



CAMPAIGN BOOT CAMP:
CANDIDATE/CAMPAIGN MANAGEMENT
DECEMBER 11, 2019

THE CANDIDATE HAS 4 JOBS

- Raise money
 - Public appearances
 - Not screwing up in front of the press
 - Self care
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- Don't let candidates in the weeds.

THE LOGISTICS OF TEAM BUILDING

- What positions do you need filled by when?
 - Campaign Manager
 - Treasurer
 - Field Director
 - Finance Director
 - Volunteer Director
 - Field Organizer
 - Canvasser
 - Other misc. positions

Start at Election Day and work backward to figure out your timeline.

THE LOGISTICS OF TEAM BUILDING CONT.

- Contracts
- Holidays / Time off
 - Holy Days/Birthdays / Graduations / Weddings / Other Celebrations
 - Family Emergencies
 - Standard Days off every week
- Payroll
 - Through the campaign or through consulting firm?
 - Handled internally, through treasurer, or farmed out?
- Workers' Comp
- Healthcare
- Mileage- 58 cents/mile
- Sick leave- 3 days minimum, 5 days in the City of SD.
- Taxes

EMPLOYMENT RIGHTS ON CAMPAIGNS

- Classification
 - Independent Contractors v Employees
- Wages and Hours
 - Overtime, sick leave, rest breaks, meal breaks etc
- Harassment Prevention
 - Discrimination, Sexual harassment, bullying, etc
 - Volunteers and interns are also protected
- Employee Concerted Activity
 - Rules against sharing salary info are illegal.
- Unionization
- CWG Fair Campaign Pledge
 - A lot of San Diego campaigns have signed on. So find out and demand your rights.

AVOIDING WORKPLACE HARASSMENT

- Vet your leadership. Ask around. We ALL talk.
- Hire diversity
- Codes of Conduct / Employee Handbook
- Training
- Set up a system for filing complaints.
- Allow respectful / professional decent.
- **Make sure your teams know harassment isn't just physical.**
 - Verbal or written comments, threats, stalking, intimidation, phone calls, emails, recording or photography, or sustained disruption of campaign business.

AVOIDING WORKPLACE HARASSMENT, CONT.

- At Fundraisers
 - Limit alcohol intake.
 - Place the check in table within view of the event.
 - If someone has to go early to set up, try your best to send two people.
 - You are responsible for making sure no one under 21 is drinking.
- In the Field
 - NO ONE goes in ANY voters' house for ANY reason.
 - Make sure the entire field team is connected.
 - Use apps when possible for geotagging.
 - Send volunteers and interns in pairs.
- In the Office
 - Keep your team informed and have an open door policy for asking questions / raising concerns.
 - Don't physically close your office door.
 - Make sure people get their breaks and stay well rested and fed.
- On the Internet
 - Set up team standards for conduct online.

COORDINATION

- What is your responsibility to other campaigns / organizations?
 - SDCDP staff / central committee members
 - CDP Convention
 - Sharing offices
 - Joint walks / fundraisers / rallies

Your campaign is responsible for the behavior of your team in all settings.

CAMPAIGNS WILL EAT YOU ALIVE (IF YOU LET THEM)

- Candidates and managers often have trouble understanding personal boundaries of campaign staff.
 - Respect days off.
 - When people are sick, let them heal.
 - When staff has a family emergency, be supportive and flexible.
 - If someone is uncomfortable, don't force them into a situation.
 - Set expectations for work turn around, and then stick to them.
 - Take commute time into consideration.
 - Understand that you do probably do not understand their job. Look for deliverables, not time in front of your face.
 - PAY PEOPLE FOR THEIR WORK.

DON'T BE A JERK.

- You're a Democrat. Work your values.
- Your campaign is not a hill for martyrs to die on. It's a temporary workplace. A long-term group project. It will end on Election Day one way or the other. Don't ruin the rest of your life (or expect others to do so) to feed the campaign.

STAFF-BUILD TRUST WITH THE CANDIDATE

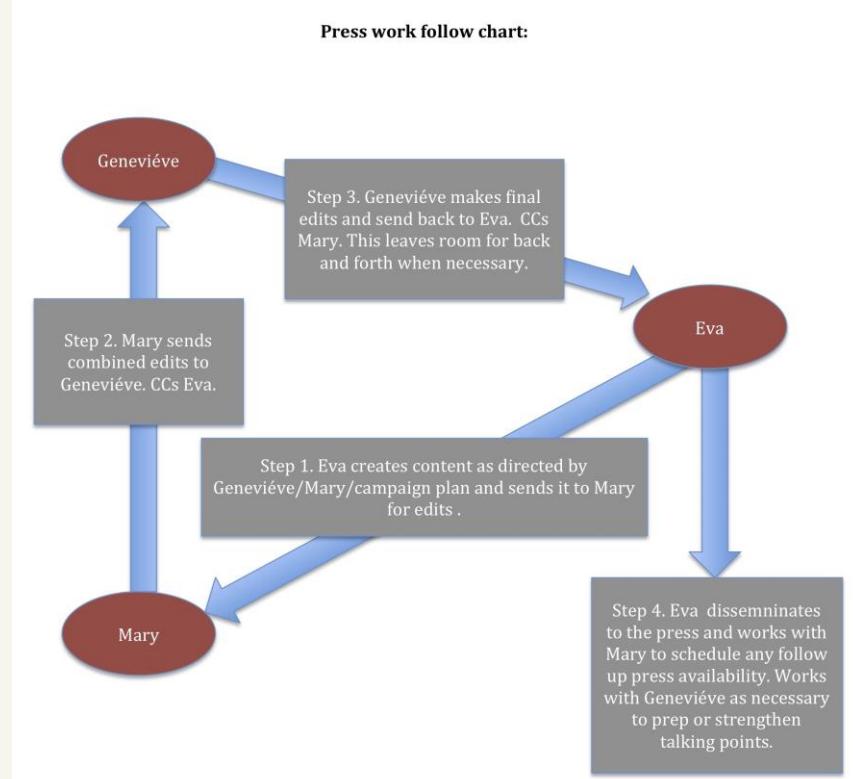
- Everything a campaign does is or could be public record. Do not lie to your candidate. You will get caught.
- Be honest, but respectful.
- Show up on time, fulfill commitments in a timely (as possible) manner.
- Do things the way your candidate likes them done. (Within reason.)

CANDIDATES- LET YOUR STAFF DO THEIR JOB

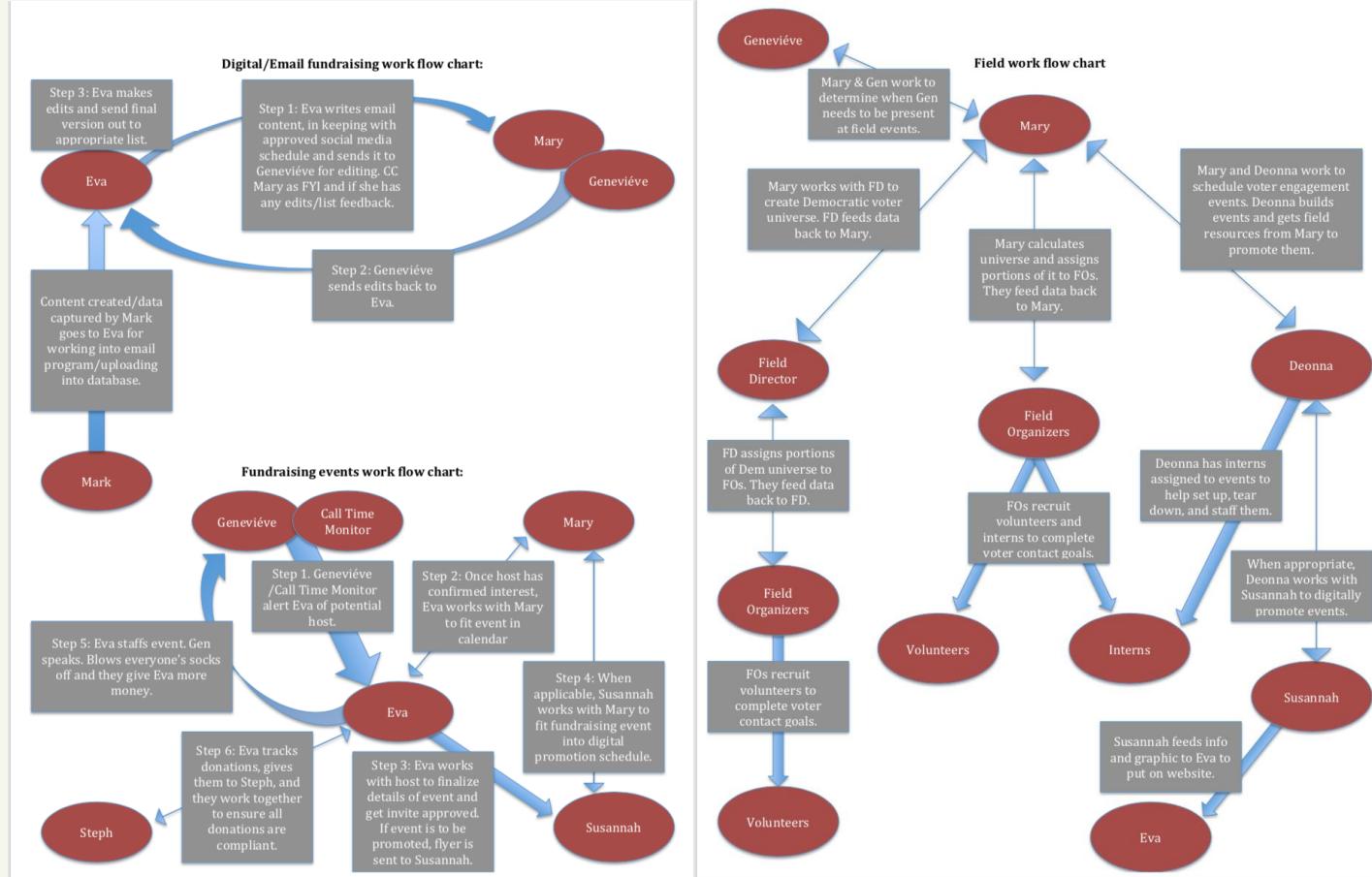
- You do not specialize in all the things you need to in order to run an effective campaign.
- Remember, you brought them on for a reason.
- Don't micro manage every detail. You don't have time and it sews discontent.
- If you can't trust them, fire them.
 - Within reason. Don't be a dictator.

SYSTEMS, CHECKS, AND BALANCES

- Workflows
- Budgets
- Trackers
- Templates
- Spreadsheets are your friend
 - Google Drive
 - Dropbox
 - Slack
- Point of contact
- Quality control
- Weekly Conference Call
 - Action items
- Campaign Calendar
- Final approval: Candidate



WORK-FLOW CHARTS



MUTUAL UNDERSTANDING

- Dear Candidate,
 - You don't understand their job
 - You have better things to do than micromanage
 - Please respect their time as much as you do your own
 - Don't call at ridiculous hours
 - If your staff is working harder than you, you don't deserve to win
 - Don't talk trash about your staff to your staff (exception of Manager/Consultant)
 - Learn to take constructive criticism from people who want you to succeed
 - Every success you have reflects on them
 - Do YOUR job
- Dear Staff,
 - You don't understand their public pressure
 - Quality deliverables, on time, gain trust
 - If you're not early, you're late
 - Be available as often as possible
 - If your candidate is lazy, it doesn't give you an excuse to phone it in. Be a professional.
 - Don't talk trash about your candidate to your staff (exception of Manager/Consultant)
 - Constructive criticism =/= changing who they are as a human
 - Every mistake you make reflects on them
 - Do YOUR job

THE WHOLE TEAM PLAYS THE SAME GAME

But there can only be one mascot

- Campaign staff makes the same sacrifices that candidates do. Except anonymously.

OTHER STAFF GUIDELINES

- Learn to tell the candidate no.
- Don't give bad news unless you have to. They don't need to know everything.
- Be careful with candidate's family and good friends. (Don't hire them.)
- Don't complain about your team to your candidate.
- Let your candidate vent to you. Reassure them.
- Every candidate thinks their race is special and everyone is out to get them.
- Set boundaries ahead of time and stick to them.
- Don't burn yourself out for a lazy candidate.
- Not every hill is worth dying on.
- Not every problem actually matters.
- Candidates have the final say.

BE PREPARED TO LOSE

- Mentally, emotionally, financially
- 9/10 first time candidates lose.
- But- stay involved, run again, win later.
- Case studies:
 - Monica Montgomery
 - Nathan Fletcher

EVA'S RULES

- 1. Candidates are human.
- 2. Campaigns are flexible.
- 3. Do not put literature in mailboxes.
- 4. Know your campaign finance rules.
- 5. Put disclaimer and a union bug on everything.
- 6. You never have enough time or money.
- 7. Yard signs in yards are votes. Yard signs in public right of ways are litter.
- 8. Those who do the most work should get paid the most money.
- 9. Be grateful for your team.
- 10. Candidate has the final say. Know when to stop fighting.
- 11. Your candidate's time is your most valuable resource. People and money come in close second.
- 12. Google before you ask.
- 13. Community >> Party
- 14. First time candidates don't endorse.

Find the fun. It's there. I promise.