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WELCOME

Our country needs men and women of character who believe in and advocate the principles of free enterprise, limited government, and individual freedom to step into the public arena and run for office at all levels. Let's be honest: politics is policy, and those who win politically are those who implement policy. If we want to see the right policy implemented at all levels of government, then we must have "implementors"—men and women who run for office and win.

That's where American Majority comes in. It's not enough to have good ideas. As the Left has shown us in recent times, people with bad ideas and good organization always beat people with good ideas and bad organization. We must have leaders who believe in the values and ideals that made us a great nation, and who have the knowledge and skills needed to run effective campaigns so that those good ideas can be implemented. With American Majority's training and resources, we hope to give leaders the necessary tools to run winning campaigns, whether it be for school board or Congress.

We want to help new leaders succeed. This manual, and our other resources, will empower a new generation of principled leaders to run and win.

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Ned Ryun President American Majority







DO-IT-YOURSELF CAMPAIGNS

Say it to yourself: There is no establishment.

Political machines and powerful, centralized parties don't anoint favorite son candidates anymore. You also can't simply hold a popularity contest and call it a campaign. Winning elections isn't an art; to the contrary, it can be almost an exact science.

The average American worker now knows how to use more personal technology than ever before and increase

their productivity. And even at home, we rarely hire gardeners—we watch a few shows, go to a do-it-yourself store, to get what we need to make the yard of our dreams.

Campaigns today are the same. With a few basic tools, you can compete with and outstrip better-funded, bigger opponents. And we're not even talking about using Excel spreadsheets and iPhone apps (though these can help the advanced campaign). The tools we're referring to are even simpler than that.

Go to your local bank and they'll probably give you one for free. (No, it's not a toaster.) It's a calendar. <u>And it's the most</u> <u>important planning tool your campaign will have</u>. When is Election Day? Circle it in red. Then work backwards from it. When will you start raising money? Talking to voters? Beginning turnout programs? It all goes on the calendar.

Next is a budget. This is where those data-slicing programs can come in. Populate different columns with how much you're going to raise and then how much you're going to spend (and on what).

Many candidates and campaigns do alright with this planning phase but get hung up on putting it into action. Others can't plan at all, and would rather be "just doing something out there" than first forecasting the best path to a sure victory. The successful campaign blends both approaches, and relies on a tried and true method most effectively used by the Left.

It's called "heart, head, and hands."



Heart: Get straight to the voter's concerns, motivations, and sympathies. Grab their attention in an emotionally gripping way. This is where your campaign's specific vision kicks in. And once you've got a "hook" here...



Head: You then appeal to an individual's logic and reason. You flesh out your compelling view of how things should be—in the district, in the state, wherever—with nuts and bolts, practical ways to get there. But to do that you'll need...



Hands: A genuinely moving campaign or message will draw in new people. They'll be so inspired they'll wish to add their energies to yours. To play a part in bringing about effective change in their community.

And your campaign will be the vehicle by which they can do it.

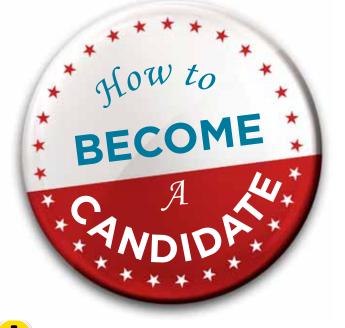
GENERAL GUIDELINES

Municipal Elections: The dates for municipal primaries and elections vary from state to state and often city to city. In some states, the state code mandates that elections for municipalities be held at certain times of the year, often in the spring.

School Board Elections: School boards have vastly varying election cycles and methods. Some school board elections are regulated by the state, while elsewhere they are left to the county. School board elections can be held independently of other elections or in conjunction with municipal or county elections. Often, school boards are non-partisan and a primary is not required.

County Elections: The dates of county elections are usually set by the state. The best way to find information about county election cycles is through your local board of elections. Primary elections are often held to determine which candidates will represent the political parties.

State, District, and Federal Elections: The elections for these offices are held in November of varying years. Your state board of elections or secretary of state will have information concerning these election cycles. Primary elections are usually held to determine which candidates will represent the political parties.



In some states, the city charter determines Election Day. The best way to find out when elections are held in your town is to contact your local or state board of elections. A primary election may be dictated, depending on the number of candidates seeking election.

Filing Deadline

The deadline for filing the paperwork required for candidacy depends upon the position being sought and the election laws of the state or municipality. The filing period can run anywhere from six months or more to two months or less. Very thorough research must be done to ensure that no important dates are overlooked.

Obtaining Forms

The forms needed for filing can be obtained through the local or state board of elections and are often available on the state website.

Filing Location

This depends on the office being sought. The local board of elections is the most common filing authority for municipal, county, or district elections. In some school districts a candidate must file with the district secretary, while for state offices a candidate will usually file with the state board of elections.



WHY ARE YOU RUNNING?

Every candidate must be able to answer this question. Yet, surprisingly, many candidates often treat campaigns like popularity contests, repeat over-used clichés, or issue long, dated laundry lists of problems with the political establishment or status quo. A good, solid answer to this simple question is Step One for any candidate.

Don't attempt to be clever here initially. Instead, take a few moments with the following exercises—a personal inventory of sorts—to create the core of an answer first. You can craft perfect language later, but an authentic answer should communicate your personal story, your goals, and a grasp of local issues...and should be able to in 30 seconds or less!

Soon we'll show you how to find the "nexus" (where those first two elements intersect with the last one), but first let's take a look at what you uniquely bring to any race.

PERSONAL STORY:

What is your individual and professional history? That is, what path led you to decide to run for elected office? Take some time to write down a brief history of your life—not a full brochure—that initially includes whatever memories or anecdotes that come to mind. These data points are what make you *you*. They offer the most compelling and translatable parts of your identity. It might take several separate writing sessions to complete this list, but it will be an invaluable tool for determining your real chances for success and developing a message that is believable.

GOALS:

What do you hope to achieve in the office you are running for? You're asking for support, contributions, and votes—so what do you want to accomplish if elected? Again, this may take a few iterations, but think about it and jot down any and all ideas, what motivates you, your general vision for public service, and any specific fixes or programs you've come up with. The key is to think creatively but also find realistic solutions.

Next, list local issues that are bound to be at the forefront of voters' minds. This is not the place for your answers or possible remedies, but instead a functional list of issues that normal people talk about in your community. Think water-cooler-type talk, or issues highlighted frequently in local media. Taxes, traffic, and crime are good places to start. If you're able to commit resources to testing these concerns via surveys or polls, great. However, even if not, you still must take the time to note key issues—even if your philosophical positions do not coincide with public sentiment. And remember this: not all problems have a solution...yet.

Now it's time to locate that nexus, where your personal background and goals meet the issues most folks care about. This will be the heart of your message, or platform. By reviewing your written results of the short exercises above, you should be able to draw a connection (or multiple connections) between your story and aspirations and what everyday citizens most want addressed by their representatives. If a clear theme doesn't quickly emerge, you may need to reconsider whether you're a "fit" for the seat you've targeted.

Which leads to knowing your district. It has been said that if you don't know where you're running, you probably shouldn't run at all. That might sound obvious, but some candidates know surprisingly little about their area. Before you decide to throw your name in the hat, it's vital that you have a deep and thorough knowledge of the district or region you would represent if elected. This is why long-time community leaders or activists do well in local elections. They know the area's needs, all the political players, assorted stakeholders (both hidden and plainly visible), and vested interests.

This will be your last exercise in the personal inventory phase of deciding whether to become a candidate. Write down everything you currently know about your chosen or targeted district. Then check it against the facts. Be sure to include physical characteristics of your community (boundaries, major roads and highways, neighborhoods, large employers). Don't forget the demographics either: ethnic make-up, political party registration rates, economic snapshots, and past election results are all important, too.

Finally, knowing whether a certain elective office is *actually* attainable should be the ultimate question you ask of yourself, your family, and your closest advisors.

DELIVERING THE RIGHT MESSAGE TO THE RIGHT VOTERS

The second you decide in earnest to start running for elected office, data and information become the currency of the realm. Everything—choosing your primary message, picking which public appearances to make—depends on the voter "universe" you are targeting. Your "universe" is the sum total of every individual voter (or household full of voters) your campaign hopes to contact, create a tie with, and turn out on Election Day.

Which is why knowing who to target, in which precincts or neighborhoods, is so vital. Resources are always limited in a campaign; precision and maximized, focused outreach often makes the difference between a clear victory or just "coming close." Things like knowing what your specific "win number" (the exact number of votes needed historically to win your race—plus a comfortable cushion added to it in

case of no-shows) is, or understanding how many times a good campaign needs to "touch" a voter (between 7 to 11) with different forms of communication, are crucial before you begin rolling out the human resource–heavy, logistic side of your plan.

We've already addressed ways for you to examine why it is you are running. Now it's time to take those elements and refine them into a set of core messages your campaign will convey at all times. And it's not enough to simply have a succinct or powerful slogan; you've also got to know how and when to deliver it appropriately and most effectively to the wildly varying range of voters you'll encounter.

Here's a fast, four-part way to "zoom out" initially, then focus like a laser via voter contact and proper messaging on the building blocks of *groups* and *people* who are to be your political base:



1. Location, Location, Location

This is the Golden Rule of realtors everywhere, and it's equally valuable to campaigns. Ascertaining a snapshot, realistic picture of your district is everything. Don't kid yourself about the ways an area perhaps used to be—nor disregard its changed demographics. Dealing in present-day reality (Is it a bedroom

community? Aging? Largely immigrant?) will help you know how much work you've got cut out for yourself and your team. Use categories employed in the U.S. Census—age, gender, race, occupation, party affiliation, and so on—to understand the current make-up of your area.

A time-sensitive profile is typically created by a professional, but you can also make one with the help of volunteers. It's called a "benchmark" poll, and it lets you know the state of things (issues on voters' minds, things they are looking for in a candidate, etc.) before the legwork phase of meeting and greeting gets underway.

2. All of Gaul Is Divided into Three Parts

Next, just like Julius Caesar, we plot out the lay of the land and its inhabitants by group. Start with easy-to-find affiliations like party registration (e.g., the district is 55% Democrat, 30% Republican, and 15% Independent). You'll swiftly see how much time and effort it's going to require to reach out to these numerically large voting blocs of "sinners, saints, and save- ables." American Majority recommends Gravity as a powerful voter targeting and canvassing web-based program complete with mobile app. For more information, visit PowerOfGravity.com.



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Persuasion can be a costly and time-intensive effort. By itself it will not get you across the finish line without a larger, breakthrough messaging component. This is where you've got to get granular: how many gun owners above the age of 50 live in the district? How many dual-parent households with school-age children? Cutting through the daily clutter of individual voters' lives, reaching them where they live and breathe, and getting their precious attention are the goals. Use the benchmark poll to know which issues to emphasize with which voters.

3. Politics Can Make Strange Bedfellows

Now it's time to figure out what kind of a coalition of voters and voting groups you'll need in order to flesh out a base of support and propel you to victory. The usual suspects are always here: the—pro-life, the anti-tax, the libertarian-minded, etc.—but you should feel challenged to never turn away a pocket of people who care passionately about even an unfamiliar or niche issue, so long as their political goals involve electing you (or defeating an incumbent).

4. What Have You Done (or What Are You Going to Do) for Me Lately?



Lastly, a strong campaign has to put all these different factors in the proverbial blender and see what comes out. There is a lot of confusion about this next point, although there shouldn't be: there is never any need for a candidate to alter his or her core beliefs just to align himself with the electorate. Tailoring, accentuating, and even downplaying certain "not-necessary-for-victory" discussions is not an ethical conflict. We do it all the time in our daily lives and interpersonal relationships, deciding which filters to employ and what information to share with our loved ones, friends, and co-workers. Politics should be no different.

Put your best foot forward. Lead with what the voters care most about. Let them know why a vote cast for you is the right call. Be compelling! Communicate directly your personal vision for the office—and how putting you in that office can help the district. And while nobody wants to hear a 14-point plan for how you're going to privatize the construction



and maintenance of city sidewalks, many do wish to hear a detailed, specific set of solutions proposed for bread-and-butter issues like job creation, traffic reduction, and education improvement. With the right message going to the right folks, a good campaign will never run out of positive momentum or things to talk about. Properly used, shrewd targeting and deft messaging grab votes every time.



Sample campaign calendar

FINDING VOLUNTEERS FOR YOUR CAMPAIGN

Campaigns are composed of three main resources: time, money, and people. When it comes to utilizing people properly, the goal is to match willing volunteers with existing or anticipated campaign needs and then minimize the time and money it takes to manage them. After naming a volunteer coordinator (a crucial role), a good campaign will figure out how to identify, recruit, and constantly motivate a body of volunteers.

A quality volunteer can literally be worth thousands of dollars in campaign contributions or man-hours worked (itself a sort of "in-kind" donation). Volunteers also serve as "force multipliers," to use a military term: a weapon or factor that increases both the capability and reach of your core mission.



Although often fun, building a volunteer organization should be approached like any other serious task. There is no substitute for preparation, planning, and execution. There are lots of reasons why people volunteer to work on political campaigns. Of course there will always be family, friends, and various associated or affiliated acquaintances (like fellow members of a Rotary Club, etc.) who know and support a candidate. Understanding the motivations of volunteers can help you build and maintain a strong, people-based organization for the duration of the race.

Reasons People Volunteer in Political Campaigns:

1. Policy: Some volunteers care about a particular issue and may be inspired by a certain campaign. Sometimes the issue is already the main focus of the campaign; sometimes it isn't. These volunteers really want to make a difference, and see the candidate's election as a direct way to accomplish this.

2. Social: Some people see politics as a pastime. While they are concerned about the issues, volunteering is also a way for them to meet people. They see working on a campaign as part of their social life. They want to belong to a group. This is one of our most basic human needs. Campaigns are surprised each cycle by how many individuals walk in off the street and offer their free time and specific talents without being asked.

3. Political: Some volunteers are directly affiliated with the party of the candidate. While many of them may be motivated by policy or social concerns, they may also work simply because the candidate is a member of their political party. An "our team versus the other team" mentality often operates here.

4. Opportunity: Some volunteers work on a campaign hoping to gain experience, land a job, or even earn some money (in the case of paid volunteers). These people can be good workers, but they should be told up front what the prospects are for employment during or after the campaign. Others may volunteer in order to increase their work or interpersonal skills. Young people, especially high school and college students, frequently fall into this category.

5. Recognition: Some people are looking for a challenge. Politics to them is a unique profession where they can excel. These volunteers want recognition. They want to be seen doing something important. They may have political aspirations of their own. Volunteering for a campaign is a quick way to have front-row seats for a part of life they personally find fascinating.

While volunteers may come to campaigns for various reasons, every one of them needs recognition. It may be as simple as a thank-you nod or a pat on the back by the candidate, but they cannot go unnoticed or unappreciated. Even the most grassroots candidates can afford to show their volunteers public expressions of gratitude.





THE ONLY THING SEPARATING YOU FROM THE VOTER:

80% of Success Is Showing Up

Woody Allen said this years ago of his film career. It's every bit as true for political candidates today. Voters go for the one who shows up and asks for their vote! And once you have volunteers to help, there's no excuse to not get out there and introduce your campaign to voters. You can reach voters via mail, phones, door-to-door canvassing, media (paid and "earned"), and visibility.

Face-to-face, personal contact can leave a stronger impression with an individual voter than any other method. A grassroots campaign with finite resources will rely heavily on it. Studies at Harvard have even suggested that a door-to-door visit makes 1 in 12 voters more likely to vote for the candidate.

Who Are You and Why Are You at My Door?

The single most precious resource of any campaign is the time of the candidate. Because time a candidate wastes can never be replaced, a campaign must understand the proper place and best use of that time. And the best use is very simple: meeting voters and donors. The candidate is the most effective voter contact tool in the toolbox, since most voters will vote for someone they have met personally. After the candidate, a spouse, followed by family and friends, staff, and volunteers, are the next best faces for voter contact. And while we're touting it, we may as well air some common complaints about door-to-door. Isn't it inefficient? Labor intensive? Time consuming? A throwback to earlier days? You bet. It's every one of those things. And that's a good thing. If it could be mechanized, powerful groups and people with money would have mastered it long ago. Going door-todoor is truly one of the last remaining equalizers in modern politics. It can make a David into a Goliath. And it wins races.



Why Do You Rob Banks?

That's million over his 40-year run. "Because that's where the money is, "was his reply. Similarly, campaigns should map out and show up in the precincts and neighborhoods where they can get the most votes. A fast knowledge of which parts of the district are reliably conservative, which ones are "swing," and which ones are historically liberal—or openly hostile—will help you know where to go door-to-door and in what order (so as not to waste time or effort). Which is where "walklists" come in. Walklists are easy to produce in today's information age: you simply request (sometimes paying a nominal fee) a voter file from your local election board, the county clerk's office, or secretary of state. Turning a compiled list of all voters in your district into a manageable, walkable database is the key. With off-the-shelf programs (like Excel), a campaign can quickly sort individuals and households and optimize voter outreach. You can even arrange whole precincts in an "odds and evens" style, just like the United States Postal Service. That way, canvassers can walk up one side of the street and down the other, minimizing time spent crossing the street.

Introduction, Body, Conclusion

These are the parts of the classical speech according to Aristotle. Or, as we say it now, "Tell them what you're going to tell them, tell them, then tell them what you told them." You can do virtually the same thing when going door-to-door. A postcard sent prior to your in-person visit (always with the same color scheme and logo of your other materials) is a non-intrusive way to let folks know you'll be in their area soon. A brochure or piece of campaign literature put in the hand of the voter found at home (or left in the door if not) serves to reemphasize whatever the canvasser would say. And a letter mailed after a spate of going door-to-door can tell voters how much you enjoyed meeting them. Inscribing a personalized, memorable point here goes a long way toward creating rapport and making a lasting impression upon a voter.

Sincerity Is Everything. If You Can Fake That, You've Got It Made.

That's the old joke George Burns made when asked about the secret of acting. While not telling you to be anything but real, you do need to have a system in place to make the most out of going door-to-door. It basically breaks down into one of two sets of actions:

• If the voter is at home, the candidate should deliver a short "stump" speech highlighting the main message and themes of the campaign. At the same time, he or she should also hand one piece of campaign literature (typically a palm card) to the voter. If an aide is with the candidate, the aide should jot down any important issues or unique points discussed. Should a voter be eager to support the campaign, a donation envelope and a number to call to volunteer or to get a yard sign should be readily accessible. On the flip side, if you encounter opposition, you should simply thank the voter for his time—never be drawn into an argument—and continue with your walklist.



Rinse. Repeat.

Door-to-door is both an art and a science. Every encounter is different, yet so many can become the same. Meeting and greeting multitudes of voters and hearing their concerns can be systematically approached and yet still handled personally. To expedite this, a candidate should always have someone accompanying him or her, or at least nearby. This is good for a number of reasons (taking notes, handing off a bottle of water), especially when it comes to keeping the candidate moving along. A campaign representative can cut short extra-talkative voters, write down important facts and names, or just keep the candidate from having to be the bad guy and stop a visit that's going poorly or on for too long.

He Who Has the Data Wins

Lastly, just like your parents used to tell you, no household chore is complete until everything is put away. Although it can be physically exhausting, going door-to-door is of no value unless all of the information collected by the candidate and campaign volunteers is entered into your ever-expanding voter file. Thoroughness here, as well as organized turn-in routines, can ensure that every supporter gets specialized attention or anything tangible they requested. This data will also serve as the backbone of everything you'll do again during the final weekend of the campaign to turn out your voters on Election Day.

If a voter does not answer his door, the canvasser should leave behind a brochure or doorhanger (again, a piece of campaign literature). A quick note can be scrawled (or even written and signed in advance) to the effect of "Sorry I missed you. Please call on me or my campaign anytime if you'd like to discuss the issues that are important to you."

AMERICAN MAJORITY

HELPFUL HINTS FOR DOOR KNOCKERS

1.	Expect that you might only get an answer at 1 in 3 doors.	7.	Knock on the door instead of ringing the bell, as many doorbells are broken.
2.	Do not spend too much time at one house. It's okay to listen politely but then tell the person that you have many more houses to go on your door-knocking route.	8.	Do not enter houses. Do not enter yards that look questionable. Do not put yourself in any situation that makes you uncomfortable or concerned for your safety.
3.	Be respectful of people's property. Close gates and don't walk on lawns.	9.	Wait just 10 to 20 seconds after knocking on the door.
4.	It's okay to say that you do not know the answer to a question. In that case, try to persuade the person anyway.	10.	Do not argue; simply thank the person and tell them you have to move on.
5.	Be polite and courteous at all times. Do not attempt to engage in intense debate under any circumstances.	11.	Be sure to have the contact information of a staffer from the campaign. Carry a small amount of money and a mobile phone so you can call someone if you need help.
6.	Never go into an apartment building by yourself.	12.	Smile and have fun!

CAMPAIGN FUNDRAISING

IS FUNDRAISING IMPORTANT? Fundraising is the water that makes your grassroots grow. Grassroots campaigns without adequate funding can quickly find that they've failed to realize their true potential. While voter contact mechanisms such as canvassing, phone banking, and social media engagement are low cost and rely largely on volunteer efforts, campaigns still incur expenses related to these undertakings along with start-up costs for printed collateral, a website, office space, phones, food for volunteers, and transportation. These costs often escalate as the campaign matures.

Candidates with races that target large numbers of potential voters will find that direct contact efforts alone will not make them sufficiently competitive to win on Election Night, and that they may have to employ direct mail, radio, online, and perhaps even television advertising in order to build adequate awareness about their campaigns. All other things being equal, the candidate who has more money will often win the day, and we all know of underfunded candidates who lost even though they were the better person for the job.

HOW MUCH MONEY DO I NEED? Determining your fundraising budget is not a matter of guessing or relying on historical figures from past races. You must define what voter universe you are targeting (number and type of voters), through what contact mechanisms you will target them (canvassing, phone banking, radio, TV), how many contacts you must make through each medium (how many knocks, calls, and ads it will take to make an impression), and what kind of overhead you'll incur to effectively and efficiently get the job done (office rent, phones, utilities, paid staff, etc.). Start at Election Day and work backward, determining what money must be raised in order to be expended in what time period. Also, remember that your fundraising budget cannot stagnate, but rather must keep increasing to achieve parity with or—better yet—surpass your opponent's.

HOW DO I GET STARTED? First, know exactly who you are, why you are running, what you believe, what makes you different from your competition, why you can win, and how potential donors can help you. These are the questions on every donor's mind, so be able to answer them before you ask for the first nickel. Create a Candidate Fact Sheet that answers these questions, and include a simple Contribution Form to collect all the donor data that your campaign needs and is required by law. You can fill out the Contribution Form when speaking to prospective donors on the phone.

WHO DO I ASK FOR MONEY? Sit down with a legal pad and list all of your spheres of influence. Examples would be family, friends, business associates, fellow employees, former classmates, members of organizations you belong to, and acquaintances. In a spreadsheet, list how much you feel you could reasonably expect each of them to give, and ask them for that amount. The next group of individuals you will approach are those who historically give large amounts to campaigns in your area. You can find out information about such donors in publicly disclosed state, local, and federal election commission documents. Also, think of the individuals who might side with you because of something they stand to gain from your election, because of shared ideology, or because of opposition to your opponent. Donors in these last two categories of individuals will take longer to cultivate, so start early.

Cultivation of donors cannot be rushed. The earlier you begin, the more money you stand to raise. Spend your time cultivating your largest donors first and then work your way down the ladder. When you are asking for money, know how much you feel an individual can give based on your research. Always ask for more than you feel the individual can afford. In fundraising, if you leave money on the table, it may be hard to pick it up later.

WHY DO DONORS GIVE? Donors give because of personal relationships with the candidate, passion for shared ideology, access to the candidate, opposition to the opponent, peer pressure, and for the social interaction campaign involvement can bring. But the biggest reason donors give is because they are personally asked by the candidate or someone they respect on the candidate's behalf.

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WHAT MECHANISMS SHOULD I USE TO RAISE MONEY? You should ask for campaign contributions through the following methods, listed in descending order of importance: personal visits, personal phone calls, formal and informal events, email solicitations and social media, and direct mail. Most donors will want to hear directly from the candidate for state and local races. The larger your race is, the more money you will likely raise from mass marketing efforts, such as letters, email, and social media, but these methods are only supplements to direct calls, visits, and events, which will produce the lion's share of your revenue.

HOW DO I MEET MY FUNDRAISING GOALS? Plot activities on your

campaign calendar that will force you to focus your efforts and create artificial deadlines. Here's an example to consider. If you know you must raise \$10,000 in a particular month, place one campaign reception on the calendar to raise \$5,000 (targeting high-end donors), a barbeque to raise \$1,500 (targeting mid- to small-size donors), a candidate call-a-thon to net \$2,000, personal visits for \$1,000, and an email/letter campaign to collect the last \$500.

You cannot control how much money you raise on any given day or week, but you are completely in control of the activities or actions your campaign will execute. Instead of setting goals like, "Raise \$250 per day in the month of July," break down your goals into practical, measurable steps.

Here's an example: Our campaign will make twenty fundraising calls per day, schedule one fundraising visit per day, add five people to the database per day by getting potential donor referrals, and send out

> two PAC packets per week. Put these goals on a checklist for each week and make sure they are accomplished. Set aside a specific time each day when you will commit your efforts solely to fundraising and do not allow any distractions or more enticing campaign activities to ensnare your attention. If you create and execute measurable inputs you will have measurable outputs in campaign revenue.

WHAT ARE SOME COMMON FUNDRAISING MISTAKES?

1) Distraction. Do not let activities such as speaking at Rotary Club, attending luncheons, reviewing proposals, or doing campaign research online distract you from your fundraising efforts. There will always be something more fun to do on a campaign than raising money, but there is little else more important. So, get the hard work of raising money done first, and then reward yourself by engaging in the more exciting aspects of campaigning.

2) Excessive Expense. You want to spend the vast majority of your money on voter contact. Keep fundraising expense and logistics simple and affordable. Events are for raising money for voter contact, not for entertaining guests or the excitement of planning a party.

3) Disorganization. Have a clean, organized space devoted to conducting your fundraising efforts. Have file trays, manila folders, stationary, dry erase boards, and fundraising tools on hand. Use an affordable campaign fundraising software program to manage your donor database. You will make hundreds or even thousands of fundraising contacts during your campaign. If you do not have a deliberate protocol for capturing data, logging contributions, following up on pledges, writing thank you notes, segmenting donors, and measuring an event's effectiveness, your campaign can quickly get overwhelmed by fundraising minutia and lose much of its effectiveness and momentum. Develop a system and use it without fail.

4) Call Reluctance. The majority of candidates have a genuine fear of asking for money. Remember that you're not asking for your personal benefit, but that you are asking them to make an investment so that your shared values can be used to guide the government that serves your potential donor.

5) Procrastination. Fundraising is the one element of running a campaign that cannot be expedited. Building relationships and gaining trust takes time. The earlier you start the process the more people you can reach, and you will raise more money per person which translates into a larger campaign budget for your efforts.

Brandon Lewis, Owner/Founder – www.MyCampaignTreasurer.com

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SAMPLE CAMPAIGN BUDGET

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1					In Budget					
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4	Administration									
5	Rent/Utilities	In kind	In kind	In kind	In kind	In kind	In kind	In kind	In kind	
5	Furniture/Equipment	In kind	In kind	In kind	In kind	In kind	In kind	In kind	In kind	
7	Computer Phone/Fax	In kind	In kind 50	In kind 50	In kind 50	In kind 50	In kind	In kind 50	In kind 250	
8	Letterhead and envelopes		400						400	
9	Photocopying		25	25	25	50	50	25	200	
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1	Office supplies	In kind	In kind	In kind	In kind	In kind	In kind	In kind	In kind	
2	Snacks for volunteers	In kind	In kind	In kind	In kind	In kind	In kind	In kind	In kind	
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.4	Printing-invitations/letters	150			225				375	
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9	Persuasion mail-printing					2000			2000	
7	Persuasion Mail-postage					1650			1650	
8	Newspaper ads					1000			1000	
9	Absentee voters					1800			1800	
0	Field/Visibility/GOTV									
1	Brochures				750				750	
2	Yard signs				1000				1000	
3	Home made billboards GOTV postcards				In kind		500		In kind 500	
4	Election Day Expenses							In kind	In kind	
5	Research							in kind	in Kind	
6	Voter file purchase	15				15			30	
7	Focus groups			200	100				300	
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PUBLIC SPEAKING SUCCESS FOR THE CANDIDATE

Excerpts from American Majority Public Speaking Manual

The Message

What you say as a candidate and how you say it matters. Your public speaking abilities can cause an energetic, efficient campaign to gain momentum or grind to a painful halt.

We all love a great speech. It can make us laugh or cry, or move us to action. Though it would be nice to say that members of an audience base opinions of a speaker on content and pure logic, gut reactions and general impressions play the most important role. At the end of the day, your voters and the media don't recognize how well your campaign was run—although that's a vital part of winning. At the end of the day, they remember what you say and the impression you make as you say it.

Your success as a candidate depends in many ways on your ability to communicate. Study after study reveals that while values, experience, and motivation are important, they fall behind your ability to effectively communicate who you are and what you want to do.

How Much Does Content Count?

You're no longer your seventh-grade self who won class president by hanging "Vote for Me" posters over school drinking fountains. You are answering the same questions from your voters, but this time around it takes more than a plea and a grinning face. When preparing for every campaign speech, remember that you're selling a product—yourself. Every speech is primarily a persuasive speech—you want to move your audience to vote for you. However, successful public speaking involves more than perfect prose. While content gives a speech form and meaning, delivery captures the attention of the audience and gives life to your words. Content is important but solid delivery is essential to drive home your message while establishing a rapport and relationship with your audience.

They're Always Watching You...

Delivery at its very core involves acute self-awareness, which honestly doesn't come naturally to many of us. Since we send and interpret most delivery signals almost entirely subconsciously, it's imperative that we take the time to know what signals we're sending. Seeing ourselves as others see us is no easy task. But we can't emphasize enough how important it is to try to do this as you learn, internalize, and master an effective delivery style.

Delivery Self-Assessment

Know yourself. Understand your nonverbal and verbal strengths and weaknesses. We all come to the stage with natural personalities and acquired habits that can either enhance or deter our effectiveness as speakers. Do you possess strong vocal projection, straight posture, or clear articulation? Do you shift weight too often, keep a hand in your pocket, speak quickly, refer often to notes, or clear your throat repeatedly? (In addition to exploring your own perception of yourself, pose the question to your closest friends and advisors.)



Once you're at the point where you think you've adequately assessed your current delivery characteristics, take steps to understand the qualities of an effective speaker and work to apply them to every upcoming public appearance. We divide these qualities into three simple categories: body language, vocal tone, and words.

Body Language

Whether President of the United States or county commissioner, politicians are often perceived as dishonest, unapproachable, deceptive, disconnected... you get the idea. Voters will give you a combination of reasons as to how they form these perceptions, many that they've adopted by viewing (note the emphasis on watching and not listening) debates and speeches.

In fact, reactions to the first televised presidential debate changed politics forever. It took place in 1960 between Kennedy and Nixon, and throughout the debate, Nixon sweated profusely while Kennedy maintained composure and good posture. Radio listeners thought Nixon came out ahead, but those watching perceived Kennedy as "more presidential" and thus, the winner. This was the first time that the power of the physical became known as a true game changer in American politics. As a political candidate, your body language and physical appearance will enhance your message and give you the ability to connect with your audience and ultimately, win votes.

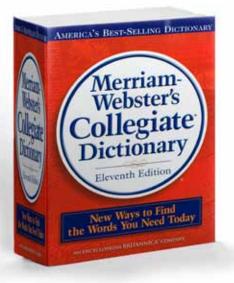


Vocal Tone

Controlling the sound and quality of your voice is your opportunity to let your passion show. Vocal tone greatly affects how people respond to you. It can add or painfully detract from your message. The fact is, even if you're unaware of it, you use tone at all times to communicate. Expressive tone will make any public speech more interesting and engaging. It will reinforce the message you want to get across and make a favorable impression on the folks in your audience. As with all aspects of delivery, it is absolutely vital that you take the time to develop excellent pitch, volume, and pace ahead of time.

Words

"I am a verb." Ulysses S. Grant is known for saying and doing many things, but perhaps this is his most surprising and revealing statement. Shortly before his death, Grant used these four words to describe himself as a man of action—a man



Check out American Majority's Public Speaking Manual for more tips to help propel

you to victory!

who moves a story along. In a way, his life story was captured in a single phrase.

At a very basic level, words have that unique ability to convey what we're thinking and feeling to another person. Words used wisely establish trust and authority. You have set out to prove that you are the most *trustworthy, competent candidate with real solutions* in the race. Use vocabulary that is descriptive and accurate, engaging your audience through imagery. A variation of sentence structure and word choice works to convey your thoughts and keep your audience interested.

Communicate on a personal level and choose words and phrases that are natural for you to say and for your audience to understand. The goal of every speech is communication, which means if you're using terms that are unfamiliar to your audience, *do your research*. Spend some time thinking through which words and phrases will help mobilize your campaign.

As Michelangelo Once Said...

Know your strengths and weaknesses. Study the qualities of an effective speaker, and work to apply those qualities to every single speech. Plan it out and practice, practice, practice. Your success as a candidate may very well depend on such things. As Michelangelo wisely stated . . .

If you knew how much work went into it, you wouldn't call it genius.

CAMPAIGNS, SOCIAL MEDIA, AND ONLINE PRESENCE



An interactive, integrated online presence is a must for any campaign. Statistics show nearly 75% of adult internet users search for political information online. Whether you're running for school board, city council, state legislature or even higher office, you have to have an online presence. It is therefore crucial for your campaign to be at the top of Google search results to ensure your message reaches voters.

This is done through Online Image Management (OIM). Candidates must be aware of what is being said about them online and take necessary steps to control what is seen. Focus

on the top ten returns. Campaigns can control more than a few entities that should fill these ranks, including: a campaign website, personal website, Facebook page, Facebook profile, Twitter account, LinkedIn account, Wiki entries, Amazon.com book reviews, YouTube account, and Tumblr blog.

Now, considering the limited time of a campaign, it is important to focus energy on the entities with the highest reach. Here are our recommendations.

1. Website

Now some of you running for office at lower levels with a minimal budget might think you cannot afford a website. But it's cheaper and easier than you may think. It's also the most crucial piece of an effective online footprint.

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The first step is securing your domain name. Head on over to GoDaddy.com to see what's available. Even if you're just thinking about running, securing your domain name early is a low-cost safeguard. When picking your URL, be sure to think long term. Sure, JohnMcClaneforStateSenate2012 .com gets right to the point, but what happens when he decides to run for re-election? Or for higher office down the line? Sticking with something simpler, like JohnMcClane.com or VoteJohnMcClane.com can make much more sense long term. Remember, once you've won election, your website should not go stale.

Your campaign website is the online hub of your campaign, containing everything from donation portals and social media links to a bio page and press releases. There are plenty of low-cost, out-of-the-box solutions from WordPress that are not only user friendly, but also highly customizable. You may need to invest a bit in a professional graphic designer, but the results are worth it.

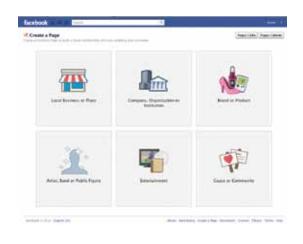
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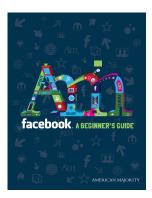
2. Facebook Fan Page

Even easier than a website, creating a Facebook fan page (note: a fan page differs from

a profile page) allows you to build an online community. From there, your campaign will draw volunteers and supporters and, more importantly, voters.

Before you launch your page, be sure to think strategically. Who will be responsible for posting content? Will the candidate handle it personally? Will the staff? This will dictate your Facebook URL. If you're running for local office and handling things personally, use the same name for your Facebook page as for your website (or similar if the exact isn't available). If you've got a personal Facebook profile page, be sure to leverage your connections to join your page for campaign updates. If staff will be managing your page, select a username like "FriendsofJohnMcClane",





as this makes it clear to folks they are reaching the campaign hub, and allows you to post about the candidate from a third-person point of view.

Grab a custom Facebook URL by visiting Facebook.com/username.

Facebook Applications allow your page to behave almost like a website by incorporating

donation forms, website sign-ups, videos, and more. If you aren't tech savvy, an interactive Facebook page can be a bit daunting, but there are plenty of applications that can make it easy and look great.

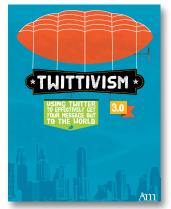
For more information on how to use Facebook effectively, check out American Majority's Facebook manual at americanmajority.org/resources.

3. Twitter

Yet another way for the campaign to interact with fans, followers, and constituents, Twitter is a way for a candidate to be real and authentic by tweeting what he or she is actually doing on the campaign trail at the moment: "I just knocked 100 doors and had a great response."

When setting up a campaign account, be sure to again consider who will be posting. Having an account for the candidate, ex. @BruceWayne, as well as for the campaign @BruceWayneforGothamCity, allows for simultaneous messaging and streamlined content. Freeing the candidate to tweet from the first person, or live from events, sharing

what's on their mind, etc., maintains a genuine voice. Allowing a staff account for reporting from events (posting pictures or video, giving updates about schedules, etc.) can recruit volunteers and donors directly.



For more on tweeting, hashtags, and everything Twitter, make sure to check out American Majority's Twittivism Guide on americanmajority.org/resources.



4. YouTube

Many local campaigns, including even state legislative races, lack funds to run TV ads. Nor would it

make sense. But YouTube gives a candidate the ability to have his or her face seen and voice heard, or to share his or her views directly with constituents. YouTube's comments feature allows for input and questions from voters, but it should be closely monitored.

YouTube videos can be easily linked and shared virally on Facebook, Twitter, and your website.

If you're looking to host videos a bit more securely—for example, a video for a donor email—consider using a Vimeo account as well.





5. Tumblr

One of the newest social media tools, Tumblr, offers a unique (and, more importantly, easy to use) blogging platform. Users can quickly and easily share text posts, pictures, video, and links on a their own blog hosted by Tumblr or using a custom URL. For example, your blog may be HazzardCountyPatriots.Tumblr.com or Blog .HazzardCountyPatriots.com. Combining the "following" concept of Twitter with blogging, users can follow other bloggers on their dashboard, and can even share or "repost" content they want to share.

Integration

With all of these online entities, it can be overwhelming to keep them all updated with fresh new content. Think strategically and cross-post. For example, post YouTube videos on the website, and also on the Facebook page; feed your campaign blog into your Facebook page; tweet links from your YouTube video or blog posts. However, be wary of "automatic" syncing; instead, consider your audience on each platform and create posts around each piece of content that fits. Effective online interaction can be leveraged tremendously for volunteers, funds, and, most importantly, votes.

THE ART OF MAKING

You've already established a rationale for running, you've conducted research into issues and developed messages that will best target different audiences - now you're ready to make news. Getting in the local paper or on television or radio is a major component of building both name ID and credibility as a campaign. Often called "Earned Media" the basic methods of dealing with the press in these formats are critical in campaigns both small and large. In local campaigns in particular, earned media is important because smaller campaigns may not have financial resources for commercials and print ads.

Earned media is about what the campaign says and does. Remember, if you don't say or do anything relevant, you won't get covered by the press. This is true regardless of the size of the campaign. All campaigns fight for the attention of the media. You want to win the battle. As you try to reach voters between 7 and 12 times throughout the course of a campaign, getting covered in the press can help you ensure you meet that goal.

While we all complain about the liberal media, the fact of the matter is plain, you need the reporters more than they need you. Adversarial relationships with the press will hurt the credibility of your effort. Your opponent is going to play the media game and you should too.

It's about creating a drumbeat of activities, statements, press releases, and events that demonstrates to the journalist that you are running an effective and credible effort. Use that drumbeat to establish RELEVANCE. Remember, if the reporter doesn't think you're relevant or credible, you won't get covered. You have to get through him or her before you can reach the voter through the media.

The Five A's of N-E-W-S

Arrange

One of the first components of earned media is ascertaining who might be interested in covering your race and making a media list. The better your media list, the easier it is to communicate with the press and ultimately get covered. Research local political reporters or journalists who cover local news, including, those who work for daily newspapers, weekly newspapers, local cable news, radio stations with news programming, political or policy blogs in your area, and network broadcast television in your region. Lists will vary in size based on the reach of the campaign and should include reporters, editorial board editors, producers, correspondents, and on-air talent when appropriate.

Access

At the beginning of the campaign, you want to introduce yourself to the reporters who may be covering your race. It's not about asking for coverage yet— just let them know you exist, and ask what kind of stories might peak their interest, when their deadlines are, and how many stories they produce a week. During the campaign you want to reinforce that relationship by responding to inquiries quickly and having an ongoing dialogue with reporters. Campaigns should give journalists information about the campaign's activities on a regular basis—at least once per week.

Appreciate

You also want to appreciate the fact that reporters have a job just like you do. They have needs and requirements. They need to print material that will interest readers or viewers. To be successful at media relations, you have to think like a reporter, editor, or producer. What would they find interesting? What questions would they ask? What would they like to write about?

Activate

If you expect to be covered, you have to do something or say something that is credible and relevant. Without constant communication and activity, you will have a hard time getting covered. Leverage all "hard news" such as events, announcements, statements, and other activities. Those that might interest a reporter or news organization need to be communicated in real time or BEFORE they occur. Few reporters will cover old activities.

Advocate

Once you've determined what message or story you want to push, get it to the reporters via email and follow up with a phone call. Reporters get hundreds of emails a day, and often media outlets are understaffed, so proactively reaching out can pay dividends toward (1) building a relationship, (2) showing you're serious, and (3) getting covered.

TOOLS FOR SUCCESS

Press Releases – Are written like little news stories produced by the campaign. They should have a compelling title and a first paragraph that clearly and concisely articulates the "news" you are making or the main message you want to drive. Releases should have both necessary facts and quotes from the candidate or relevant parties. Remember, with the press release you are trying to give the reporter all the components of the story as you see it. Think about what they need from you, and you have a shot at getting them interested.

Press Statements – Should include a short introductory paragraph setting the context of the statement. The statement itself shouldn't be long. It should contain key sound bites of information that can be lifted directly from the statement and placed in an article. Nothing too complex or lengthy—just make your point and make it interesting.

Media Advisories – Media advisories give media advance notice of an event or announcement of some kind. They should be sent to your media list at least one day prior to the news-making event. Advisories contain basic information, WHO, WHAT, WHEN, WHERE, WHY ANYONE SHOULD CARE. It is acceptable to hold back certain information to preserve the news angle of the event.

How Do You Know If It's News?

ASK YOURSELF THE FOLLOWING QUESTIONS.

If you answer "yes" to any of them, then it can be newsworthy.

- Is it exciting to people who aren't following the campaign?
- Does it create conflict?
- If someone saw it on the news, what would his or her reaction be?
 - Is it emotional?
 - Is it embarrassing to your candidate or your opponent?
 - Are you pointing out a problem?
 - Are you offering a solution to it?
 - Is it completely out of the ordinary?
 - Does it create a unique visual?
- Does it have local appeal?

Remember—the media needs news to survive. Reporters have to have a constant stream of newsworthy items to report on or else they are out of a job. Be the media's friend—offer them true news, and they'll be more than happy to report it to their viewers and readers, thus gamering free, credible publicity for your campaign.



ACORN

In 2008, ACORN and its affiliates reached 48% of all voters. Though defunded, it now functions as multiple separate organizations.

ENSURING THE INTEGRITY OF THE VOTE

While voter fraud is not new in America, it has mushroomed in recent years with the explosion of early and absentee voting, loosened registration requirements, and fewer controls, not to mention the enormous incentives for successful practitioners. If you don't know what HAVA, "Motor Voter," and even the Digital Millennium Copyright Act are, you're not prepared. Whether it's by understanding the difference between provisional and cast ballots, knowing a domicile from a residence, or being aware of the very latest voter identification laws in your state, the stealing of elections can be stopped.

That's right, stealing. Think about it: if an election is worth stealing, there will always be someone willing to commit fraud to do it.

The best safeguard against having to challenge election results is to win by a comfortable margin (which requires voter targeting initially and voter turnout ultimately). This is why knowing your "win number"—and then turning out an additional 20% of votes on top of that number—is absolutely critical.

Early Voting

Voting by mail and "no excuse absentee voting" (by mail or inperson) grow in popularity and use every election cycle. Like no-fault divorce, you can now simply claim hardship or the need to vote at a different time than Election Day and it's granted. In Oregon and Washington state, <u>all</u> voting is by mail. There have even been limited experiments with internet voting in places, which will only increase the potential for fraud. Having a designated staffer or volunteer track all early voting in your race is vital in today's campaigns.

Absentee Ballots

Having an absentee ballot director is also no longer a luxury. This person now "chases" absentee ballots: that is, he or she records who has requested them, and verifies they're properly signed (and witnessed if required) and submitted according to state law. Compiling and keeping an updated internal campaign list of this data means being able to "bank" a number of votes well before to Election Day. Common categories of individuals who use absentee ballots are members of the military on active duty and some disabled or senior citizens. There has also been an uptick in some swing states of college students voting by absentee ballot in their home states, while additionally voting in the states their universities are located in.

Get Out the Vote

Also known as GOTV, different campaigns can perform these formal voter turnout programs either over the final 96 or 72 hours before Election Day. In short, GOTV is the entire previous grassroots outreach plan (including phones, mail, and door-to-door), compressed and repeated in its entirety in one long weekend. It's the distillation and re-concentration of every single piece of data you've collected on individual voters, utilized now to motivate them to do one thing: show up and vote for you. The time for persuasion is past. Turnout is your only goal here. Accurate polling place information, printed on door-hangers and left at homes, cuts through the last-minute campaign clutter of robo-calls, radio spots, and and television ads—and tells folks precisely where and when to vote.

It requires lots and lots of bodies. It's a sprint. It's exhausting. And it works. A properly executed GOTV plan can increase election results by several points. <u>It is not optional</u>.

Election Day Operations

An efficient Election Day Operations plan sees to it that no voter is disenfranchised, that all legally cast (and <u>only</u> legally cast) votes are tallied, and reduces potential confusion between voters and elected officials regarding all applicable laws and procedures. For this reason, groups and campaigns should actively be seeking to fill as many Election Day Officer positions as is possible in a district. Having personnel on-site at the polling place to observe and report, to witness and challenge even longheld or commonly accepted practices is key.

Whether relying on the limited use of trained legal experts (many attorneys will volunteer for this duty for one day) or simply using volunteer poll "watchers," "runners," and "callers," no comprehensive campaign—even at a local level—can afford to go without a plan for what happens once the last vote is cast and the actual counting begins.





AMERICAN MAJORITY OVERVIEW

Our mission is to provide the training and resources necessary for local candidates and activists to be effective. Check out the resources section on AmericanMajority.org for links and downloads to each of the items mentioned below.

Manuals

In addition to this campaign manual, American Majority provides state-specific manuals on running for county commission, city council, and school board. The manuals also offer additional tips, advice, knowledge, and resources that build off of what is taught by our trainers. To download, visit AmericanMajority.org, select resources, and manuals.

Vote Goal Worksheets

American Majority also provides supplemental guides on specific subject areas. The Vote Goal worksheet is designed to make it easy to break down your precinct using previous election data to determine your targeted precincts. The public speaking guide is perfect for anyone looking to strengthen their speaking skills or brush up on the basics.

Pamphlets

In tribute to the pamphleteers of the American Revolution, we are reviving this art form to educate and inspire a new generation. Topics in the first seven pamphlets have included America's rich heritage, rule of law, an appeal to justice, and self-government. Pamphlets are also available in Spanish.

Podcasts

Our podcast series is available at AmericanMajority.org and on iTunes.com. Podcasts include a 21-part series on running for office, a 5-part series on effective activism, a 31-part series on the history of the Constitutional Convention, and a new series, "Days of Revolution," which chronicles the days leading up to the American Revolution.

Facebook and Twitter Guides

We have developed comprehensive guides to Facebook and Twitter, as well as created an archive of online resources geared toward ensuring American Majority trained candidates and activists are the most effective online. Everything is available via link and download from American Majority's website under social media resources.

Video Tutorials

Our video tutorials serve to complement our social media training courses. Online activism can be a daunting new world for many, so these 20-minute videos are an easy, quick way to access information about Facebook, Twitter, online video editing, YouTube, blogging, and much more.



CONNECTING WITH AMERICAN MAJORITY

American Majority has several means of connecting with you as you begin to use with social media. Utilize the American Majority website as a tool for getting started and as a resource as your projects develop.



www.AmericanMajority.org

Check out the rest of American Majority's guides, podcasts, and pamphlets by clicking the resources tab on the homepage.



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