people, evenly distributed among the town’s precincts.

Public Relations Committee

The Public Relations Committee is the publicity wing of the Town Committee. It should work to ensure that the local press is covering the Committee’s activities and ensure that the Republican message is being promoted in your local, daily or weekly print media, and

on the local cable station. The Public Relations Committee should be relatively small in comparison to the other committees, which are much more labor intensive.

Outreach Committee

The Outreach Committee charged with the responsibility of designing and implementing the Committee's voter registration plan, as well as the planning and management of any non-fundraising events and rallies the Committee might hold. Additionally, the Outreach Committee will work to recruit new members to the Town Committee. By statute, the Town Committee can have up to 35 voting members and is permitted to include an unlimited number of associate members. A Town or Ward Committee operating at its maximum potential has well over 35 members.

Again, it is very important that your committee members understand the role of their local Town and Ward Committees. Once you've established goals that the committee membership agrees it should be working towards, creating sub-committees is the logical next step to make sure your committee accomplishes those goals. By assigning specific, realistic tasks to each sub-committee you should see progress at each monthly meeting.

As always feel free to contact me or your State Committee members with any questions.

Building a Finance Plan

Sent 5/24/05

Establishing a Budget

Once you have a political plan outlining your Committee's goals you will need to project your committee's cash expenditures. By creating a Town Committee budget you will know how much your committee needs to raise in order to achieve the committees stated goals in your political plan. To create the budget take each activity called for in the political plan and determine what that particular item will cost. A total of all the costs for each activity will result in the bottom line budget figure required to run a successful town committee.

The Finance Plan

It is then necessary to construct a fundraising plan to meet those financial needs. Your finance plan must be written. A written financial plan lends structure and credibility to your fundraising efforts, and defines goals and your members' responsibilities. Your financial plan should consist of four parts:

1. Summary Page – List fundraising programs. Indicate amounts to be raised and cost of the program. Total columns at bottom of page.
2. Narrative – a detailed description of each program including date, organization, theme, supplies needed, projected gross and net income, personnel needs and cost estimates.
3. Calendar – should be drawn for each month, event dates, literature drops and deadlines. This will show deadline dates when money will be needed.
4. Job Descriptions – should be written for each member of the fundraising committee so all will understand their roles.

A finance plan will set the campaign's deadlines and allow you to measure your progress. Committees raise money to finance specific political activities that they have outlined. Without a plan, Committees are not justified in asking members of the community for financial assistance. Your Committee's fundraising will generally come from four different areas:

- Direct Mail
- Events
- Major Donors
- Membership Dues*

** While Town Committees are legally not allowed to require annual membership dues, an informal dues request is acceptable and appropriate.*

Some important things that you want to consider when approaching the business of fundraising are:

Finance Committee

The Finance Committee is responsible for creating the Town Committee's operating budget and authoring a plan to raise the necessary funds to fund various committee activities. The Chairman of the Finance Committee should be a known & respected member of the community, have sales skills and be comfortable asking their peers for contributions to support the Committee's activities.

One factor that makes it somewhat easier for Town Committees to raise significant funds is that they are allowed to take larger contributions than candidates. While a candidate committee can take a maximum donation of \$500 from an individual during a calendar year, Town Committees can take contributions up to \$5,000 per calendar year. It should be noted that a Town Committee may only contribute \$1000 in cash assistance to a candidate but can spend an unlimited amount on coordinated in-kind assistance (i.e. paying for a candidate's push cards, mailings, headquarters, etc.).

With a strong plan and an organized approach, there is no reason that the average Town Committee can't raise several thousand dollars per year to support its programs.

Donors: How to Get Them

Who is a donor?

- Friends and Family: these are people who will donate to you no matter what your beliefs are. They are helping you because they know you and like you and trust you.
- Ideologues: These are people who are supporting the committee because they are a Republican or agree with Republicans on a specific issue.

Where do I find potential donors?

The first place to look is among people who have donated to Republican candidates, PACs, and causes through the years. *NOTE: It is illegal to use Federal Election Commission (FEC) reports as a source for names to prospect.* Committees can legally obtain lists of donors to Massachusetts state candidates and committees at the Office of Campaign and Political Finance. You can also access most of those records via the web at www.state.ma.us/ocpf.

How do I get donors to give me money?

You ask them. But, there are different ways to ask (events, letters, etc.). Regardless of how the request is made, remember to convey two things to all donors:

- Urgency: A donation is needed as soon as possible. You do not want them to throw away the letter or misplace it. How many times have you forgotten about a

bill only to receive a red tagged “danger of late fee” bill? For this reason it is important to express urgency.

- **Specificity:** Outline how the Committee spends its money. This can be specific, such as mailings or newspaper ads, or abstract, such as conveying that you will be listening to the sound advice of others. It is important to demonstrate that the committee has its spending priorities in place.

Fundraising Letters

The most effective method for Town Committees to raise funds is through fundraising letters soliciting local Republicans for contributions. Consider conducting these mailings several times per year. The target of these mailings is the list of active donors compiled by the Committee. One letter should be a prospecting piece to help build the size of your fundraising list, and should go to registered Republicans in your community.

Committees may choose to solicit every registered Republican, or you may pare the list down to target people more likely to contribute.

The Chairman or another Republican of note, such as a local Republican elected official, should sign your fundraising letters. Your letters should be informative, letting potential donors know what the Committee is doing and what you have planned for the coming election cycle.

Events

Events are not only a great way to raise capital, but they also increase awareness and build excitement around your Committee. When holding an event, you need to establish a realistic target figure to be raised (after expenses) and work backward from there. You may want to secure a speaker for your event who will draw attendees in. Where possible, look to utilize donated space and resources.

Major Donors

Major donors are an important part of your effort to raise capital. Major donors are recruited through personal solicitation of the Town Committee Chairman, Finance Chairman, or local Republican elected officials.

Great effort should be put into perpetuating their contributions so that it becomes second nature for your affluent local contributors to simply give the \$500 or \$1,000 check every year. Annualizing these donors’ contributions may be done through the creation of major donor clubs. Asking for renewal in a club is easier than prospecting for new givers. Once established, this program should continue year after year to confirm its reputation and influence. Major donors must be involved with your committee. You should take great care to keep major donors informed of your activities and solicit their input on the management and growth of the committee.

There should be two or three levels of club membership. As an example:

- Active Members \$50 per year
- Silver Elephants \$100 per year
- Golden Elephants \$500 per year
- Diamond Elephants \$1,000 per year

You should target individuals to be new major donors. Good prospects for your major donor clubs are:

- Local business owners
- Major donors to Republican candidates
- Current donors who could move up to a higher level

Try to find some connection between a member of the Committee and the prospective major donor. Set up a meeting where you outline the Committee's strategic goals and plan for attaining them. Demonstrate the impact their contribution will make on the Committee's political operations.

Guidelines to successful personal solicitation of major donors:

- Explain that the person is making an investment in a better future based on his/her values & ideals.
- Be optimistic, sincere and excited about the Party.
- Be convincing. Show that you believe in the programs being funded.
- Be Flexible. Close the deal when you sense the person is ready.
- Look at the situation from the potential donor's point of view.
- Communicate with potential contributors on their level; for instance, you should approach business leader with the assistance of another respected member of the business community.
- Tell the potential contributor how the money will be used.
- Refer to the "community" and the Party's involvement therein.
- Do not over-sympathize with your prospect. Never begin with, "I know it's a lot to ask, but..."
- Do not leave without a firm commitment or a check in hand.
- Ask for names of other people who might be interested in involvement.
- Invite them to attend Town Committee Meetings and events.

Campaign Finance Rules

Resources are readily available for you and your committee's Treasurer to stay in compliance with campaign finance laws. The Massachusetts Office of Campaign & Political Finance (OCPF) is the body that regulates your committee's financial activities. They exist to assist Party committees, PACs, and candidates in adhering to the finance laws that the legislature enacts. Through its website and the various manuals it publishes,

OCPF is a helpful resource for the Committee. Visit their website at: www.state.ma.us/ocpf for more details.

Some quick points:

- Government employees may neither solicit donations, nor may their name ever appear on an invitation for a fundraising event—not even if donations are merely “suggested.”
- A donor may contribute up to \$5,000 to a local party Committee (note: donors are limited to donating an aggregate total of \$5,000 annually to party committees, so if someone gives \$4,500 to the State Committee, they are not allowed to give any more than \$500 to their town committee).
- You must report the name and address of every contributor whose annual contributions are more than \$50.
- You must report the employer & occupation for every contributor whose annual contributions are more than \$200.
- There is a difference between State & Federal party campaign accounts. Generally speaking, Town Committees do not operate federal campaign accounts because of the additional regulatory burden establishing such accounts would impose and because spending on federal campaigns is really outside the scope of a town committee’s core responsibilities.
- Your committee may donate up to \$1,000 for candidates seeking a Massachusetts office.
- Your committee may contribute an *unlimited* amount of coordinated in-kind assistance to candidates seeking a Massachusetts office. This assistance may be entirely coordinated with the candidate’s campaign. This means that your committee can purchase an unlimited amount of goods & services or pay outstanding invoices for the candidates that your committee supports.
- Contributions may not be earmarked for a particular candidate; you may say that your committee plans to assist candidates, but you may never say or guarantee that a particular donation will go to support the efforts of a particular candidate.
- Committee Treasurers are responsible for the timely and accurate reporting of your committee’s financial transactions. Treasurers are legally responsible for adhering to campaign finance rules.

Fundraising is critical to achieve your goals. With just a few thousand dollars your committee will be in much better position to help all republican candidates and build the party at the local level.

Please contact your State Committee members or myself if you have any questions or problems.

Increasing Membership

Sent 6/1/05

Committee Membership

Under Massachusetts Law, a maximum of 35 official voting members is permitted for a Town or Ward Committee. Additional members may participate, but only as Associate Members, with no official vote in Committee elections. Successful Committees have the full compliment of 35 members and another 20 or so associate members.

On committees with 35 members, the newer, younger members of the committee should be elevated to full voting status within a short timeframe as an incentive to attract and retain new members. In addition, members unable to fully participate in the committee's activities should be asked to move to associate status in order to make room for the next generation of Republican activists.

Recruiting New Members

Adding new Committee members is a key element to building the Republican Party in your community. In many areas, GOP Town Committees have dwindled to so few members because there is no recruitment program in place to regenerate the committee.

The Chairman should assign a reliable member to serve as Outreach Chairman. This individual will be in charge of recruiting new members to the Committee. The Outreach Chairman will encourage the entire Committee to seek out new members and provide them with instruction on how to identify and attract new recruits.

Town Committee members are motivated, first and foremost, by the conviction that the ideals and values of the Republican Party are the most effective means to implement government policy and make their communities, and their country, a better place to live. Other motivations for joining a Town Committee may include:

- A desire to see the political process in action
- Seeking the opportunity to make a meaningful contribution to their community, state and country

When building the membership, the Committee should make a concerted effort to find younger members and get them involved in Committee activities. As your Committee grows, you will find that ideal members are:

- *Dedicated:* All other characteristics are secondary when compared to the importance of dedication to the job.
- *Personable:* Getting along with people is vitally important in political activity. You cannot afford anyone who doesn't get along with fellow members, volunteers, neighbors or potential voters.
- *Strong Leaders:* People that have proven their capacity to lead either within the GOP or in the local community.

Potential membership sources that the Outreach Chairman should consider include:

- Active members' family and friends.
- Local organizations (religious, ethnic, veterans', fraternal, senior citizens, professional, PTA, youth, civic and social). These people have already demonstrated an interest in community involvement and would make great members.
- Past and present Republican candidates and elected officials.
- Active Republican primary election voters (mail them a postcard inviting them to attend a committee meeting).
- Members of local GOP organizations (College Republicans, Women's Republican Clubs, etc.)
- People who volunteered for a current or past Republican candidate.
- People who supported a GOP point of view in a past letter to the editor to your local paper.

Engaging & Training Your Members

Far too often, Town Committees have fallen into disrepair because of an all-too-common cycle:

1. The Committee meets, but has no particular agenda or goals;
2. With no goals to work toward, there is no agenda;
3. With no agenda, the committee members focus on how bad things are;
4. With poor morale, committee meeting attendance begins to wane;
5. With no active members, there are no candidates, voter registration drives, or effort to turnout the GOP base in elections;
6. The Committee is officially dead.

This scenario must never happen again! An effective Chairman will be a dynamic individual who sets an aggressive agenda and encourages the members to participate in accomplishing important tasks. Stress the importance of the Committee's mission and getting the job done! Let precinct leaders know what is expected of them. Delegate specific duties to the members and coach them on how to accomplish their tasks. Encourage active participation in organizational affairs. Members must feel that their opinions and contributions are valued.

Keeping Your Members

- Remember that your Committee members are volunteering their time. They are not paid and can get up and leave very easily. Remind them that they are integral parts of the team and recognize their contributions.
- Committee members are a valuable resource: treat them as such.
- Make your Committee meetings short, productive and fun.
- Build a team spirit.
- Be flexible. Be businesslike and have a good game plan, but be realistic.
- Instructions for your tasks should be in simple, concise language, both written and verbal.
- Make a realistic plan and follow-up on directives to make certain assigned tasks are accomplished.
- Have nametags at events. Party leaders need to know the volunteers and volunteers need to know each other.

Communications

Sent 6/7/05

Communicating with the local media is a key component in every Town Committee's effort to elect candidates. Too often incumbent Democrat elected officials dominate the news coverage in their local media and there is no Republican viewpoint being expressed. As a result of this constant positive press the Democrat incumbent generally develops exceptionally high favorability ratings and it becomes that much more difficult for a GOP challenger to defeat them.

As a party we need to do a better job of communicating our message through the local media. Many believe that this is the sole responsibility of the candidates and the state & national parties but nothing could be further from the truth. Making your community aware of the local Republican Party and its activities must be a core behavior for the Town Committee. Your mission should be to promote the Party in your local media, hold the Democratic incumbents accountable by informing local media of their actions and to defend the Republican Party from Democratic attacks and misinformation.

Earning Media

Earned media is the publicity won when local news media including newspapers, radio and television stations cover your organization. Your Committee can generate earned media through press conferences, press releases, media advisories, letters to the editor, public statements and personal contact with reporters.

Before pursuing opportunities to gain earned media first determine if your statement or message is newsworthy. Remember: news outlets are in the business of selling news. While there are no hard and fast rules to determine exactly what constitutes news, consider these guidelines when planning an earned media event or issuing a press release:

1. Is your event or statement out of the ordinary?
2. Is it timely?
3. Is it controversial?
4. Does it have local appeal?
5. Is it emotional?
6. Is it big?
7. Is there an element of conflict?
8. Does it involve celebrities?
9. Does it mention local folks?
10. Is it what people are talking about?

Another question you need to keep in mind is not whether people *should* care about your specific issue, but whether they *will* care.

Hints in Approaching Your Local Media

- No one expects each town or ward committee to be professionals in media relations. But in politics, nothing is more important than letting people know your Committee exists.
- Find a person interested in doing phoning, writing and follow-up work to serve as the public relations chairman. Reporters appreciate having this person's day and evening phone numbers as well as the ability to contact them as necessary.
- Keep track of the talk shows and newspapers in your area. Maintain a local scrapbook.
- Always treat competing reporters equally.
- Be accurate! Make sure names, statistics and dates are correct.
- Cooperate fully with reporters. If one asks for details on a story, answer the reporter's question without hesitation. If you don't know an answer, say so and find out the answer.
- Never lie. Your credibility is at stake and the media has a long memory.

Writing a News Release

Always make your news releases look professional; they are more likely to be used. Place the most important part of the release in the first paragraph, and each succeeding paragraph should be less essential. Answer the "five Ws": who, what, when, where and why in the lead paragraph.

Keep these rules in mind:

1. Include a name and telephone number of your contact person in the release in case a reporter might have questions or need clarification. These items are usually typed in the upper right-hand corner of the release.
2. Double space, if possible.
3. At the top left-hand corner, give the release date. Usually "FOR IMMEDIATE RELEASE" is proper.
4. In the center, before the text of the release, type a brief headline to catch the essence of the news contained within the release.
5. Leave plenty of white space on your release. Go down at least 2 inches from the top before beginning your release and leave about 1-1/2 inch margins on each side.
6. A good release is usually not more than one page. If your release exceeds one page, type "more" at the bottom of the page. Then, in the upper left-hand corner of the next page, use "Add 1." At the end of the release, skip a line or two and put "###" to note that the release has ended.

Content Guidelines

1. Will the information or news really educate & inform the intended audience?
2. Does the information answer the key question that readers or listeners may ask?
3. Is the significance of the information explained in terms of audience?
4. Is the copy sufficiently newsworthy to survive stiff competition for public attention?
5. Will the information further the objectives of your organization? Is it useful?
6. Does the release accurately reflect the character and nature of your committee?
7. Will the release generate a follow-up story? Be ready for the follow-up question, a good reporter will make sure it is coming.
8. Are the facts, names and dates accurate? Are the technical terms explained?

Style & Structure

1. Will the lead catch and hold the busy reader's or inattentive viewer's attention?
2. Will it produce a bright, eye-catching headline? Is the lead concise, to the point?
3. Do the facts of the story support the lead in fact and spirit?
4. Is it readable copy, stripped of superlatives? Is it curt, clear, and concise?
5. Is the copy written so as to preclude the charge that it is an effort to get "free advertising"?
6. Is the information presented as dramatically as possible with this set of facts? (Squeeze all the news value you can into your story, but don't exaggerate.)

If the Committee can answer these questions affirmatively, the release should pass muster with the toughest-minded news editor. News is anything timely that is interesting and significant to readers in respect to their personal affairs or their relation to society. The best news is that which possesses the greatest degree of interest and significance for the greatest number of readers.

Community Access Television (CATV)

Community access television is a local cable television channel that exists solely for the use of people in the town. It exists because your local cable company provides it as a part of their license. Normally, the community access television is only seen within a specific town, making it a great vehicle for communicating a message to a targeted audience. For many communities, public access television is the major link with municipal events and political activities. Everything from alderman meetings to talent shows to public hearings are broadcast on these channels.

Democrat candidates and local parties tend to take advantage of this resource much more often than their Republican counterparts. Despite the often low-quality of the content, the people who watch cable access are people who are interested in local affairs and are more likely to vote.

Public access is also a right (free speech). No one can deny you the use of facilities (studios, editing room, control room) provided appropriate conditions are met. These

conditions may include a yearly membership fee and successful completion of a course on how to use the equipment.

Airing a Local Republican Show

Your committee should consider periodically taping a local Republican show and submitting it for broadcast. Often, the cable access stations are so hungry for material that they will run your show over and over again. Consider inviting Republican candidates, GOP elected officials, the Party Chairman, or anyone of note to come by to do an interview.

Candidate Recruitment

Sent 6/16/05

Recruiting candidates for every elective office each cycle is the first step towards rebuilding the Republican Party in Massachusetts. Town Committee members should focus their efforts on identifying and fielding candidates for every elective office, from Selectman to School Committee to state Representative. A Democrat should never be awarded an office without opposition. If there is a Democrat on the ballot, there must be a Republican on the ballot.

Recruiting candidates for municipal and legislative office is the most important responsibility of each Town Committee. Success in this endeavor makes a significant, tangible impact on the overall health of our state Republican Party.

Five main reasons why you should put great effort into recruiting candidates:

- You can't win if you are not in the game.
- Unopposed Democrats have a free hand to assist other Democrats.
- Fielding candidates for all offices greatly helps other Republican candidates running at different levels of the ticket.
- Even if victory is unlikely, fielding candidates keeps your Party's machinery well-oiled for the day when a viable candidate emerges.
- Fielding candidates supplies the local & state GOP with current data about voting patterns.

As leaders of the Republican Party, our town committees must begin to find and develop the best possible candidates for legislative and municipal offices.

How to Find and Recruit the Right Person

Identify Characteristics of the Ideal Candidate

Establish a Candidate's Committee to identify the characteristics of the ideal candidate for all offices. Some basic characteristics are inherent in all political candidates while others are related to the particular district. Defining the characteristics of the so-called "ideal candidate" helps maintain focus on the most important characteristics a candidate needs to run a successful election campaign.

1. *Character*: The candidate must identify with the people in the district and must believe that he or she will represent them better than the incumbent. Candidates must have, or have the ability to earn, the respect of the community at large.
2. *Charisma*: In many respects, local elections are popularity contests. The candidate should be a person who is likeable and who enjoys interacting with others. Candidates should have the ability to motivate others to participate in the campaign.

3. *Personal Network*: Candidates should have strong community ties and a personal network enabling them to draw on the immediate support of 6-10 people willing to dedicate their time to support the campaign.
4. *Sales Skills*: Running for office means constantly asking for something. Candidates must be willing to ask people for their money, their time, and their vote. Candidates with sales experience are ideal, as they have developed a thick skin and are able to deal with rejection and keep pressing on.
5. *Support Base*: Candidates need a base of support to draw upon. The base can come from a number of areas, and the support base of the incumbent should be studied when identifying attractive support bases for your candidate:
 - *Geography*: Candidate comes from the most populous town/ward/precinct in the district.
 - *Ideology*: Candidate was involved in a hot local issue, like leading the fight on a Prop 2½ override.
 - *Demography*: Consider age, gender, and influential ethnic groups in the community.
 - *Professional*: Candidate would identify with a large, influential professional group in the district such as lawyers, small business owners, or a particular industry that the community depends on for employment or property taxes.
6. *Fire-in-the-Belly*: Above all, the candidate must have the drive to win.

Identifying Potential Candidates

Committee members should begin gathering information about potential candidates. Based on the criteria the candidate committee has pinpointed, members should begin consulting fellow Republicans, business and community leaders for ideas. Be sure not to limit yourself to individuals who have been active in Party circles. Among the sources of potential candidates are:

- Current and former Republican elected officials, even if elected to nonpartisan office.
- Former candidates, as they have some degree of name recognition.
- Business owners: compile a list of all business owners & check their voter registration using the Campaign Portal to narrow the list.
- Community activists & civic leaders.
- Lawyers & insurance agents often have numerous community contacts.

The Candidate's Committee should meet to discuss identified potential candidates and begin the process of reaching out to those individuals. The committee may want to compare its potential candidates by determining a few desired criteria they would like to see in the ideal candidate. Begin by reaching out to the most ideal candidate first.

Selling Potential Candidates on Running

The Candidate's Committee members from should contact the prospect and request a meeting between themselves, the prospective candidate and the local Party Chairman.

In the meeting, the Candidate's Committee should indicate how their name was raised as a potential candidate and highlight how they meet various characteristics of the "ideal candidate." Describe the political landscape, the opponent's potential weaknesses, and explain why voters might seek change. If possible, gather past data on the district, including the performance of past local and statewide candidates, as well as fundraising numbers for past local candidates.

Emphasize the role the Town Committee will play in the election and outline the strategic plans you have for the Party in your community. Outline specific commitments that the Town Committee will make on behalf of the Republican candidate. These commitments may be in the form of offering the manpower of your 35+ committee members, a commitment to donating \$1,000 of the committee's cash to the candidate's campaign, or a specific goal of spending \$4,000 on in-kind assistance on behalf of the candidate. However, it is important that you do not over promise or commit to anything you cannot deliver. Committee's that don't live up to their end of the bargain will develop a poor reputation and will have a hard time recruiting candidates in the future.

These meetings, even if they do not result in a candidate, are critical to building your Party organization. The prospect is likely to be impressed with your commitment to building the Party and if they don't run may join your Town Committee or contribute.

If you are recruiting for a legislative race and have an individual who would be a terrific candidate but remains undecided, contact your State Committee members or the State Committee Headquarters to set up a meeting with the Chairman or other members of the staff.

Voter Registration

Sent 6/23/05

To achieve the electoral successes we all hope for it is necessary for the Republican Party in Massachusetts as an organization to implement a program to register new republican leaning voters, identify likely republican voters and then get those folks out to the polls on Election Day. The Republican National Committee and President Bush's campaign used this strategy successfully in battleground states in 2004 and Governor Romney's campaign used a similar strategy in 2002. These programs work and we need to adopt them at the grassroots level in Massachusetts if we want to achieve success as a Party.

While we began to implement this type of campaigning during our legislative races in 2004 we have a lot of work to do to institutionalize this approach at the grassroots level statewide. RNC Chairman Ken Mehlman has recently outlined a plan for State Party's nationwide that is focused on specific goals for voter registration and voter identification. The program Chairman Mehlman designed is effective and we have a tremendous opportunity to implement it in Massachusetts and make a direct impact on the direction of our party.

To achieve the goals the RNC has set for us we must continue to build our grassroots organizations at the county and town level, recruit and train more activists and execute voter contact programs across the Commonwealth.

Successful State Parties across the country have strong county organizations that work within the framework of the State Party. We will be working with the existing county clubs in Massachusetts in the coming months to strengthen their organizations and integrate them into the State Party structure. In areas where there are no county organizations we will look to build one and will need your help. Together, we need to formulate and execute a plan at all levels of our party to accomplish the goals I've described.

How Voter Registration Works

There are roughly 36 million Americans nationwide and tens of thousands in Massachusetts who are eligible to vote but are currently not registered. Our mission as a party is to register those individuals who aren't currently registered but would be likely to vote Republican if they were. The RNC has developed a voter registration model that uses consumer data to identify who these folks are. They will be providing us with a list that includes their names, addresses and phone numbers so we can contact them and get them registered. Rather than having a registration booth at a town fair and hope folks

stop by we can go directly to the individual's door with a voter registration card, give them a call or send them a registration card in the mail. This is a highly targeted and effective way to increase our Republican base in Massachusetts.

While it would be great to get Unenrolled voters to join the Republican Party, that is not our focus. To make the most impact we need to concentrate on getting those unregistered voters who would likely vote for our candidates to register and then get them out to vote on Election Day.

Implementing this program of door to door, phone banking and mailings will require a strong local organization in every county and that will be our immediate priority. In the coming months you will be asked to get involved with you County Club and I urge you to do so.

Voter Registration Requirements

Who may register to vote?

Any citizen of the United States who is a Massachusetts resident and who will be 18 years old by Election Day may register to vote. Students from other states are also eligible to register to vote in Massachusetts. Once the student registers in Massachusetts, a notice of registration is mailed to the election officials of the student's former home. Students should check with their financial aid office for any effect on financial aid.

How often must I register?

Just once. Registration is permanent in Massachusetts. You need register again only if you:

- Move to another city or town.
- Change your name.
- If you move within your community, notify your registrars of voting in writing.

When and where may I register?

There is no waiting period to be eligible to register. If you move, you may register to vote as soon as you move into your new home. Most city or town clerks or election commissions will register you in your city or town hall during regular business hours and during special registration sessions before elections. Call your city or town clerk or election commission for specific times and places in your community. Students may register at their local high school. Massachusetts voters can also choose to register when they apply for a new driver's license.

Are there registration deadlines?

Yes. Registration is closed for a brief period before each election to allow election officials time to prepare the voting lists. Closings occur:

- 20 days before all primaries and elections and/or
- 10 days before special town meetings.

If you register during a "closed" period, you will be eligible to vote only in later elections.

How do I register?

Go to one of your local registration places and complete an affidavit of registration, which must be answered truthfully under penalty of perjury. The questions on the affidavit will include your name, residence and date of birth.

Upon registration, your name, address and party preference will be added to the voting list of your city or town. This list is used on Election Day to identify and check off the names of registered voters when they come to the polling place to vote.

How do I register if I am physically disabled?

Write to your local registrars of voters to request an application, fill it in and return it so that your application is received no less than three days before the close of registration for the election. Two registration officers will come to your residence, rest home or hospital and register you, if you cannot go out and register.

Helpful Resources

Instructions and requirements for voting and to request a voter registration form go to the Secretary of State's website: www.state.ma.us/sec

For further information, contact the Elections Division of the Secretary of State's Office. **One Ashburton Place, Room 1705, Boston, MA 02108 (617) 727-2828.**

You will be hearing more about voter registration, voter identification and GOTV in the coming months. We will be focusing on building and integrating our county clubs over the course of the summer and in the fall hope to begin executing a plan that will take us through the 2006 election.

Please contact your State Committee members or myself if you have any questions about voter registration or anything else.