

# NCPA PHARMACISTS' GUIDE TO SEEKING ELECTIVE OFFICE



# **NCPA ELECTION GUIDEBOOK**

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## INTRODUCTION

As independent community pharmacists, you have established yourself in your community as trusted and dependable healthcare professionals. You provide necessary healthcare services for your neighbors and employment opportunities that contribute to the local economy.

In recent years, a growing number of independent community pharmacists have sought to expand their service to the community through elected office at the local and state level, from school boards to state legislatures. It is our hope that other independent community pharmacists will consider serving in elected office.

**“A good pharmacist, one who takes care of his patients and customers in a proper way, can almost be elected to anything. People trust you and confide in you, and if you treat them right, the image of a pharmacist can help you. Pharmacists are highly respected and respect is the most important thing in the political realm. Pharmacists occupy a position of respect.”**



**--- Former State Representative Calvin Anthony (OK)**

We know there is much to consider when making this life-altering decision, and in this manual we strive to provide a helpful resource that will aid you in answering many of the questions you will ponder, insights to the time commitment required, and a basic outline of what may be required of you on the campaign. Contained in this manual, we will provide you with links to various state election resources, and insights from other pharmacists who have won elected office on some of the issues you will need to consider. Given the fact that election laws and office requirements vary across the country, we will not be able to answer all of your questions in this manual, but we will attempt to offer suggestions on where you can find answers you seek.

**“I consider myself one of the luckiest people in the world. I got to be associated with really great people. I got to be in a drug store for four years which was really good training for politics and life.”**



**--Former Congressman Marion Berry (D-AR) via “The Arkansas Pharmacist”**

## What should I consider when thinking about running?

Running for elected office can be a rewarding experience and allow you an opportunity to meet many people in your community and introduce yourself, your background and your ideas. However, before deciding to run, there are several things you should consider.

First, is your immediate family supportive of a run? They are the ones who will be most impacted by a run, and you need their support. If they are supportive, ask yourself why do I want to run and what do I hope to accomplish as a public servant. These are questions you will hear time and again from voters and you should have a well thought out and concise answer to them. This is the vision that will help drive your campaign and your message as you introduce yourself to voters should you ultimately decide to seek office. Once you can answer these questions, you can evaluate and determine whether you are prepared for the potential rigors of a campaign.

You should take time for self-reflection and determine if you are prepared for a potentially negative campaign. While many local campaigns are civil affairs between neighbors with competing ideas, it is no secret that, unfortunately, many elections have become less a contest of competing ideas, but rather a win-at-all-cost event. News reports are rife with reports of political opponents scouring the public record for anything that can be used against their opponents, and you must be prepared that your opponent could do the same. Are you prepared to endure and respond to such attacks?

**“I will say that politics is not for the faint of heart. Politics is a tough and sometimes dirty job but it is so rewarding. I know that when I am finished here in the legislature, I will be able to look back with a great sense of accomplishment.”**



**State Representative Evan Vickers (UT)**

You also need to consider your comfort level in asking friends and family and total strangers to donate time or financial resources to your campaign. Even a local campaign for school board requires resources. Your jurisdiction may require filing fees for ballot access and campaign materials for even a low budget campaign. For example, printing palm cards and purchasing yard signs are costs that add up over the course of a campaign. If you do not wish to pay for all of these costs out of your own pocket, you will need to fundraise.

Additionally, you need to assess the time commitment you are willing to make to both campaigning and ultimately serving if elected. Some elected positions only require a time commitment of one day a month while others can be full time jobs. Conversely, the office you run for may dictate how much time you need to spend on campaign activities. For example, running for town council or your local school board may only require a few hours each evening to reach out to voters and manage your campaign, while running in a larger state legislative district would require additional time for voter outreach and fundraising.

Once you have completed a self-assessment, you should see what others think of the idea. Invite friends, family, trusted neighbors or coworkers to a roundtable. Let them know you are contemplating running for office and solicit their feedback. They may have some pointed and direct questions. Many of these questions will come down to one theme,

“why you?” Be prepared for some to react cautiously and others to be outright opposed to your candidacy. Listen carefully to their comments. Do they sound enthusiastic about your candidacy? Are some saying supportive things, but in a less than enthusiastic manner? How much outright opposition are you hearing? What policy issues are they raising? Does your potential platform align with the priorities you are hearing? Listen to their critiques because these are the same criticisms you may hear down the road from voters if you choose to run.

**“Before you decide to run, make sure your business is on good footing. Don’t run for office for the money. Know in your heart that you don’t need the job as an elected official. You’re a public servant that is financially independent. Be your own person and vote your conscience and the people will appreciate it.”**

**--Calvin Anthony**

## What office should I run for?

If you have determined that you are prepared for the rigors of a campaign, you need to decide what office(s) offer the opportunity for you to enact your vision for what you would like to accomplish. There may be several options, and each will likely have a different political landscape and unique challenges. For example, if your goal is to expand access to independent community pharmacies, running for school board will give you an opportunity to influence the teachers' health contract, while running for state legislature will give you the opportunity to support legislative measures. But in either case, you can pursue your overall goal.

**“The state legislature is a much bigger time commitment than town council. Over the past 16 months, I have worked only one full week (Monday-Saturday) in my pharmacy and generally only spend Monday and Friday there. Even when we are not in session, we still have committee hearings. I represent the county that contains the state capital and am therefore on more committees. Even so, many of my patients were unaware that I was running. “**



**--- State Representative Tom Murry (NC)**

As a first time office seeker, you may lag behind others in name recognition, so running against a popular and/or entrenched incumbent will be more of a challenge, but that does not mean it is impossible to be successful in such a race. However, it will require additional time and disciplined campaigning to be sure you introduce yourself to voters and can explain why your vision and experience is better for them. If you do not wish to run against an incumbent, choose an office that presents an open seat.

After evaluating the potential offices and deciding which office is right for you, you need to determine how you seek to obtain ballot access. Will you seek a major party nomination through the primary process, run as a third party or independent candidate, or attempt a write-in campaign?

Most people who are successful at running for public office do so through the major party nominating process. That is not to say that running as an independent or write in candidate cannot be successful, it is simply a more difficult path to winning an election in a political system with two entrenched parties. Even if the percentage of “unaffiliated” voters rises, these voters tend to vote for one of the major party candidates on Election Day rather than an independent, third party or write in candidate. In any case, you need to be familiar with the ballot requirements for the office you seek to ensure you can appear as a candidate.

**“I have served in two elected capacities and have enjoyed both experiences very much. I served for 12 years on the city council which I didn't realize at the time was preparing me to serve in the state legislature. The city council allowed me to become well known in my community as well as meet and get to know many good, influential people. The legislature has been a wonderful experience and I honestly believe that we need a pharmacist in every legislature throughout the country. There is so much legislation that attacks our profession and there are so many positive changes that we can make if we just have the right people in the right place.”**

**--- Evan Vickers**

## **I have decided to run, what next?**

Once you have made a final decision to run for an office, there are certain steps you should take. Familiarize yourself with state and local election laws and consider hiring an election law attorney to help you navigate statutory requirements. You need to be well aware of all applicable laws and strictly adhere to them. Even inadvertent violations can carry hefty penalties. An attorney can advise you on whether you need to file any paperwork or declaration of candidacy that will allow you to begin raising campaign funds. They will also be able to advise you on fundraising regulations and reporting requirements. As the campaign progresses, they will also be able to advise you on any ordinances that regulate the placing of campaign signs on public land as well as any phone banking and advertising regulations.

Hire a campaign staff, either paid or volunteer. This should include a campaign manager and campaign treasurer. An experienced campaign manager will assist you with developing and delivering your message, and devising a successful campaign strategy. The campaign manager will also assist you in launching your campaign, including the most effective method and time to publicly announce that you are a candidate for the office you seek. They will assist you in formulating a campaign theme based on your goals for the office and translating your past experience to future success in the office.

**“Advice to pharmacists is know why you are running. This needs to be a concise statement that is easily understood by the electorate and that you can express very quickly in conversation. Trying to explain that you are running to reform PBMs is too time consuming and not easily understood by many voters. However, “I am running because we need a pharmacist in the legislature” is short and easy to understand and relate to.”**

**---Tom Murry**

They will also work with you on a strategy to obtain the requisite number of signatures to appear on the ballot, and advise you on who is permitted to circulate petitions and what constitutes a valid signature. Regardless of the minimum number, strive to at least double that number. Petition signatures are often challenged and some are ultimately disqualified. If disqualified signatures push you below the minimum required, you will not appear on the ballot.

The campaign treasurer is responsible for accurately recording campaign donations and expenditures. They often file the fundraising and expense reports, and in some jurisdictions, their name is required to appear on official campaign materials. Additionally, in some jurisdictions, you must have an official campaign treasurer before your campaign can accept donations. Other campaign staff such as a volunteer coordinator or media spokesperson can be hired as needed.

**“The most important thing is to know your opponent. Do your research and do your homework, because you can bet your opponent is doing theirs. I do not believe in negative ads, but drawing distinctions or highlighting facts is not negative. Facts are facts.”**

**--- Calvin Anthony**

## Fundraising

Once you are an official candidate, your time will largely be spent on two activities: meeting voters and raising money. Campaign funds are the lifeblood of politics. Well-funded candidates enjoy enormous advantages over underfunded competitors. Campaign funds can be allocated to several activities that raise the candidate's profile and assist in the get out the vote (GOTV) efforts of the campaign. Such allocations could include paid advertising, commissioning of public opinion polls, venues for campaign rallies, campaign literature, or hiring additional campaign staff.

As a candidate, you know you need to fundraise, but how do you do so? Very few people will simply write you a check, so you need to ask people to make a donation and to ask for a specific amount. Working with your campaign manager, develop a list of likely donors such as friends, family, neighbors, and people who are known to have donated to political candidates in the past. Your first solicitation should be a personalized letter introducing yourself and your vision and asking for their financial support. If you have any polling data that demonstrates you are a competitive candidate, include the numbers in the letter. Demonstrating your viability is a key to securing early financial contributions. Follow the letter up with a personal phone call to thank those who have sent a contribution and to attempt to persuade those who haven't to commit to your campaign. The most effective phone calls will come from you or your spouse, not from campaign staff.

**“State legislative races can be fairly costly. When I ran for the legislature, I faced both a contested primary and a contested general election. In total, my campaign spent about \$290,000, \$50,000 for the primary and \$240,000 on the general election. Most of my campaign donations came from individual donors. I was also fortunate to receive help from the state party. The district I ran in was a targeted district for the party. When you run, it is important to know what kind of financial support you can expect from the state party. I raised the least amount from PACs, but it is not unusual for a challenger to receive very limited support from PACs.”**

**---Tom Murry**

In addition to these early solicitations, ask your influential friends to host a meet and greet for you. This is an event which has no upfront costs for attendees, but allows you to introduce yourself and speak with them and solicit their support. Once you have a network of donors, these are people you can go back to again and ask for additional support as the campaign progresses, so long as the donor has not already reached any maximum contribution limits.

**Please Note-** Whenever soliciting funds for a campaign, be extremely careful not give the impression of a quid pro quo. That is, in exchange for a contribution, you will vote a certain way while in office. This is a violation of most, if not all, campaign finance laws.

**“In this state senate race, my goal was to raise \$65,000 and we are very close to that. We put together a budget of \$45,000-85,000 for the primary election. This is to reach a district of 95,000 people and 27,000 registered republicans for the primary. If I win, I will need another \$8-10,000 to get through the general election. There is a democrat opponent but the district is 75-80% republican. We have held two fundraisers, one in Salt Lake City to go after the lobbyist community and one locally which was a breakfast. We had 140 show up to the breakfast and we raised \$20,000. This took a concerted effort of manning the phones and soliciting funds. One donor stepped up at gave \$1000 which set the bar for the other 7 or 8 larger donors. I loaned my campaign \$30,000 with idea of being able to repay myself over time if I win.”**

**--- Evan Vickers**



## Meeting Voters and Campaigning

While ensuring you have sufficient funds to run a campaign is important, connecting with voters is necessary. Remember, it is not the candidate with the most money that wins the election; it is the candidate who receives the most votes. Voter lists can generally be obtained from your local elections office, or if needed, from a third party vendor such as Aristotle or Intell 360. These lists will include party registration, phone numbers, and even how often each voter goes to the polls. These lists will also provide you insights into how many registered voters are in the district where you are running, and working with your campaign manager, you can determine approximately how many votes you will need in order to win the election based on historical turnout.

Utilizing these lists, you and your spouse should immediately begin the process of spending a few hours each evening knocking on doors and introducing yourself to individual voters, starting with the most likely voters which are those who tend to vote in every election. Many voters will only give you a few moments of their time, so have a concise introduction of yourself, the office you are running for, and what you hope to accomplish. Have a palm card that you can hand the voter that reinforces your message and directs them to a campaign website, email or phone number that they contact for additional information. Make a note of anyone who seems enthusiastic about your candidacy and be sure to follow up with them and make sure they get to the polls on Election Day and ask them if they are willing to put a campaign sign in their yard.

Meeting voters door to door is perhaps the most personable, but least efficient way to meet the voters. You should take advantage of public events to stand outside and meet people en masse, walk in parades and shake hands with people lining the route and provide them with your palm card, go to local diners and speak with voters. By finding public events, you will raise your visibility. Make sure you have a campaign aid with you at these events who can take notes on peoples' names and contact information who express an interest in your candidacy. Again, you will want to make sure the campaign follows up with these people to make sure they vote.

**“When I ran for the legislature, I walked each house in the district. While meeting voters and shaking their hand was important, it was equally important that I was demonstrating that I wanted the job. Voters want to know you are taking the office seriously and are working hard and they want to know that you really want the job.”**

**---Calvin Anthony**

Additionally, you should identify opportunities to speak to civic organizations such as the Rotary or Lions club or the local chamber of commerce. Members of these organizations tend to have some influence in the community and if you are able to connect with them in your speech to the organization and graciously answer their questions, you have the opportunity to earn the support of some of these members. These supportive members may be willing to host a meet and greet or make a financial contribution to your campaign. View these speaking engagements as a tremendous campaign opportunity and do not pass them up when offered.

**“It is logical for a pharmacist to run for office. Pharmacists are among the most trusted professionals, and independent pharmacists are typically active in the community and are apolitical. Voters want apolitical officials who work to promote their best interest. Run not as a politician and on the trust the people have in you and your profession and the community will embrace you.”**



**--- State Representative Keith Hodges (VA)**

## Run Up to Election Day

You have now spent months fundraising and meeting voters and the election is rapidly approaching. You and your campaign team have devised a likely vote total that is required to win the election. You have identified voters who support your candidacy. You now need to get them out to the polls, or if necessary assist them in obtaining an absentee ballot. Whatever it takes, you want them to vote and you want them to commit to getting at least one other person out to vote with them.

**“Candidates must be aware if their state offers early voting. If so, this front loads the entire election process. Is Election Day the advertised date when polls are open or when early voting starts? You need to front load your strategy to ensure you are reaching the voters who are casting early ballots.”**

**--- Tom Murry**

The 2-3 weeks leading up to the election will be extremely hectic and require long hours. You and your campaign volunteers ought to be phone banking daily urging voters to get out and vote and to cast their vote for you. If a voter indicates they would like to vote for you but lacks transportation to the polls, your campaign should provide them the ride they need. If necessary, you may even want to rent a van, or several vans if running in a larger district, driven by a campaign staffer that can be used to get your supporters to and from their voting precinct.

You should also have your volunteers do a literature drop in the district. This entails going door to door and either handing the voter campaign material or leaving it on their door. **Please note** this material CAN NOT [touch a mailbox](#) in any way.

This is also the time when your campaign should begin placing yard signs on public property, where ordinances allow for it. For these few weeks, you want voters to see your name on the yard signs as they drive to and from work, hear your name when campaign volunteers call, and see your name on campaign literature at their home. You want the voter to associate your name with the office.

**“We are putting together a call center for the two days before the primary as well as a robocall from the governor who has endorsed me. We are also looking at two other breakfasts or lunches in other parts of the district. We are increasing our radio buy, newspaper buy and direct mail pieces targeting specific topics and weaknesses of my opponent. The sign war is in play including a billboard that we were able to negotiate at a reduced price.”**

**---Evan Vickers**

## Election Day

Election Day has finally arrived. This is the moment when all the hard work you have done over the last many months will culminate either in victory or defeat and it is the last day of the campaign. You will likely vote first thing in the morning. After you vote, you will spend the day outside polling locations meeting voters as they arrive to vote. Be cognizant of the rules. Typically, you cannot campaign inside the polling location, and some localities may have rules that you need to remain a certain distance from the entrance. Be sure to follow the rules.

While you are working the polling locations, your campaign team should once again be working the phones calling voters who have expressed support for your candidacy reminding them to get out and vote. At the end of the day, the voice of the voters will be heard. Regardless of the outcome, you want to be able to look back and honestly say my team and I gave it our all and we did not take anything for granted.

**“When I ran for mayor, it took a budget of about \$20,000 to run in a town of 50,000. Running for the state legislature in 1992 was more expensive, about \$60,000. Today, it takes about \$200,000 to run for the state legislature. We used the budget to run some effective advertisements and I relied on my committee to get their peers to the polls. We knew about how many votes it would take to win, and we knew where those voters were, so Election Day it was a matter of getting those people to the polls. Now some political advisors believe in robocalls and there are some statistics to show they are effective, but I did not believe in them.”**

**---Calvin Anthony**

## **Frequently Asked Questions**

### **Q. How can NCPA support my candidacy?**

**A.** Depending on the locality, NCPA may be able to advertise your candidacy in one of its member only publications to raise awareness with fellow pharmacists about your venture. In some instances this may be considered an "in kind" contribution and would need to be claimed by you on your campaign financial disclosures. Consult your election attorney to see what is permissible and contact NCPA to see what we may be able to do.

### **Q. Can I keep my job if elected?**

**A.** This depends on the office you are seeking. Some elected offices require only a part time commitment and allow you to maintain an outside position. Other positions may require additional time that precludes you from keeping your current position. As you are evaluating offices you are interested in, this is something to consider.

### **Q. I paid for campaign expenses out of pocket, can I reimburse myself when I have raised the funds?**

**A.** Laws vary by state and municipality on what expenses you can reimburse yourself for, and the procedure for doing so. Consult your campaign manager and elections attorney to determine what is permissible in your locale.

# Appendix A

## TOM Murry for NC House 41 Campaign Plan

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### **Political Environment and Key Assumptions**

Tom Murry, a Republican and sitting elected official in Morrisville, NC, is running for the 41<sup>st</sup> District of the North Carolina House of Representatives. Election Day is Tuesday, November 2, 2010.

Our opponent is Chris Heagarty, the current incumbent representing NC House 41. Heagarty was appointed to the seat in September of 2009 when the previous representative, Ty Harrell, stepped down after a series of investigations by the NC Board of Elections and the NC House Ethics Committee.

### ***District Analysis***

House District 41 has 80,135 total voters. The district includes parts of Apex, Cary, Morrisville and Raleigh. District 41 is home to an affluent, suburban well-educated and informed electorate. Approximately 80% of the total voters are white, 8% black and approximately 12% other ethnicities. Over half of the voters in 41 are female and approximately 47% are male. The district is relatively young, with over a third of the district under the age of 35.

NC House 41 is a swing district. Registered voters span the political spectrum and include: 34% Democrats, 33% Republicans, and 33% Unaffiliated voters and less than 1% are registered Libertarians. According to NC Free Enterprise Foundation, voters in this district elected 9 Democrats and 3 Republicans in 2008 statewide races. However, in the 2004 presidential election, voters in this district voted for 9 Republicans and 8 Democrats in statewide races.

### ***Political Environment***

The current political environment is volatile to say the least. Nationally, voters and citizens are frustrated with a sluggish economy, uncontrolled spending and few solutions to get our economy and the jobs market back on a stable path to prosperity.

Nationally, voters are frustrated with the Obama Administration's response to our country's most pressing problems, and many voters see the 2010 elections as a prime opportunity to check President Obama's policies. National issues which will affect our race include: the economy, spending, and frustration with the lack of leadership by incumbents and President Obama.

In North Carolina, many voters are equally frustrated with both the national and state leadership, as evidenced by recent third party polling data. Statewide issues that are likely to impact our race include: out of control spending, the potential for increased taxes, the state's sluggish economy and jobs market, and ethical problems with Democrats---including statewide leaders. As of today, Unaffiliated voters---in several recent state and local polls---are breaking hard to Republican leaders and candidates. Consequently, national and state Democratic leaders are aware of voter discontent, and will therefore devote resources to convince voters, including those in NC 41, to reelect their candidates. Conversely, Republicans are organized and energized by the anti Democratic sentiment.

Add in the fact that redistricting will take place after the 2010 elections, and you have an extremely motivated Republican party knocking on the door to gain control of the NC Legislature.

Locally, it is equally reasonable to assume the economy and ethical issues will impact turnout, along with frustration over government spending. We believe that Republicans and Unaffiliated voters will turn out to express their collective frustrations with state and national elected officials and assume higher than normal turnout, in a non-presidential election year. Our plan is to tap into this voter frustration and anger to ensure a higher turnout and election of Tom Murry.

### ***Candidate Profiles***

**Tom Murry** is a licensed pharmacist and holds a law degree from Campbell University. He is the head of a national patient safety non-profit organization and works with several local pharmacies. Tom has been elected twice to the Morrisville Town Council. He is married and has two daughters. This is his first run for state office.

### ***Candidate Strengths/Challenges***

#### ***Strengths***

- Strong political instincts
- Practical, common sense leadership and political skills
- Experience as a local elected official
- Strong retail political instincts
- Ability to raise money
- Excellent campaigner
- Solid speaking skills; able to deliver and stay on message
- Strong professional and personal background
- Solid relationship with NCGOP

#### ***Challenges:***

- Will need to raise significant dollars
- Will need to cover a large amount of ground, given the size of the district
- The Democrats have targeted NC 41 and will play a role in the race
- Unknown in North Raleigh, a critical part of the district

**Chris Heagarty** is the incumbent in NC House District 41. He was appointed to fill the seat when the previous officeholder, Ty Harrell was forced to resign because of potential campaign finance and ethical violations.

Chris is a former lobbyist, is working on his law degree and currently lives in Raleigh with his wife and two children.

### ***Candidate Strengths/Challenges:***

### ***Strengths:***

- Skilled political operative
- Solid relationship with NC Democratic Party
- Ability to campaign full time once legislature is out of session
- Good political instincts and potentially good campaigner

### ***Challenges:***

- Is incumbent---in an anti-incumbent environment
- Is a former lobbyist for special interests
- Liberal background and track record
- Potentially low name ID
- Never run for office before (only appointed)
- Strong ties to power structure in legislature
- Studying for NC Bar while running for office

### **General Analysis of Campaign Environment**

1. Tom Murry is a skilled campaigner, but has never run for a state level office, and will need to build upon his name ID, particularly with Unaffiliated voters outside Morrisville. Raising Tom's name ID with this demographic is critical.
2. Tom's opponent will be supported by national efforts to turn out the vote, and will receive help from the state party.
3. Fundraising is critical. The district is large, and it will take significant resources to win and to overcome a Democratic Party "push" for his opponent in the race.
4. The current political environment is favorable to a Republican challenger. However, both political parties are geared up to win: Democrats to maintain control of the NC House and Senate; and Republicans to seize power against the backdrop of redistricting in North Carolina.

### **Targeting**

NC 41 is unique. As of today, current registration is: 34% Democrats; 33% Republicans and 33% Unaffiliated. It is a **swing district** based two critical factors: 1) Neither Democrats or Republicans have a strong base of support; 2) Unaffiliated voters will decide the winner, as demonstrated in previous elections.

Given the current political environment, targeting Unaffiliated voters, convincing them to vote for Tom, and mobilizing them to the polls is the driving force in all our targeting efforts.

Our assumptions around targeting are based on turnout from the 2006 election. However, given the political environment we are operating in, we are projecting a higher turnout for 2010 than we had in 2006.



We are projecting a turnout of approximately 34,620 voters (or 43%) in NC 41 in the 2010 election. **Our campaign has to get 17,994 votes in order to win on November 2, 2010.** This number will be the focus of everything the campaign does from now until Election Day.

Based on this analysis our general targeting strategy is:

1. Concentrate on Unaffiliated voters throughout the district
2. Hold our base in Republican precincts
3. If resources are available, reach into Democratic leaning districts and communicate with conservative Democrats to win additional votes

## **Campaign Message and Strategy**

### *The Campaign Message*

In order to break through the line noise and reach and motivate the blend of Unaffiliated and Republican voters in NC 41, the campaign must have a clear, concise, relevant and compelling message.

The message is one of the critical components of the campaign, and will set the stage for all communications. We will only have one message and it will be part of everything the campaign does and says.

Our message will be positive and solution oriented. We will present Tom as a positive change in the district. We will compare and contrast our opponent with Tom and, if necessary, place our opponent's views and issues in a negative light. However, our message development must not only play off our opponent's perceived---and real--- weaknesses, but also appeal to moderates and Unaffiliated voters in the district based on Tom's positive message.

The campaign will identify a central theme that will be included in all of our branding and communications. For example, the theme in the primary was: "Tom Murry: Proven Conservative Leadership." Now that we must appeal to swing and Unaffiliated voters, the campaign will identify a new theme that has broad appeal, e.g., "Tom Murry: Proven Practical Leadership."

### *Research:*

Our message will be crafted and tested in an initial benchmark survey of voters in District 41. Our

survey research will be based on input from the team on potential key themes and issues, as well as testing personal qualities and records of Tom and our opponent. Our team will perform a high level of opposition research on Tom and our opponent.

### *General Campaign Strategy:*

Based on our message, the strategy for our campaign is:

- Increase Tom's name ID with Unaffiliated voters;
- Build upon our solid base of Republican voters, and peel off conservative/moderate Democratic voters positioning Tom as the candidate who can most effectively bring change to the district and state;
- Heavily concentrate on identifying and mobilizing Unaffiliated voters who will vote for Tom;
- Run a bifurcated communications plan through intense voter identification and outreach. That is, run two campaigns: One geared towards moving our base and Unaffiliated voters to vote early; and secondly, to identify and mobilize supporters and undecided voters to vote for Tom on Election Day.

Our strategy and message will be executed through a comprehensive communications plan that includes paid communications and an intensive grassroots program. The specific strategies and tactics are detailed below.

## **Communications Plan**

Our communications plan will be executed in two phases. The first phase of the campaign will focus on increasing Tom's name identification and position him as a practical and proven leader who can bring change to NC District 41. The second phase involves differentiating the two candidates in this race. We will accomplish this by presenting Tom as a positive change and raising our opponent's negatives. A number of voter contact tools will be utilized to accomplish this strategy.

*Paid Media---Traditional:*

Direct Mail: Our direct mail plan will be bifurcated. We will target and identify (through paid and volunteer efforts) Unaffiliated voters in the district and mail them at least three times before and during early voting. The second portion of the direct mail plan will include at least three mail pieces to Unaffiliated targeted voters who will vote on Election Day. If resources allow, we will include Republicans who voted in the 06 and 08 general--- plus newly registered voters since 10-18-2009---in the early voting and Election Day portions of our direct mail program.

Phone Banks: Our phone banks will be tied to our mail program. The campaign will use paid phone banks to identify Unaffiliated voters who are likely to support Tom, or who are undecided. We will utilize a combination of paid and volunteer phone banks to chase early voters who have received our mail and persuade them to vote early. Using volunteers and paid efforts (based on available resources) we will follow up to see which voters have said they would vote early but have not voted to persuade them to get to the polls before early voting precludes. For Election Day voters we identify, we will use a series of volunteer and paid recordings for GOTV efforts.

TV: The campaign will dedicate a portion of our paid communications to cable advertising. We will produce an ad that will appeal to our key targets. Our media buy and plan will be geared towards targeted cable channels that appeal to Unaffiliated voters. TV will be deployed strategically around early voting and, based on resources, shortly before Election Day.

Collaterals/Lapel Stickers: The campaign will develop a revised palm card that will be used for events, coffees, as well as our walk program. The campaign will order lapel stickers to use at events and during our canvassing program.

Signs: The campaign will execute an aggressive sign deployment strategy. We will use our Website to capture requests for signs, and immediately deploy volunteers to deliver signs, when requested online. Additionally, paid phone banks will provide another avenue for supporters to request a yard sign. We will also execute a series of sign blitzes: one at the beginning of the campaign, a second before early voting starts, and a third leading up to Election Day.

*Paid Media ---Elect Tom Murry 2.0 New Media*

Website: The campaign will dedicate a small portion of our overall budget to redesign the campaign Website to serve as a hub to our online and offline communications.

The new site will emphasize and include social networking integration, video, and the ability to take and track online contributions. The site will also overemphasize the ability to acquire emails to build our email list. We will utilize Google Analytics to measure all of our Web and online advertising activities.

Online Targeted Advertising: The campaign will deploy geotargeted online advertising that will include, at a minimum:

- **Google Network Search and Content Ads:** Starting in late June, the campaign will execute a series of text ads on the Google search and content network. These ads will be tied to key search terms about Tom our opponent, and the relevant voter issues. Our initial budget will be small and the goals of the ads will be to: 1) brand Tom; and 2) build our email list.
- **Display (Banner Ads):** The campaign will execute a series of geotargeted display (banner ads) on Google's network, and we will include ads on the major TV stations, the News & Observer and Cary News site. We will also run our TV ad on YouTube as part of Google's "in stream" advertising program. These ads will be part of two "network blasts"---one around early voting, and the second ad before and on Election Day. The ads will be designed and designated to appear on smart phones and mobile devices for those undecided voters who may "Google" Tom on Election Day.
- **Facebook (FB) Ads:** The campaign will also execute a series of targeted Facebook ads to help build name ID and drive potential supporter to our FB page and Website. The FB ads will begin at the same time as our search ads. We will intensify the budget and intensity of the ads around early voting and before and on Election Day.

Social Networking: Building upon the campaign's social networks established in the primary, we will enhance and solidify Tom's presence on Facebook, Twitter and YouTube. We will also set up a Flickr account to post pictures from the campaign trail.

Facebook: We will use Facebook to push all campaign and earned media events. Tom will also post regular updates and stimulate conversations among supporters on issues and the campaign. We will use Facebook as part of our GOTV efforts as well.

YouTube: Our campaign will develop a series of videos that we will use to push out our message. Based on resources, we will produce, using a high def camera, a series of "Talks with Tom" where he will discuss critical issues to the district. Each talk (video) will be posted on YouTube, be produced in a strategic location (at home, the office and maybe a strategic place in the district). At the end of Tom's talk, we will post our Web URL, Twitter URL and Facebook URL to entice and encourage participation and conversation. We will issue a release to the media each time a we produce a new "Talks with Tom" segment, to get some earned media. Finally, we will include our TV ad on YouTube and will

email it to our base of supporters.

Twitter: Tom will be constantly posting on Twitter, with updates, thoughts about issues and events throughout the campaign. The campaign will also use Twitter to push all our press releases and events.

E-Campaign: The campaign will build upon the current email list and constantly collect emails from events, door-to-door efforts as well as paid online advertising. We will send weekly emails throughout the campaign, starting now to engage supporters and enlist new supporters. Each email will include three fundamental components: message, money (request for donation) and mobilization.

Mobile Texting (SMS): The campaign will build a text program by organically collecting cell phone numbers. We will also rent a dedicated short code and identify key words to text potential supporters and voters about the campaign and for GOTV efforts. All of our communications (online and offline) will include our short code.

#### *Earned Media:*

The campaign will generate earned media to complement our paid media communications. Prior to engaging the media the campaign will develop a targeted list of reporters, as well as a professionally designed media kit with our key messages, collaterals and fact sheets about Tom and the campaign.

Media Relations: In the initial phase of the campaign, Tom will reach out to key print and TV reporters to build relationships. Then the campaign will stay in constant contact with key reporters covering the race. We will use this targeted group of reporters to pitch story ideas, exclusives and other suggestions. Tom and the campaign will provide prompt response to media requests. We will embrace the media and keep them posted on all campaign activities through timely releases and email communications with reporters.

Blogger Relations: The campaign will identify key blogs in the district (e.g., Cary Politics) and keep bloggers up to speed on campaign activities and provide them with all media releases. Maintaining and building relationships with Bloggers will provide a strategic addition to our earned media and “viral” messaging efforts.

### **Grassroots Plan of Action:**

The campaign will execute a strong ground and grassroots component to compliment other forms of direct and indirect communications. Our objective is simple: build Tom’s name ID, sway Unaffiliated voters and mobilize them around early voting and Election Day.

Volunteers for Grassroots Action: The campaign will find and use a strong network of volunteers to assist the campaign with the following:

- Neighborhood events and coffees
- Door-to-door canvassing
- Assist with fundraising
- Work the polls during and throughout early voting
- Work the polls on Election Day
- Write letters to the editor supporting Tom
- Posting on key political and news Blogs to promote and, if necessary, defend Tom
- Post yard signs

### **Door-to-Door Program**

One of the best forms of reaching voters directly is going door-to-door within the district. Our door-to-door campaign will play a central role in our direct voter contact. The goal is to dedicate the necessary resources to fully fund our canvassing program---with the bulk of our efforts focused on reaching Unaffiliated voters in the district. The execution of this program will include the following:

Candidate Participation: Tom will spend a significant part of his campaign canvassing. The plan is to begin immediately hitting Unaffiliated voters in key precincts in and around Morrisville, who voted in the 2009 municipal elections. The goal is two-pronged: 1) To have a “conversation” with active voters and learn what’s on their minds; and 2) to create buzz that Tom is out of the starting gate with a strong grassroots campaign. Following this initial phase, Tom will next focus his time on the larger strategic and targeted walk effort.

Volunteer and Paid Component: A significant part of our door-to-door program assumes robust volunteer participation, as well as paying people to help reach all of our targets. In the first month of the campaign, the manager will identify and build a database of volunteers to participate in our walk program. The campaign team will then identify and recruit paid canvassers to augment our volunteer, unpaid group. Our intent is to use a series of smart phones with walk lists pre-loaded and programmed to collect critical data. The data would be collected on the hand held device in the field, and then uploaded into a central database for future communications.

Targets and Timing: Our door-to-door program will focus on unaffiliated voters who have voted in at least the 06 and 08 elections, as well as all new registrants since October 18, 2008. Our walk program will begin in mid-summer, and each volunteer will be armed with a series of questions to ask including voting preference (one-stop early voting or Election Day).

The data will be compiled and used for future paid communications efforts before and during early voting, and on Election Day. The precincts we will focus on include:

PRECINCT	NO. OF REGISTERD UNAs	% OF REGISTERED VOTERS
04-09	945	35%
04-13	1404	35%
04-19	669	35%
05-01	1482	35%
05-03	951	33%
05-04	2504	38%
05-05	1746	33%
05-06	1522	35%
07-01	477	30%
07-10	1448	31%
07-12	589	23%
08-03	1359	33%
08-06	888	32%
08-09	654	31%
08-10	848	32%
08-11	1238	34%
20-02	2968	36%
20-04	1198	37%
20-10	1198	37%

*Other Grassroots Activities and Outreach:*

**Local Coffees:** The campaign will immediately establish a calendar of neighborhood “coffee meetings,” breakfasts that the campaign will host on a weekly basis starting in July through September. The events should focus mainly in swing precincts of the district with an added emphasis on the North Raleigh area of the district, where the Republican candidate has underperformed in recent elections.

**Key Influentials:** The campaign will identify and introduce Tom to key influentials in the district.

**NC House Caucus Relations:** The campaign team will build upon and maintain solid relations with the NC House Republicans.

Thank You Program: The campaign will send out timely thank you notes to everyone Tom comes into contact with on the campaign trail. Thank you notes will be sent to anyone that makes a contribution, asks for a sign, volunteers for the campaign, makes a phone call or who Tom meets with. The campaign should have a supply of postcards with a thank you message pre-printed and ready to send out ASAP, after initial contact. The campaign manager, working with a volunteer, should develop a system to execute this program.

Coalition Development: The campaign will seek out, engage and build coalitions that can help spread the message about the campaign throughout the district. Coalitions can be based on age, issue, geography, profession, and interest groups. The campaign should identify at least 5 key coalitions that we can use to build support and spread our message: "Parents for Tom"; "Seniors for Tom"; "Small businesses for Tom"; State Employees for Tom; etc. The coalitions should be broad and based on the unique makeup of the district.

Personal Phone Calls: Using a targeted list, volunteers will make phone calls as a follow up to our door-to-door campaign. The data we collect from the canvass program will be used to develop a detailed "personalized" database for volunteers and Tom to use when following up with targeted voters who were initially contacted during the door-to-door campaign.

Endorsements: While Tom is relatively well known in parts of the district, we still need to build a list of key endorsements to build his credibility. Our goal should be to identify key leaders in the district (community and elected) that we can use later in the campaign.

#### Early Voting Activities:

Since early voting is an integral part of our communications strategy, we will need to complement our paid efforts with a series of grassroots activities including:

- *Early Voting, One-Stop Polling Campaign:* A key responsibility of the campaign manager and any Team Tom Captains will be to ensure that we have coverage, every day, at the early voting locations ---from the day early voting begins through when it ends. Tom will also need to spend sufficient time at each polling place to greet early voters. Signs and handouts will be available for volunteers at each polling location.
- *Volunteer Phone Banks:* We will use volunteers to make phone calls to our targeted list of voters to encourage them to vote early, and remind those that have told us they would vote early, who have not voted, to get to the one stop polling locations before early voting ends.
- *Mobile Texting Program:* For voters that have signed up to receive our text messages, the campaign will send out a series of messages to remind them about early voting.

Election Day (GOTV) Activities: Similar to our early voting GOTV activities, the campaign manager will develop a detailed plan of action that includes:



- *Polling Place Coverage on Election Day:* Every polling place will be staffed all day to encourage last minute undecided voters to vote for Tom, and to keep watch for any potential polling place problems.
- *GOTV Campaign:* The campaign will host a series of volunteer phone banks to get our identified voters, and get them out to vote on Election Day. The weekend before Election Day, we will use paid phone banks, both live and pre-recorded calls, to remind people to vote on November 2<sup>nd</sup>. On Election Day, the campaign will send out a series of emails to our list of supporters to remind them to vote. Additionally, we will deploy a series of text messages throughout the day to remind folks to vote, along with paid and volunteer phone calls.
- *GOTV Walk Blitz:* The weekend before November 2<sup>nd</sup>, we will implement a targeted literature drop. We will drop an election reminder on our targeted list of supporters, and undecided voters that did not voter early. Any additional GOTV literature drop done by the NCGOP will complement our targeted drop.

## **Fundraising**

Fundraising is the key to any successful campaign. Early in the campaign, Tom will spend 80 percent of his time raising funds. As competition for dollars increases, there will be key times when fundraising will compliment the visibility of the campaign (TV, Signs, Internet, etc). The campaign will tie requests for dollars to a specific campaign activity or need.

Working with a professional fundraising consultant, the campaign will raise money through these primary channels throughout the campaign:

- Personal Solicitations
- Direct Mail: New prospects and our existing house file from the primary and previous municipal elections.
- The Internet/Email/Money Bombs (timed with major event(s) in campaign)
- Major Donor Groups
- Political Action Committees (PACs)
- Events and Meet & Greets

A detailed fundraising budget and plan of action is included later in this plan.

## **Organization/Infrastructure:**

In order to operate an effective and efficient campaign, we will have the following infrastructure:

Campaign Staff: The campaign has a campaign manager who ran the primary campaign. Our manager understands the district, has close ties with local community leaders and key volunteers.

**Campaign Volunteers:** The campaign will identify and build a team of at least 15 volunteers who will make phone calls, go door-to-door and attend campaign events throughout the campaign. The campaign must have a process for keeping up with volunteers, thanking them in a timely fashion, and ensuring they have an updated list of activities we need their help with.

**Neighborhood Captains:** The campaign will identify people who will serve as neighborhood captains in various communities to open doors for Tom and who can be listed on campaign materials supporters. Towards the end of the election, endorsements from local community leaders---from all four corners of the district---will help with undecided voters.

**Paid Canvassers:** In addition to our core team of volunteers, the campaign will---on an as-needed basis---hire people to help with our canvass program.

**Consultants:** The Murry campaign will benefit from having a team of consultants throughout the campaign. Specifically, the campaign will have a general strategy and communications consultant, and a fundraising consultant to help raise the necessary funds to be successful in November.

## Campaign Budget:

	JUNE	JULY	AUG	SEPT	OCT	NOV	TOTAL	PERCENT
<b>CAMPAIGN COMMUNICATIONS</b>							<b>\$ 7,200</b>	<b>3.95%</b>
Website / E-Campaign	\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500	
Campaign Brochures		\$ 3,200					\$ 3,200	
Fundraising Mailings/Events	\$ -	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 2,500	
<b>STAFFING &amp; CONSULTING</b>							<b>\$ 22,000</b>	<b>12.08%</b>
Campaign Manager	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 6,000	
General Consulting	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 15,000	
Volunteer Expenses/E-Day & Early Voting	\$ -	\$ -	\$ -	\$ -	\$ 500	\$ 500	\$ 1,000	
<b>OFFICE EXPENSES</b>							<b>\$ 1,400</b>	<b>0.77%</b>
Stationary / Contribution Envelopes	\$ -	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ 500	
Copies	\$ -	\$ -	\$ 50	\$ 50	\$ 100	\$ 100	\$ 300	
Misc/Supplies	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 600	
<b>RESEARCH / LISTS</b>							<b>\$ 13,000</b>	<b>7.14%</b>
Survey Research	\$ -	\$ 6,500	\$ 1,000	\$ 1,000	\$ 2,000	\$ 1,000	\$ 11,500	
List Services/Maps	\$ -	\$ 500		\$ 500	\$ 500	\$ -	\$ 1,500	
<b>DIRECT MAIL/COLLATERAL/GRASSROOTS</b>							<b>\$ 66,200</b>	<b>36.34%</b>
Signs /Stands	\$ -		\$ 500		\$ -	\$ -	\$ 500	

Lapel Stickers			\$ 200				\$ 200						
Direct Mail / Early Voting		\$ 5,000	\$ 5,000	\$ 20,000	\$ 20,000	\$ 10,000	\$ 60,000						
Grassroots (Includes Icanvass software)	\$ -	\$ 2,500	\$ 750	\$ 750	\$ 750	\$ 750	\$ 5,500						
							<b>\$ 19,200</b>	<b>10.54%</b>					
<b>TELEPHONES</b>													
Live Callers (Includes Voter ID calls)	\$ -	\$ -	\$ -	\$ 6,700	\$ 3,000	\$ 3,000	\$ 12,700						
Recorded Messages	\$ -	\$ -	\$ 1,000	\$ 1,500	\$ 2,000	\$ 2,000	\$ 6,500						
							<b>\$ 53,150</b>	<b>29.18%</b>					
<b>TELEVISION / RADIO / WEB MEDIA</b>													
Network / Cable	\$ -	\$ -	\$ -	\$ 10,000	\$ 15,000	\$ 5,000	\$ 30,000						
Text Program	\$ 650	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 3,650						
Production -TV and Web Ads	\$ -	\$ 500	\$ 500	\$ 2,500	\$ 3,000	\$ 500	\$ 7,000						
Google Ads / Facebook / Twitter Ads		\$ 1,000	\$ 1,500	\$ 2,500	\$ 5,000	\$ 2,500	\$ 12,500						
							<b>\$ 182,150</b>						
							<b>\$ 5,750</b>	<b>\$ 24,400</b>	<b>\$ 15,200</b>	<b>\$ 50,200</b>	<b>\$ 56,550</b>	<b>\$ 30,050</b>	

## Finance Budget:

	JUNE	JULY	AUG	SEPT	OCT	NOV	Total
<b>Staffing &amp; Consulting</b>							\$ 7,500.00
Campaign Fundraiser	1250	1250	1250	1250	1250	1250	\$ 7,500.00
<b>Office Expenses</b>							\$ 1,350.00
Thank you note material	200	200	200	200	200	200	\$ 1,200.00
Miscellaneous	25	25	25	25	25	25	\$ 150.00
<b>Fundraising Events</b>							\$ 2,500.00
Event Expenses		500	500	500	500	500	\$ 2,500.00
<b>Fundraising Direct Mail</b>							\$ 11,000.00
Fundraising/Rolodex Mail	2000	1500	3500	2500	1500		\$ 11,000.00
<b>Web Media</b>							\$250
Constant Contact	50	50	50	50	\$50		\$ 250.00
<b>OVERALL TOTAL</b>							\$22,600

## **Fundraising Plan of Action:**

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### **I. Small Donors -\$6,000.00**

- a. Through meet and greets
- b. Small dollar email campaigns asking for \$100 or less or specific amounts

### **II. High Dollar -\$84,000**

#### **a. Through direct contact**

1. personal meetings - \$32,000
2. personal calls (callsheets) - \$12,000
3. lunches where several get together to raise funds - \$20,000
4. Pharmacy Group a. Myrtle Beach Reception \$20,000

### **III. PACs - \$22,000 -**

- a. Mailing after session -\$5,000
- b. Direct Solicitation - \$12,000
- c. NCINPAC and individual donations - \$5,000

### **V. Major Events - \$30,000 -**

- a. Governor Event \$12,000
- b. 2 Wake County Events \$12,000 for both
- c. Speaker event \$6,000

### **VI. Fundraising Direct Mail - \$32,000 -**

- a. Pharmacy Mailings-
  1. Independent Pharmacist in NC - \$7,500
  2. Arkansas Pharmacist \$ 2,500
- b. Attorney Mailings -
  1. Bar Association/Lawyer Mailing \$5,000
- c. Prior Contributor Mailings - \$12,000
- d. Rolodex Letter - \$5,000

### **VII. Internet & Web based fundraising - \$30,750**

- a. Emailing Law School Classmates
- b. Emailing Pharmacy School Classmates
- c. Targeted Emails on issues
- d. Money bombs asking for more than \$100
- e. bi-weekly email asks

## Appendix B

### ELECTION RESOURCES

This section is designed to provide you with links to election resources. Please remember, election laws vary by state so it is important to closely evaluate your state's laws on filing for candidacy, campaign finance disclosures and limits, and qualifying for the ballot. This is not a comprehensive list of resources, but provides a starting point as you evaluate whether the pursuit of elective office is right for you.

#### Official State Government Election Websites

State	Website
Alabama	<a href="http://www.sos.alabama.gov/elections/Default.aspx">http://www.sos.alabama.gov/elections/Default.aspx</a>
Alaska	<a href="http://www.elections.alaska.gov/ei_general.php">http://www.elections.alaska.gov/ei_general.php</a>
Arizona	<a href="http://www.azsos.gov/election/">http://www.azsos.gov/election/</a>
Arkansas	<a href="http://www.votenaturally.org/election_info.html">http://www.votenaturally.org/election_info.html</a>
California	<a href="http://www.voterguide.sos.ca.gov/">http://www.voterguide.sos.ca.gov/</a>
Colorado	<a href="http://www.sos.state.co.us/pubs/elections/main.htm">http://www.sos.state.co.us/pubs/elections/main.htm</a>
Connecticut	<a href="http://www.sots.ct.gov/sots/cwp/view.asp?a=3&amp;Q=415810&amp;sotsNav= ">http://www.sots.ct.gov/sots/cwp/view.asp?a=3&amp;Q=415810&amp;sotsNav= </a>
Delaware	<a href="http://elections.delaware.gov/">http://elections.delaware.gov/</a>
Florida	<a href="http://election.dos.state.fl.us/voting/voting-info.shtml">http://election.dos.state.fl.us/voting/voting-info.shtml</a>
Georgia	<a href="http://www.sos.ga.gov/elections/">http://www.sos.ga.gov/elections/</a>
Hawaii	<a href="http://hawaii.gov/elections/">http://hawaii.gov/elections/</a>
Idaho	<a href="http://www.idahovotes.gov/">http://www.idahovotes.gov/</a>
Illinois	<a href="http://www.elections.il.gov/">http://www.elections.il.gov/</a>
Indiana	<a href="http://www.in.gov/sos/elections/2395.htm">http://www.in.gov/sos/elections/2395.htm</a>
Iowa	<a href="http://www.sos.state.ia.us/elections/">http://www.sos.state.ia.us/elections/</a>
Kansas	<a href="http://www.kssos.org/elections/elections.html">http://www.kssos.org/elections/elections.html</a>
Kentucky	<a href="http://www.elect.ky.gov/">http://www.elect.ky.gov/</a>
Louisiana	<a href="http://www.sos.louisiana.gov/tabid/68/Default.aspx">http://www.sos.louisiana.gov/tabid/68/Default.aspx</a>
Maine	<a href="http://www.maine.gov/sos/cec/elec/upcoming.html">http://www.maine.gov/sos/cec/elec/upcoming.html</a>
Maryland	<a href="http://www.elections.state.md.us/">http://www.elections.state.md.us/</a>
Massachusetts	<a href="http://www.sec.state.ma.us/ele/">http://www.sec.state.ma.us/ele/</a>
Michigan	<a href="http://www.michigan.gov/sos/0,1607,7-127-1633---,00.html">http://www.michigan.gov/sos/0,1607,7-127-1633---,00.html</a>

Minnesota	<a href="http://www.sos.state.mn.us/index.aspx?page=4">http://www.sos.state.mn.us/index.aspx?page=4</a>
Mississippi	<a href="http://www.sos.ms.gov/elections.aspx">http://www.sos.ms.gov/elections.aspx</a>
Missouri	<a href="http://www.sos.mo.gov/elections/">http://www.sos.mo.gov/elections/</a>
Montana	<a href="http://sos.mt.gov/elections/">http://sos.mt.gov/elections/</a>
Nebraska	<a href="http://www.sos.ne.gov/dyindex.html#boxingName">http://www.sos.ne.gov/dyindex.html#boxingName</a>
Nevada	<a href="http://nvsos.gov/index.aspx?page=3">http://nvsos.gov/index.aspx?page=3</a>
New Hampshire	<a href="http://sos.nh.gov/Elections.aspx">http://sos.nh.gov/Elections.aspx</a>
New Jersey	<a href="http://www.state.nj.us/state/elections/">http://www.state.nj.us/state/elections/</a>
New Mexico	<a href="http://www.sos.state.nm.us/">http://www.sos.state.nm.us/</a>
New York	<a href="http://www.elections.ny.gov/">http://www.elections.ny.gov/</a>
North Carolina	<a href="http://www.sboe.state.nc.us/">http://www.sboe.state.nc.us/</a>
North Dakota	<a href="http://www.nd.gov/sos/electvote/">http://www.nd.gov/sos/electvote/</a>
Ohio	<a href="http://www.sos.state.oh.us/elections.aspx">http://www.sos.state.oh.us/elections.aspx</a>
Oklahoma	<a href="http://www.ok.gov/elections/">http://www.ok.gov/elections/</a>
Oregon	<a href="http://www.sos.state.or.us/elections/">http://www.sos.state.or.us/elections/</a>
Pennsylvania	<a href="http://www.dos.state.pa.us/portal/server.pt/community/voting_and_elections/12363">http://www.dos.state.pa.us/portal/server.pt/community/voting_and_elections/12363</a>
Rhode Island	<a href="http://sos.ri.gov/">http://sos.ri.gov/</a>
South Carolina	<a href="http://www.scvotes.org/">http://www.scvotes.org/</a>
South Dakota	<a href="http://www.sdsos.gov/electionsvoteregistration/electionsvoteregistration_overview.shtm">http://www.sdsos.gov/electionsvoteregistration/electionsvoteregistration_overview.shtm</a>
Tennessee	<a href="http://state.tn.us/sos/election/">http://state.tn.us/sos/election/</a>
Texas	<a href="http://www.sos.state.tx.us/elections/">http://www.sos.state.tx.us/elections/</a>
Utah	<a href="http://vote.utah.gov/">http://vote.utah.gov/</a>
Vermont	<a href="http://vermont-elections.org/soshome.htm">http://vermont-elections.org/soshome.htm</a>
Virginia	<a href="http://www.sbe.virginia.gov/cms/">http://www.sbe.virginia.gov/cms/</a>
Washington	<a href="http://www.sos.wa.gov/elections/Default.aspx">http://www.sos.wa.gov/elections/Default.aspx</a>
West Virginia	<a href="http://www.sos.wv.gov/elections/Pages/default.aspx">http://www.sos.wv.gov/elections/Pages/default.aspx</a>
Wisconsin	<a href="http://gab.wi.gov/elections-voting">http://gab.wi.gov/elections-voting</a>
Wyoming	<a href="http://soswy.state.wy.us/Elections/Elections.aspx">http://soswy.state.wy.us/Elections/Elections.aspx</a>

## STATE BOARDS OF PHARMACY

The National Association of Boards of Pharmacy, <http://www.nabp.net/boards-of-pharmacy/>, contains links to all 50 state boards.

## POLITICAL PARTIES

Below are links to the major national party websites. These sites contain links to state party organizations.

Party	Website
Democratic Party	<a href="http://www.democrats.org">http://www.democrats.org</a>
Republican Party	<a href="http://www.gop.com">http://www.gop.com</a>
Libertarian Party	<a href="http://www.lp.org">http://www.lp.org</a>
Green Party	<a href="http://www.gp.org">http://www.gp.org</a>
Tea Party	<a href="http://www.teapartypatriots.org/">http://www.teapartypatriots.org/</a>
Reform Party	<a href="http://www.reformparty.org">http://www.reformparty.org</a>
Democratic Socialists of America	<a href="http://www.dsausa.org">http://www.dsausa.org</a>

## FUNDRAISING TIPS

These resources contain tips and ideas on effective campaign fundraising.

Resource	Website
<b>Fundraising 101</b>	<a href="http://www.localvictory.com/fundraising/political-fundraising-101.html">http://www.localvictory.com/fundraising/political-fundraising-101.html</a>
<b>Johnny Howard Designs</b>	<a href="http://www.jhdesigninc.com/Campaign-Items/Political-Fund-Raising.asp">http://www.jhdesigninc.com/Campaign-Items/Political-Fund-Raising.asp</a>
<b>E-How</b>	<a href="http://www.ehow.com/way_5270338_political-fund-raising-ideas.html">http://www.ehow.com/way_5270338_political-fund-raising-ideas.html</a>
<b>Local Victory</b>	<a href="http://www.localvictory.com/fundraising/creative-political-fundraising-ideas.html">http://www.localvictory.com/fundraising/creative-political-fundraising-ideas.html</a>