

How to Run for Local Office

A Workshop Offered by the Juneau League of Women Voters and *Juneau Votes!*

Saturday, June 17, 2017

9 am – 1 pm

City Hall Assembly Chambers



League of Women Voters[®]
of Juneau

In Cooperation with the City and Borough of Juneau, the Juneau School District,
the Alaska Division of Elections and the Alaska Public Offices Commission

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How to Run for Local Office Tool Kit

INTRODUCTION

You **can** make a difference in our community! And it's not that hard.... Or, to put it another way, "Many hands make light work."

The City Borough of Juneau is one of only four unified home-rule boroughs (consolidated city/county functions) in the state of Alaska. As such it has a great deal of local control and autonomy. All who live here depend on engaged citizens - dedicated and competent community leaders -being willing to step forward and serve either in elective office or on one or more of Juneau's 31 appointed public bodies¹:

Whatever the office, our public institutions are stronger when voters have a choice of candidates to represent them. Democracy works only when enough citizens have the courage and determination to run for, and hold, public office.

Regardless of whether you are thinking about running for election this year, or perhaps at some unspecified time in the future, this Tool Kit provides information for the reader about how to get elected as well as more about what it takes to carry out the responsibilities of holding elective office.

Those elected to the Juneau Assembly and School Board are expected to apply their skills and talents in finding positive ways to address a broad range of complex community problems. Appointees to other bodies are likewise expected to apply their skills and talents in finding positive ways to resolve problems albeit on a much narrower front.

All elected and some appointed positions require a significant commitment of volunteer time and energy. Thus, it is desirable to have in waiting a pool of individuals who are willing to step up and carry the load when incumbents need to take a break or move on to other things.

As everyone who has been there will tell you, there is nothing more rewarding than public service. Knowing how your government works, and helping to make it work better, is satisfying work indeed.

As preparation for running, or for those who want to serve but just not in elective office, serving on one of Juneau's appointed Boards and Commissions may be just what you need.

¹ These 31 appointed bodies include:

- 18 Advisory Boards/Commissions
- 6 Appeal Boards
- 7 Enterprise/Charter Boards

How to Run for Local Office

The Job



A Citizen's Guide to City and Borough of Juneau Government

What is CBJ?

In 1970, the voters of the City of Juneau, the City of Douglas, and the Greater Juneau Borough voted to dissolve their respective governments and created the City and Borough of Juneau (CBJ), a "Home Rule Municipality."

At that time, the voters adopted a Charter, which is similar to a constitution. The Charter outlines the powers, organization, and procedures of the municipality, and is implemented through locally adopted ordinances, which become the Municipal Code. The state constitution provides that home rule municipalities may exercise all legislative powers not prohibited by law or by charter. The limits to the power CBJ is able to exercise are found in Alaska Statute 29.10.200. Any changes to the Charter must be approved by the voters in a municipal election.

What is the role of the Assembly?

The Assembly is the governing body of the municipality. The Assembly has the legislative and policy-making powers of the municipality and ensures that all duties and obligations of the Charter are met. The Assembly sets the policy direction for the Manager and staff to enact, as CBJ has a "City Manager" form of government. The Assembly hires only two staff members, the Municipal Manager (commonly known as the "City Manager" in Juneau) and the Municipal Attorney.

How are Assemblymembers chosen?

CBJ voters elect nine members to the Assembly. The Mayor's office is one of the nine members and the Mayor serves as the presiding officer. Assemblymembers are elected to rotating three-year terms at the regular municipal election held each first Tuesday in October. No Assemblymember may serve more than three consecutive terms without taking a minimum of a one year break from service before running again. The CBJ Charter outlines that the Mayor is elected from the municipality at large, and each other Assemblymember is elected at large and at the time of election, must reside in the district to which the seat they seek is assigned.

What are Assembly Districts?

The City Code defines the Assembly Districts, dividing the land within the boundaries of CBJ into two areas of equal population. These "residential" district seats attempt to "spread out" the Assemblymembers so that the perspective provided by living in various geographical areas is represented.

Three Assemblymembers must reside in District 1, three in District 2 and two other Assemblymembers may live in any area of the borough, known as the "areawide seats." The Mayor may also live in any area of the borough. District 1 generally encompasses the area south of "McNugget Intersection" and around the airport to the banks of the Mendenhall River south, all of Douglas Island, Lemon Creek, "downtown" and Thane. District 2 includes "the valley" and everything north of that area.

Whether elected to a district seat, an areawide seat or as the Mayor, all Assemblymembers serve all constituents within the CBJ. Most important, and different from the State of Alaska regarding House of Representative representation, CBJ voters may cast a ballot for all of the seats that are open on the ballot, regardless of where the voter lives. Only one ballot is printed for candidates in the City and Borough of Juneau, and voters may cast a vote in each and every race on the ballot.

What is the role of the Mayor?

Although the voters select a person to fill the Office of the Mayor, the Mayor is a member of the Assembly and has all the powers and duties of an Assemblymember. The Mayor votes on issues and in a role call vote is traditionally called upon last. The Mayor does not have veto power. The Mayor presides at meetings of the Assembly, and is the head of the municipality for ceremonial purposes. In emergencies, the Mayor is recognized by the Governor as having the powers conferred by law upon peace officers and may exercise such powers to prevent disorder, preserve the peace, health and safety of persons and property.

What is the role of the Deputy Mayor?

After each election in October, the Assembly elects a Deputy Mayor from its membership. The Deputy Mayor succeeds to the Office of Mayor when a vacancy occurs in that office, and in such a case, performs the duties and exercises the powers of the Mayor when the Mayor is absent or unable (as determined by the Assembly) to perform the duties of the office. For instance, the most common occurrence is when the Mayor is absent from a meeting or participating by telephone, then the Deputy Mayor presides. When the Mayor and Deputy Mayor are both absent, the Assemblymember with the longest period of current consecutive service on the Assembly fills the role, per CBJ Code 11.15.015.

What is the role of the Assembly's "Standing Committees?"

The Assembly accomplishes much of its work in committee. Resolution 2781 – the Assembly Rules of Procedure, establishes the "standing" (or ongoing / continual) committees and their duties, to which four Assemblymembers are assigned. Committee assignments are made by the Mayor each year after the regular election and are approved by the Assembly. The committees are: Human Resources, Lands and Resources, and Public Works and Facilities.

In addition, two more "standing" committees are established, to which all nine members of the Assembly sit on: Finance Committee and Committee of the Whole. These working committees review matters in a level of detail that is not generally possible during regular Assembly meetings. The meetings are less formal and are considered work sessions to allow the Assembly to ask questions and obtain information on the topics assigned to that specific committee.

The public may wonder how complex issues seem to be addressed so quickly in a regular Assembly meeting. This is generally due to the amount of advance study and planning done by the Assembly's standing committees.

What is the role of the School Board?

The voters of Juneau directly elect a 7-member Board of Education to provide for a system of public education in CBJ.

The Board of Education is governed by the state constitution, the statutes of the State of Alaska, the Alaska Administrative Code, the CBJ Charter, and the Board's own adopted by-laws in order to provide for the management and control of the public schools. The duties of the Board include:

- Setting the broad, general policy for the operation of public schools in the municipality;
- Establishing educational policy including but not limited to approval of curriculum study guides, curriculum materials and textbooks;
- Proposing an annual budget, subject to adoption by the Assembly,
- Maintaining custodial services for school facilities, and
- Making recommendations regarding school construction, major maintenance and other capital improvement projects to the Assembly.

Similar to the Assembly in its appointment of a City Manager, the Board appoints a Superintendent of Schools who is responsible for enacting and enforcing the policy decisions of the Board and for the day to day management of the school system.

School Board members are elected to three-year terms, without term limitations.

What is the role of the Planning Commission?

The planning commission performs the areawide functions of planning, platting and zoning for the City and Borough.

The duties of the Planning Commission include:

- Comprehensive Plan review.
- Review of the capital improvements program.
- Review of City and Borough land acquisitions, disposals and projects.
- Review of Development code amendments,
- Review of Land use actions, and
- Serve as the Board of Adjustment to review and decide variance requests, rule upon map boundary questions and make "similar use" determinations.

The Assembly appoints nine citizens who are residents of the City and Borough to serve three-year terms. There is a term limit of three terms.

What is the role of the Assembly's appointed "Enterprise Boards?"

The Charter provides for the establishment, by ordinance, of "enterprise" aka "empowered" boards, whose members have a measure of expertise or specialization in a specific topic or "business" of CBJ. These volunteer boards, appointed by the Assembly, generally run an "enterprise" of the CBJ and hire a manager that reports to the Board directly, rather than to the City Manager. These boards approve the enterprise's budget for submission to the Assembly, and monitor the progress of the enterprise's goals. These Boards include the Airport Board, Bartlett Regional Hospital Board, Docks and Harbors Board, and the Eaglecrest Ski Area Board. The Aquatics Board performs a similar function of an enterprise board, but unlike other empowered boards, it does not have the authority to hire a manager. Its manager is the Parks and

Recreation Department Director, who is appointed by the CBJ City Manager, and the focus is the operation of the pools.

What is the role of the Assembly's appointed Advisory Boards and Commissions?

The Assembly has established several boards that provide advice to the Assembly on specific topics. The Assembly appoints volunteers with knowledge of the topic to investigate matters and make recommendations to the Assembly. The advisory boards report annually to the Assembly or more frequently as the needs arise.

The topics are wide ranging, and a few examples include the Juneau Commission on Aging, the Sister City Committee, the Juneau Human Rights Commission, the Juneau Commission on Sustainability, and the Affordable Housing Commission.

Several of the Boards serve as appeal boards, and the duties are outlined in city code. These include the Animal Hearing Board, the Bidding Review Board, the Board of Equalization, the Building Code Board of Appeals, the Personnel Board, and the Sales Tax Board of Appeals

Approximately 245 people serve on CBJ Advisory Boards and Committees. Service on an advisory board is an excellent way to contribute knowledge to the community and gain experience in governmental operations.

What is the role of the Municipal Manager?

The Municipal Manager (commonly known as the City Manager) is hired and directed by the Assembly as a whole to carry out the policy direction of the Assembly. No individual Assemblymember may provide instructions to the Manager or the Manager's staff. The Manager delegates work to a large staff in nine departments, including: Administration, Community Development, Engineering and Public Works, Finance, Fire, Human Resources and Risk Management, Library, Parks and Recreation, and Police.

What is the role of the Municipal Attorney?

The Municipal Attorney is hired and directed by the Assembly as a whole to be the legal advisor to the Assembly, the School Board, and other officials of the municipality, and to represent the municipality in criminal and civil proceedings. No individual Assemblymember may provide instructions to the Municipal Attorney or the law department staff, however, an individual Assemblymember may seek the counsel of the Municipal Attorney in matters generally, and specifically regarding inquiries about conflict of interest.

What is the role of the Municipal Clerk?

The Municipal Clerk is an officer of the government and serves as a liaison between the Assembly, the CBJ Staff and the public. The Municipal Clerk functions include supervising elections, attending meetings of the Assembly and keeping the journal, safeguarding municipal records, administering the appointment and training of CBJ boards and commissions, overseeing the local review of state liquor and marijuana licenses, and publishing required notices, information and publicity. The Clerk is the custodian of the seal of the municipality and certifies municipal records.

What is the role of the public?

The public are the electors - voting for the elected officials who set the goals for the community and supervise the City Manager, who in turn hires the staff to carry out the goals. The public are the customers in paying taxes and fees for the services provided by the local government, including water, sewer, police, fire, streets and sidewalks, education, libraries, recreational facilities and many services, to name a few. The public provides input on the how the community should look, feel and operate, assisting the elected officials and staff to define and carry out the mission and goals of the community.

How does the Assembly conduct business?

The Assembly addresses issues of current and future interest in the community by meeting in public to hear public comment, discuss, vote on issues and advise the manager. The Assembly's agenda is prepared by the City Manager and is subject to review and revision by the Mayor.

The Charter requires one regular meeting a month. The current practice is to conduct a regular meeting every third Monday. Although the Monday holiday schedule can add some confusion to these dates, the annual Assembly meeting calendar is drafted by the Clerk's office and presented to the Assembly for its review and adoption soon after the October election.

The Mayor or any three Assemblymembers may call a special meeting outside of the regular meeting schedule as long as 24-hour notice to the members, media and the public is provided. The scope of conversation at Special Assembly meetings is limited to the subjects noticed on the agenda for the meeting.

What is a Quorum?

A quorum is the minimum number of members that must be in attendance throughout the meeting in order to legally transact business. A quorum of the Assembly, a nine-member body, is five members. In the absence of a quorum, the only action that may take place at a meeting is to set the next meeting date.

What rules does the Assembly follow?

The Charter requires that the Assembly determine written rules for the conduct of its business and that a journal of Assembly actions be kept. The Assembly has adopted Rules of Procedure (most recently updated in Resolution 2781 in 2016). The rules include: how the outline of the agenda; the rules of attendance, how legislation is drafted and presented; the establishment of committees; the rules of debate and of public participation; how motions are handled, voting, and reconsideration of votes; telephonic participation; and adopts Robert's Rules of Order as a guide.

The "journal" is also known as "minutes," which are kept permanently on file by the Municipal Clerk's office and are open for public inspection.

What are the rules of voting?

A prevailing vote of at least five members is required for the Assembly to take official action, unless two or more members have been excused from voting, in which case a prevailing vote of four members is sufficient. Each Assemblymember present is required to vote on every question before the Assembly, unless excused by the affirmative vote of

all remaining members able to vote on the question. Generally, an excuse from voting would be based upon establishing that a member has a conflict of interest.

What is a Conflict of Interest?

CBJ Code 01.45 outlines the CBJ Conflict of Interest law. The Assembly established this law as a guide to municipal officers for avoiding actions based upon substantial personal or financial interests. In turn, ethical standards promote and strengthen the public's confidence in its government. If an Assemblymember believes that they have a conflict regarding a particular matter, they are encouraged to meet with the City Attorney for guidance, and to announce the nature of the conflict to fellow Assemblymembers prior to any discussion or vote on the topic. The Mayor then rules whether a conflict exists or not, and the Mayor's ruling may be challenged by a vote of the Assembly.

What is the Alaska Open Meetings Act?

Alaska Statute AS44.62.310 – Government Meetings Public (Also known as the Alaska Open Meetings Act (OMA) is a state statute which requires that all meetings of state and local government bodies be open to the public.

For policy-making or decision-making bodies (the Assembly, the School Board, the Planning Commission and the enterprise boards), the law says that a "meeting" occurs when more than three members or a majority of the members, whichever is less, are present and they collectively consider a matter upon which their body is empowered to act.

Under the OMA, a public body is allowed to discuss certain subjects in executive session. These subjects are very limited. Also, certain steps must be followed in order to properly convene an executive session.

The OMA provides in AS 44.62.310(e) that reasonable public notice must be given for all meetings. The notice must include the date, time and place of the meeting, and if the meeting is by teleconference, the location of any teleconferencing facilities that will be used. The notice must be posted at City Hall, and may also be given by print and broadcast media. Each body should give notice in a consistent fashion for all its meetings. There is no requirement to publish an agenda.

The CBJ Charter requires that at least 24-hours' notice of special meetings be given. Written notice of a special meeting must be delivered to the newspaper and radio and television stations, and no business may be transacted at a special meeting unless the subject of the action has been noticed on the agenda.

State law, AS 29.20.020, and the CBJ Charter require that at public meetings, "the public shall have a reasonable opportunity to be heard". This requirement does not mean that the public has a right to dominate or disrupt a meeting, and the chair may impose reasonable rules on the manner and extent of public participation.

A court may void any action taken by a public body in violation of the OMA. It is also possible for the body to undertake "substantial reconsideration" of an issue discussed or decided upon at a meeting held in violation of the OMA.

It is recommended that if you have any questions regarding the propriety of a meeting,

whether your body is subject to the OMA, whether or not it is proper to go into executive session on a matter, or if you simply have a question regarding the OMA, that you call the City and Borough Law Department, which routinely provides assistance on these issues for all of the CBJ bodies, boards and committees.

What is the Alaska Open Records Act?

The general law, "Unless specifically provided otherwise, the public records of all public agencies are open to inspection by the public under reasonable rules during regular office hours..." is provided in AS 40.25.110 (a).

Public records include any "...writings, including drafts and memorialization of conversations, ... regardless of format ... developed or received by a public agency, or by a private contractor for a public agency, and that are preserved for their informational value or as evidence of the organization or operation of the public agency..." AS 40.25.220(3).

All correspondence between the public, staff and elected officials are public records and need to be maintained according to the CBJ Records Retention Schedule. Generally this is a seven year period and correspondence should be reviewed before destruction for archival value. The easiest way to maintain correspondence is to make sure the Municipal Clerk is copied, and let the clerk maintain the record.

Assemblymembers, Planning Commissioners and Enterprise Board members are issued CBJ email accounts and are expected to use these accounts for the transaction of business during the term of office.

Do any of these public servants get paid?

The Assembly sets the compensation rate for the Mayor and Assembly, and for years the rate has not changed. The Mayor is paid \$2,500 per month and the Assemblymembers are paid \$500 per month for their service.

School Board members receive a monthly stipend of \$270 and the Board President receives a monthly stipend of \$337.50.

The Planning Commission receives a bi-weekly stipend of \$69.24.

All other board members serve as volunteers.

What if I have further questions?

The Municipal Clerk's office is the first stop in your quest for information about the municipality. The office is open from 8 a.m. to 4:30 p.m. Monday through Friday, and the staff can be reached at:

City Hall
Room 202
155 S. Seward St.
Juneau, AK 99801

Email: city.clerk@juneau.org
Phone: (907) 586-5278



Presented by: The Manager
Introduced: 01/09/2017
Drafted by: A. G. Mead

RESOLUTION OF THE CITY AND BOROUGH OF JUNEAU, ALASKA

Serial No. 2781

**A Resolution Reestablishing the Assembly Rules of Procedure,
and Repealing Resolution No. 2550.**

WHEREAS, it is necessary for the orderly conduct of business that rules of procedure be adopted for the Assembly.

NOW, THEREFORE, BE IT RESOLVED BY THE ASSEMBLY OF THE CITY AND BOROUGH OF JUNEAU, ALASKA:

Section 1. Rules of Procedure. The following rules of procedure are adopted:

RULE 1. AGENDA.

A. Order of Business. At all regular meetings the order of business shall be:

- I. Flag Salute
- II. Roll Call
- III. Approval of Minutes
- IV. Manager's Requests for Agenda Changes
- V. Public Participation on Non-agenda Items (Not to Exceed a Total of 20 Minutes, Nor More than Five Minutes for Any Individual)
- VI. Consent Agenda
 - A. Public Requests for Consent Agenda Changes, Other than Ordinances for Introduction
 - B. Assembly Requests for Consent Agenda Changes
 - C. Assembly Action
- VII. Ordinances for Public Hearing
 - A. Administrative or Committee Reports
 - B. Public Hearing
 - C. Assembly Action
- VIII. Unfinished Business
 - A. Administrative or Committee Reports

- B. Public Hearing
 - C. Assembly Action
- IX. New Business
- A. Administrative or Committee Reports
 - B. Public Hearing
 - C. Assembly Action
- X. Staff Reports
- XI. Assembly Reports
- A. Mayor's Report
 - B. Committee Reports
 - C. Liaison Reports
 - D. Presiding Officer Reports
- XII. Assembly Comments and Questions
- XIII. Continuation of Public Participation on Public Participation on Non-agenda Items
- XIV. Executive Session
- XV. Adjournment
- B. Agenda Preparation. The agenda shall be prepared by the Manager subject to review and revision by the Mayor. The Mayor or the Manager shall brief the Assembly as to any revisions. Other matters may be considered under administrative reports, unfinished business, or new business as applicable.
- C. Consent Agenda. The Manager shall include under the consent agenda:
- 1. Ordinances for introduction;
 - 2. Resolutions;
 - 3. Bid awards requiring Assembly concurrence; and
 - 4. Other items requiring Assembly action which do not involve substantial public policy questions.

The Manager shall include with the agenda such supplemental material or reports as may be necessary to explain each item on the consent agenda and shall include a specific recommendation for Assembly action on each item. Material, reports, and recommendations submitted in writing to each member present and which are available for public inspection prior to the Assembly meeting need not be read aloud, but the minutes shall reflect the Manager's recommendation on each consent agenda item adopted. Upon adoption of a motion to adopt the consent agenda, all consent agenda items subject to the motion are adopted as recommended by the Manager. The motion to adopt may not be amended; provided, upon the request of any member, an item on the consent agenda shall be removed from the consent agenda

and placed under the appropriate regular agenda item for Assembly action. A notice or motion for reconsideration or a motion to rescind a consent agenda motion shall contain reference to the specific consent agenda item which is the subject of the notice or motion and only that item shall be affected by the notice or motion.

RULE 2. MEETINGS.

A. Date and Time of Regular Meetings. The Assembly shall regularly meet at 7:00 p.m. every third Monday according to a schedule approved by the Assembly and published by the Clerk's office. The Assembly may by motion or otherwise change the date of a meeting as may be necessary or convenient.

B. Place of Regular Meetings. Regular Assembly meetings shall be held in the Assembly Chambers at the Municipal Building at 155 South Seward Street, Juneau, Alaska, unless the Assembly, at a preceding regular or special meeting has, by motion or otherwise, designated a different place for a particular meeting.

C. Special Meetings. Special meetings may be called and held as provided by the Charter.

D. Time of Adjournment. Meetings will adjourn at 11:00 p.m. unless extended by a vote of at least six members.

RULE 3. ASSEMBLYMEMBER ATTENDANCE POLICY FOR REGULAR MEETINGS.

A. Excused Absences. Any absence of an Assemblymember from a regular meeting of the Assembly shall be deemed to be unexcused unless the Assemblymember is absent from the meeting as a result of attending to official business on behalf of the City and Borough of Juneau, for extenuating medical reasons, or for other significant cause, in which case the absence shall be deemed to be excused.

B. Attendance Report. Upon request of the Human Resources Committee, the Manager shall direct the Clerk to provide to the Assembly quarterly reports on attendance at regular Assembly meetings.

RULE 4. LEGISLATION.

A. Drafting. The Attorney shall draft ordinances and resolutions

1. For presentation to the Assembly only
 - (a) by vote or consensus of the Assembly,
 - (b) by vote of a standing or ad hoc Assembly committee,
 - (c) by request of the Mayor or the Manager, or
 - (d) on the Attorney's own initiative to correct errors not otherwise correctable in any section or to make amendments to Title 01.45

the Conflict of Interest Code, Title 01.50 the Appellate Code, Title 01.60 the Regulation Procedures Code, Title 03.30 the Code Enforcement Code, Title 42 the Penal Code, or any section imposing duties on the Attorney.

2. For presentation to a standing or ad hoc Assembly committee only by vote of the committee, request of its chair, or by direction of the Assembly.

B. Procedure. Upon presentation of an ordinance, any member may move that it be introduced and set for public hearing, referred to committee, deferred, or rejected as provided in Charter section 5.3. If the motion is for referral to committee, the Mayor shall refer the ordinance to the appropriate committee. The Mayor's referral may be changed by a majority vote of the members of the Assembly. If the motion is for introduction, the motion shall set a date for the public hearing. All such motions may be amended.

RULE 5. COMMITTEES.

A. Standing Committees. The Assembly shall have the following standing committees:

1. Committee of the Whole
2. Finance Committee
3. Human Resources Committee
4. Lands Committee
5. Public Works and Facilities Committee

Any member of the Assembly may sit with any committee at all times; such member shall have the right to participate in committee discussion except that members of the committee shall have priority in obtaining the floor and only committee members may vote. Reasonable opportunity for the public to be heard shall be allowed at committee meetings other than those designated as work sessions.

B. Special Committees. The Assembly shall have such special committees as may be considered necessary. Special committees automatically terminate upon completion of the committee's assignment.

C. Selection, Process and Duties of Committees of the Assembly.

1. Standing Committees.

- (a) With the exception of the Committee of the Whole, the Finance Committee, and the Human Resources Committee in proceedings pursuant to Rule 5(C)(2)(f), there shall be not more than four Assemblymembers appointed to each standing committee of the Assembly. Each Assemblymember will be appointed to at least one, but not more than three, standing committees, in addition to the Finance Committee and the Committee of the Whole.

- (b) Nominations for standing committee appointments and for the position of chair of each such committee shall be made by the Mayor, and shall be subject to ratification by the Assembly. In making nominations for committee appointments, the Mayor shall strive to ensure, to the extent reasonably possible, that there is a balance and diversity of opinion, viewpoints, and perspective among the Assemblymembers nominated for committee membership, and that there is at least one Assemblymember nominated for appointment to each committee who has expertise in the areas assigned to the committee.
 - (c) Each year following the regular municipal election, all Assemblymembers will be given an opportunity to indicate in writing which of the standing committees they request to serve on. At least two of the nominations for appointment for each standing committee shall be made from those Assemblymembers, if any, who have requested to serve on the committee for which the appointments are to be made. The nomination for membership and chair positions shall be made by the Mayor and ratified by the Assembly within seven days of the first meeting after the certification of the regular municipal election each year. All committee members shall be appointed to serve for a term expiring upon ratification by the Assembly of the committee appointments following the next regular municipal election. All committee members serve at the pleasure of the Assembly.
 - (d) A standing committee may at the call of its chair or the vote of its membership take up any matter within the scope of its charge established by these rules and not pending as legislation authorized by the Assembly. Matters not within the scope of any standing committee, or within the scope of more than one standing committee shall be assigned by the Mayor.
 - (e) Each committee shall refer information to and coordinate activities with other appropriate committees. Issues referred to another committee and any directions to the Manager must have the concurrence of a majority of the committee members.
2. Human Resources Committee. The Human Resources Committee may take up issues relating to the health and well-being of Juneau citizens and their participation in local government. The duties of the Human Resources Committee shall include:
- (a) Nominating citizens to all CBJ boards and commissions. Appointment to such bodies shall be made by the full Assembly;
 - (b) Making recommendations to the full Assembly regarding the issuance, renewal or transfer of liquor licenses, restaurant designation permits, and marijuana licenses;

- (c) Reviewing and proposing amendments to these Rules;
 - (d) *Reserved.*
 - (e) Overseeing Juneau's relations with its sister cities;
 - (f) Membership for Certain Appointments. The Human Resources Committee shall meet as needed to recommend appointments to the Planning Commission, the Hospital Board, the Ski Area Board, the Aquatics Board, the Docks and Harbors Board, and the Airport Board. The Mayor and all Assemblymembers shall serve as members of the Committee and the Human Resources chair shall serve as chair at these meetings.
3. Finance Committee. The Finance Committee may take up issues relevant to the fiscal status of the CBJ. The Mayor and all Assemblymembers shall serve as members of the Finance Committee. The duties of the Finance Committee shall include:
 - (a) Review of the Manager's proposed budget and recommendations to the Assembly for a final budget;
 - (b) Review of the fiscal policies of the CBJ as deemed necessary by the committee.
 4. Committee of the Whole. The Committee of the Whole may take up those issues within the jurisdiction of multiple committees and those warranting detailed review prior to consideration by the Assembly. The Mayor and all Assemblymembers shall serve as members of the Committee of the Whole. Generally, the rules of the Assembly shall be followed in the Committee of the Whole, provided that, at the discretion of the chair, the rules may be relaxed and the rules relating to participation by the presiding officer and the number of times a member may speak shall not be in effect unless otherwise ordered by a majority of the committee. In preparing the committee agenda the chair shall consult with the Mayor.
 5. Lands Committee. The Lands Committee may take up issues relevant to the lands, water or air within the City and Borough. The duties of the Lands Committee shall include recommendations to the Assembly regarding:
 - (a) The preparation and revision of a land management plan and the acquisition and disposal of CBJ lands;
 - (b) The administration of the lands fund and the mineral holdings of the CBJ.
 - (c) Implementation of the Long Range Waterfront Development Plan, and issues relating to use and development of the CBJ waterfront.
 - (d) Promotion of improved housing availability in the City and Borough.

6. Public Works and Facilities Committee. The PWFC may take up issues relevant to the infrastructure of CBJ, including transportation and utilities. The duties of the PWFC shall include:
 - (a) Making recommendations to the Assembly regarding the capital improvement program required by Charter section 9.2 and other capital improvement plans and lists;
 - (b) Advising each newly elected Assembly of unfinished capital projects to be continued;
 - (c) Making recommendations to the Assembly regarding the preparation and revision of an areawide transportation plan.
 - (d) Making recommendations related to energy efficiency, renewable resources, waste reduction and recycling, global warming and green building.
7. Special Committees. Nominations for special committee appointments and the chair position of each special committee shall be made by the Mayor, and shall be subject to ratification by the Assembly. In making nominations for special committee appointments, the Mayor shall strive to ensure, to the extent reasonably possible, that there is a balance of opinion, viewpoints, and perspective among the Assemblymembers nominated for committee membership, and that there is at least one Assemblymember nominated for appointment to each such committee who has expertise in the areas assigned to the committee. All members shall serve at the pleasure of the Assembly.

D. *Reserved.*

E. Quorum of Committees. For the Committee of the Whole and the Finance Committee, a majority of the membership shall constitute a quorum. For committees with seven or eight members, four of the membership shall constitute a quorum, for committees with five or six members, three of the membership shall constitute a quorum. For committees with four or fewer members, two of the membership shall constitute a quorum for the transaction of business.

F. Voting. The minimum vote required to take official action shall be the same as that constituting a quorum; provided, however, that in the case of a tie vote, the action fails.

RULE 6. ASSEMBLY LIAISONS TO BOARDS AND COMMISSIONS.

A. Appointment of Liaisons. The Mayor shall nominate one member of the Assembly to serve as the liaison to each of the following City and Borough boards and commissions:

Planning Commission
Hospital Board
Docks and Harbors Board
Airport Board
School Board
Ski Area Board
Aquatics Board

The nominations shall be subject to ratification by the Assembly. Liaisons to other entities may be appointed from time to time.

B. Role of Liaison. Assembly liaisons serve as a link between the Assembly and the board or commission to establish and maintain communication between the bodies on issues, projects, and other matters of mutual concern and interest. Assembly liaisons are not required to regularly attend board or commission meetings; but if they do, they shall not have the power to vote on the board or commission, and are not to be counted in determining whether a quorum of the board or commission is present.

C. Other Meetings. The Assembly encourages its members to attend meetings of other boards, commissions, and citizen groups and inform the Assembly on the activities of those bodies and the issues before them, as appropriate.

RULE 7. DEBATE.

A. Speaking on the Question. A member or the Manager may speak more than once to the same question at the same stage of proceedings provided that priority of access to the floor shall be given to members who have not spoken on the question. Members shall endeavor to provide the body with relevant facts and arguments and shall strive to avoid redundancy.

B. Asking Questions. After obtaining recognition from the chair, a member may ask direct questions of another member of the Assembly or to a person appearing before the Assembly. The questions may not be argumentative.

C. Decorum. Members shall not question the motives, competency or integrity of any person except as necessary to decide an appeal, personnel evaluation, contract award, or other matter in which such issues are clearly relevant. The chair shall admonish any member violating this rule and if violations are severe or repeated, may without a vote declare a recess not to exceed ten minutes.

RULE 8. RULES OF PUBLIC PARTICIPATION.

When permitted by Rule 14, public participation during hearings on ordinances and matters other than appeals will be conducted according to the following rules, which will be posted in the Assembly Chambers:

- A. The hearing will be conducted by the Mayor as chair.
- B. The Mayor will open the hearing by summarizing its purposes and reemphasizing the rules of procedure.
- C. The Mayor may set a time limit for public testimony, for individual speakers, or both if it appears necessary to gain maximum participation and conserve time, and may for the same reason disallow all questions from the Assembly to members of the public. The time limit may be extended by a majority of the Assembly. The time limit for individual speakers shall be uniform for all speakers, and shall be strictly enforced. Speakers shall not have the right to transfer their unused time to other speakers, but the Mayor may grant additional time to a person speaking on behalf of a group present in the chambers.
- D. Citizens will be encouraged to submit written presentations and exhibits. Material submitted to the Manager's office more than three business days before a meeting and comprising ten pages or less will be eligible for copying for that meeting. Material submitted less than three days before a meeting will be distributed by the Clerk at the meeting provided that the submission includes at least 15 copies.
- E. The Mayor will set forth the item or subject to be discussed and will rule non germane comments out of order.
- F. All speakers, public, and members of the Assembly will be recognized by the chair by surname.
- G. Members of the public will precede their remarks by stating their names and, unless otherwise allowed by the Mayor, their place of residence.
- H. Members of the Assembly will not direct questions to each other or to the chair during public participation except as to the conduct of the hearing.
- I. Members of the Assembly may direct questions to members of the public only to obtain clarification of material presented. The questions may not be argumentative, nor may they have the purpose or effect of unreasonably extending any time limit applicable to public speakers.
- J. The public may direct questions to the Assembly or the administration. The questions may not be argumentative.
- K. The public may direct questions to the chair only as it pertains to the conduct of the hearing.

L. The Manager may participate in the same manner as the members of the Assembly.

M. There shall be an opportunity for public participation on non-agenda items at each regular meeting of the Assembly. Such public participation shall be limited to no more than 20 minutes, with each speaker limited to a length of time set by the Mayor not to exceed five minutes. Assemblymembers may ask questions of the speaker, but shall not deliberate at that time on matters raised, or answer questions directed to the members.

RULE 9. MOTIONS.

- A. Seconds. Seconds to motions are not required.
- B. Renewal of Defeated Motions. Defeated motions may be renewed only under suspension of the rules.
- C. Priority of Privileged Motions. Privileged motions shall have the following priority:

1. Fix time to adjourn
2. Give notice of reconsideration
3. Adjourn
4. Recess
5. Question of privilege of the body
6. Question of personal privilege

RULE 10. CLERICAL ERRORS.

Clerical errors that do not affect the substance of an ordinance or resolution, such as errors in numbering or errors in spelling, may be corrected by the Attorney upon discovery of the error.

RULE 11. VOTE REQUIRED.

The affirmative vote of five members of the Assembly shall be sufficient to take any action except as otherwise provided by Charter or ordinance and except in the following instances, which require the affirmative vote of at least six members:

- A. Limiting, extending, or closing debates
- B. Suspension of the rules
- C. Setting of or postponement of special orders
- D. Objection to consideration of question

- E. Motion for immediate vote (previous question)
- F. Rescind
- G. To take up a motion for reconsideration at the meeting at which the action to be reconsidered was taken

RULE 12. PARLIAMENTARIAN.

The Attorney shall act as the parliamentarian.

RULE 13. SESSIONS.

Each regular or special meeting of the Assembly constitutes a session for purposes of the rules.

RULE 14. PUBLIC PARTICIPATION CONFINED TO THAT AGENDA ITEM.

No person except a member or the Manager may participate in Assembly proceedings except as provided in the agenda item for public participation and except that the Attorney or Clerk may comment on professional or procedural aspects. Public participation shall be permitted on a motion to recess into executive session prior to the vote on such a motion. Public participation shall be permitted on all items on the agenda, except for meetings advertised as work sessions only, but shall not be permitted on items before the body for information or scheduling purposes except to the extent such public participation concerns scheduling only.

RULE 15. RECONSIDERATION.

A. What May Be Reconsidered. Main motions, amendments to main motions, privileged motions involving substantive questions, and appeals are subject to reconsideration. Procedural motions may not be reconsidered.

B. Who May Reconsider. Any member, whether or not that member voted on the prevailing side, may give notice of or move for reconsideration.

C. Effect of Notice. The effect of giving notice of reconsideration is to suspend all action on the subject of the notice until a motion for reconsideration is made and acted upon or until the time within which the motion for reconsideration may be made and acted upon has expired.

D. Time in Which Notice Must Be Taken Up. A notice of reconsideration expires unless a motion for reconsideration is made and acted upon prior to adjournment of the next regular meeting succeeding the meeting at which the action to be reconsidered occurred.

E. Successive Reconsideration. There may be only one reconsideration even though the action of the Assembly after reconsideration is opposite from the action of the Assembly before reconsideration.

F. Precedence. A motion for reconsideration has precedence over every main motion and may be taken up at any time during the meeting when there is no other motion on the floor.

G. Effect. A motion for reconsideration completely cancels the previous vote on the question to be reconsidered as though the previous vote had never been taken.

RULE 16. TELEPHONIC PARTICIPATION.

A. A member may participate via telephone in an Assembly meeting, or an Assembly Committee meeting, if the member declares that circumstances prevent physical attendance at the meeting. If the Mayor chooses to participate via telephone, the Deputy Mayor shall preside.

B. No more than the first three members to contact the Clerk regarding telephonic participation in a particular meeting may participate via telephone at any one meeting.

C. The member shall notify the Clerk and the presiding officer, if reasonably practicable, at least four hours in advance of a meeting which the member proposes to attend by telephone and shall provide the physical address of the location, the telephone number, and any available facsimile, email, or other document transmission service.

D. At the meeting, the Clerk shall establish the telephone connection when the call to order is imminent.

E. A member participating by telephone shall be counted as present for purposes of quorum, discussion, and voting.

F. The member participating by telephone shall make every effort to participate in the entire meeting. From time to time during the meeting the presiding officer shall confirm the connection.

G. The member participating by telephone may ask to be recognized by the presiding officer to the same extent as any other member.

H. To the extent reasonably practicable, the Clerk shall provide backup materials to members participating by telephone.

I. If the telephone connection cannot be made or is made then lost, the meeting shall commence or continue as scheduled and the Clerk shall attempt to establish or restore the connection, provided that if the member participating by telephone is necessary to achieve a quorum, the meeting shall be at ease, recess, or adjourn as necessary until the telephone connection is established or restored.

J. Meeting times shall be expressed in Alaska time regardless of the time at the location of any member participating by telephone.

K. Participation by telephone shall be allowed for regular, special, and committee meetings of the Assembly.

L. Remarks by members participating by telephone shall be transmitted so as to be audible by all members and the public in attendance at the meeting, provided that in executive session the remarks shall be audible only to those included in the executive session.

M. Any member of the public present with the member participating by telephone shall be allowed to speak to the same extent he would if physically present at the meeting.

N. As used in these rules, "telephone" means any system for synchronous two-way voice communication. "Mayor" includes the Acting Mayor or any other member serving as chair of the meeting.

RULE 17. ADOPTION OF ROBERT'S RULES OF ORDER.

The conduct of the meetings of Assembly shall be governed by the Mayor according to Robert's Rules of Order, 11th Edition, except as otherwise provided by Charter, law, or these rules.

Section 2. Repeal of Resolution. Resolution No. 2550 is repealed.

Section 3. Effective Date. This resolution shall be effective immediately after its adoption.

Adopted this 23rd day of January, 2017.



Kendell D. Koelsch, Mayor

Attest:



Laurie J. Sica, Municipal Clerk

Board of Education

MEETING MATERIALS

2016-2017 School Year
Last modified: Jul 6th, 2016

(https://drive.google.com/embeddedfolderview?id=0B_shWshk...)
 2016_2017 Yearlong Board of Education Meeting Calendar
Last modified: Sep 12th, 2016

(https://drive.google.com/a/juneauschools.org/file/d/0B_shWshkw0LiRIRoCwDekFxdFE

DOCUMENT ACCESSIBILITY

If you are unable to access any information on the Board of Education webpage please contact Molly Hillis at molly.hillis@juneauschools.org or 907-523-1702.

JUNEAU BOARD OF EDUCATION



(</board-of-education-ddebe663/members-2a954d1>)

MEMBERS

Meet the Board of Education Members

Board of Education Contact & Committee Information

STRATEGIC PLAN

Board of Education Goals for 2015-2020
Last modified: Dec 16th, 2016

(<https://drive.google.com/a/juneauschools.org/file/d/0B4Nzs1hNtBNelpkDd6TrJvRk0>)

Board of Education Strategic Plan
Last modified: Dec 16th, 2016
(<https://drive.google.com/a/juneauschools.org/file/d/0B4Nzs1hNtBNQnR2ZzNLeDNjWm8>)

(</board-of-education-ddebe663/committees-12691593>)

- Facilities Committee
- Policy Committee
- Program Evaluation Committee

BOARD OF EDUCATION POLICY MANUAL

Bylaws
Last modified: Jul 18th, 2016

(https://drive.google.com/embeddedfolderview?id=0B_shWshk...)
 Policy Manual
Last modified: Jul 19th, 2016
(https://drive.google.com/embeddedfolderview?id=0B_shWshk...)

INDICATORS OF SUCCESS

2015 Indicators of Success Presentation to the Board of Education.pdf
Last modified: May 11th, 2016

(<https://drive.google.com/a/juneauschools.org/file/d/0B4Nzs1hNtBNQnR2ZzNLeDNjWm8>)

2015 Indicators of Success Report.pdf
Last modified: May 11th, 2016

WELCOME!

9 months ago

The Juneau School District Board of Education welcomes you to our meetings. Participation from parents, teachers and the community help make our schools stronger, support school programs and increase student performance. The Board encourages community involvement as an essential element of effective schools.

Each regular meeting of the Board of Education allows for public participation in a number of ways. Public comment is taken on Non Agenda Items, Action Items, and Special Presentations relating to our schools.

How to Address the Board of Education

VISIT PAGE ([HTTP://WWW.JUNEASCHOOLSD.ORG/BOARD-OF-EDUCATION-DDEBE663/WELCOME-9785963A](http://WWW.JUNEASCHOOLSD.ORG/BOARD-OF-EDUCATION-DDEBE663/WELCOME-9785963A))

Please introduce yourself, state your affiliation and let us know what you would

JUNEAU SCHOOL DISTRICT

- 1208 GLACIER AVE
JUNEAU, AK 99801
- 907-523-1700 (tel:907-523-1700)

DISTRICT
(<http://www.juneauschools.org>)

Departments
(<http://www.juneauschools.org/groups>)

Schools
(<http://www.juneauschools.org/schools>)

Board of Education
(<http://102871879799494>)

Twitter
(<http://www.juneauschools.org/juneauschools>)

Facebook
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(http://www.juneauschools.org)

Juneau School District

- (http://www.juneauschools.org /board-district)
ddebe663) Privacy
(http://www.juneauschools.org)
- i** Parents Login
(http://www.juneauschools.org /parents-61bbc53f)
- c** Contacts

The City and Borough of Juneau School District complies with all federal and State rules and regulations and does not discriminate on the basis of race, color, national origin, gender, disability, or age in its programs and activities, and provides equal access to the Boy Scouts and other designated youth groups. This holds true for all students who are interested in participating in education programs and/or extracurricular school activities. Inquiries regarding compliance and/or grievance procedures may be directed to the District's Title IX Coordinator and Section 504/ADA Coordinator Bridget Weiss, Director of Student Services 780-2050 bridget.weiss@juneauschools.org 10014 Crazy Horse Dr. Juneau, AK 99801

Website Hosting Solution Powered by SchoolBlocks (<http://www.schoolblocks.com>)

2017 Tool Kit Page 30 of 152



Menu

LOCAL GOVERNMENT PRIMER

ALASKA STATE CAPITOL

Alaska Municipal League
Alaskan Local Government Primer

Alaska Municipal League

The Alaska Municipal League (AML) is a voluntary, nonprofit, nonpartisan, statewide organization of 164 cities, boroughs, and unified municipalities, representing over 97 percent of Alaska's residents. Originally organized in 1950, the League of Alaska Cities became the Alaska Municipal League in 1962 when boroughs joined the League.

The mission of the Alaska Municipal League is to:

1. Represent the unified voice of Alaska's local governments to successfully influence state and federal decision making.
2. Build consensus and partnerships to address Alaska's Challenges, and
3. Provide training and joint services to strengthen Alaska's local governments.

Alaska Conference of Mayors

ACoM is the parent organization of the Alaska Municipal League. The ACoM and AML work together to form a municipal consensus on statewide and federal issues facing Alaskan local governments.

The purpose of the Alaska Conference of Mayors (ACoM) is to offer an opportunity for the mayors to discuss issues of common concern, to work together for the betterment of their municipalities, and to improve the understanding of information about municipalities in Alaska.

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Senior Tax Exemption.....	Page 10
Revenue Sharing.....	Page 11

Important Local Government Facts:

- ♦ Mill rates are calculated by directing the governing body to determine the budget requirements and identifying all revenue sources. After the budget amount is reduced by subtracting revenue sources, the residual is the amount required to be raised by the property tax. That amount is divided by the total assessed value and the result is identified as a "mill rate". A "mill" is 1/1000 of a dollar, so the mill rate simply states the amount of tax to be charged per \$1,000 of assessed value. For example, a mill rate of 18.5 mills equates to \$18.50 of tax per \$1,000 of assessed value. Under this scenario, a property assessed at \$100,000 would have a tax liability of \$1,850 annually.
- ♦ A home rule municipality adopts a charter, subject to voter approval, and has all powers not prohibited by the law or charter. A general law municipality is unchartered and its powers are granted by state law. There are two classes of general law cities and two classes of general law boroughs – first and second class. The differences between the two classes of cities include taxing authority, responsibility for schools, and the powers and duties of the Mayor. The differences between the two classes of borough are the manner in which they adopt additional powers.



ALASKA MUNICIPAL LEAGUE

ALASKAN LOCAL GOVERNMENT PRIMER

This primer has been published especially for those Alaskans who wish to know more about how Alaska's local governments work . As political subdivisions of the State, Alaska's municipalities appreciate all the time and effort provided by Legislators and the Administration in helping us operate our governments in a more effective and efficient manner.

Many of the decisions made by Legislators require a certain amount of knowledge about the workings of local government. It is important to understand the structure of municipal government in Alaska in order to be aware of what contributions they can and cannot make to our state. The delegates to the State of Alaska's Constitutional Convention of 1955-56 wanted to avoid overlapping local government jurisdictions. A guiding principle of the constitutional convention was that they did not want to force a particular form of government on any community or region of the state.

A system of local government was created that would be flexible enough to meet the desire for **local control**, as well as the need to realize economies of scale through regional organization. A major factor they considered was the diversity of economies and infrastructure. When Alaskans were considering statehood, many communities relied almost exclusively on a subsistence lifestyle. Entire regions of the state were without basic services or substantial cash economies while other parts of the state were developing resource industries that promised a robust economy.

Considering these differences, the constitution did not mandate the creation of incorporated local governments throughout the state, but did provide that the entire state be divided into boroughs based on, in part, natural geographic boundaries, economic viability, and common interests. The Alaska Statute that provides a framework for local government is Alaska State Statute, Title 29.

General Law local government derives its powers from laws enacted by the State legislature.

Alaska has two types of municipal government: organized cities and organized boroughs.

A city generally exercises its powers within an established boundary that normally encompass a single community, while a borough (intermediate-sized governments – larger than cities) provides services and exercises power on a regional basis. Under the state's constitution, a city is also part of the borough in which it is located.

All local governments have certain fundamental duties such as conducting elections and holding regular meetings of the governing body. Beyond that, the duties of municipalities in Alaska vary greatly based on their classification and whether cities are inside or outside organized boroughs.

CITIES

A city can be within an organized borough or within the unorganized borough. All cities are municipal corporations and political subdivisions of the State. Typically, cities do not include large geographical regions or unpopulated areas. Classifications of cities include:

- Home Rule cities – 400 or > permanent residents; legislative powers not prohibited by law or charter
- First Class cities – 400 or > permanent residents; state law defines powers, duties, functions
- Second Class cities – 25 or > permanent residents; state law defines powers, duties, functions

The powers and duties a city have are dependent on its classification (See Table A)

Table A
Powers and Duties of Cities

Power	Home Rule City	First Class City	Second Class City	References
Public Education	City in unorganized borough must provide service in accordance with AS 14. City not permitted to do so within organized boroughs	Same as Home Rule City	City not allowed to provide service under any circumstances	AS 29.35.260(b) AS 14.12.101 AS 14.12.025
Planning, Platting, Land Use Regulation	Cities in unorganized boroughs must exercise the powers. If in an unorganized borough, it may be permitted by borough to exercise the powers.	Same as for a Home Rule City, except power must be exercised in accordance with AS 29.40 (governance by assembly)	The City is not required to exercise powers, but may be permitted in the manner described for First Class Cities.	AS 29.35.260(c) AS 29.35.260(c)
Property Tax	City may tax up to 30 mills, except where a higher levy is necessary to avoid default on debt. Some home rule municipal charters require voter approval to authorize the levy of property taxes.	The City may tax up to 30 mills except where a higher levy is necessary to avoid default on debt. Voter approval is not required by statute, however, some general law municipal governments have more restrictive limitations imposed at the local level.	The City may tax up to 20 mills, except where a higher levy is required to avoid default. Voter approval is required.	AS 29.45.550 - AS 29.45.590

Source: DCCED

Table A
Powers and Duties of Cities

Power	Home Rule City	First Class City	Second Class City	References
Sales Tax	The rate of levy may be limited by charter. Requirements for voter approval may also be set by charter.	There is no limit on the rate of levy sales taxes; however, voter approval is required.	Same as for a First Class City.	AS 29.45.700
Other Powers	Possess all legislative powers not prohibited by law or charter	May exercise other powers not prohibited by law	May exercise other powers not prohibited by law	Art. X, S 11, AK Const., AS 29.35.250
City Council Composition	Determined by charter or ordinance	Six members selected at large, except the council may provide for election other than at-large	Seven members elected at large, except the council may provide for election other than at-large	AS 29.20.130
Election and Term of Mayor	Determined by charter or ordinance	Elected at large for a 3-year term, unless a different term not to exceed four years is provided by ordinance.	Elected from the City Council for a 1-year term, unless a longer term is provided by ordinance. Mayor is selected by council (or by voters upon adoption of ordinance)	AS 29.20.230 AS 29.20.240
Vote by Mayor	Determined by charter or ordinance	May vote to break a tie vote on the City Council	Votes on all matters	AS 29.20.250
Veto Power of Mayor	Determined by charter or ordinance, except veto is not permitted on ordinance prohibiting possession of alcohol	Has veto power with the same exception noted for Home Rule Cities	Has no veto power	AS 29.20.270
Power of Eminent Domain	Permitted by statute	Permitted by statute	Permitted, but requires voter approval	AS 29.35.030
Ability to Attain Home Rule Status	Already has home rule status	Voters may adopt Home Rule Charter	May not adopt Home Rule Charter without first reclassifying to a First Class City	AS 29.10.010

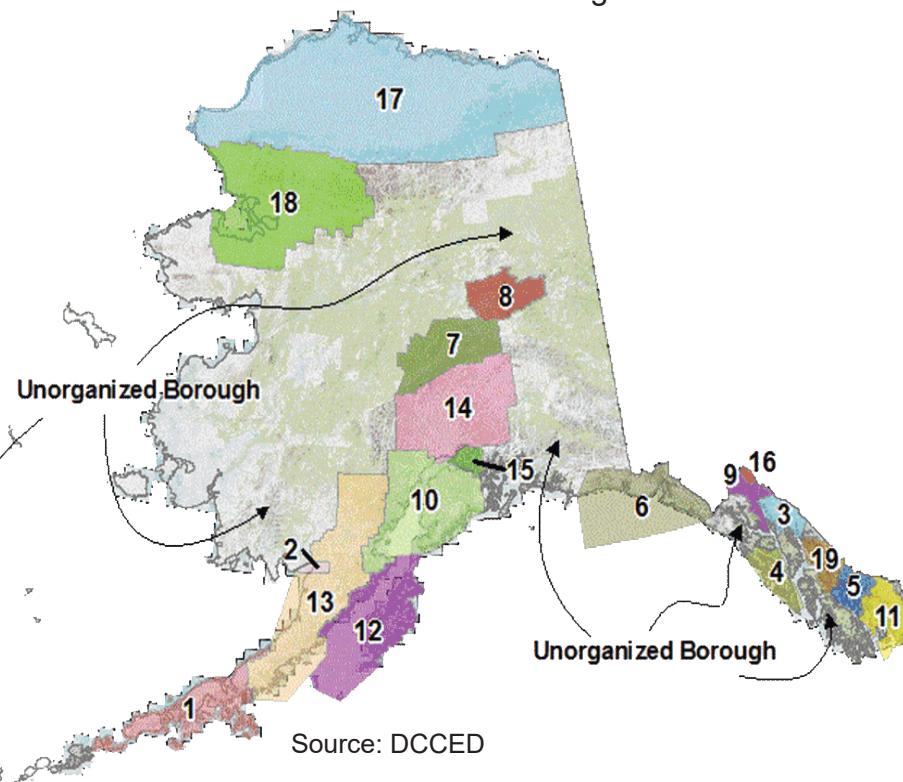
Source: DCCED

BOROUGHS

Organized boroughs, like cities, are municipal corporations and political subdivisions of the State of Alaska. The constitution requires the state be divided into boroughs, either organized or unorganized. A borough is supposed to consist of an area and population that has common interests.

Alaska has 18 organized boroughs and a single unorganized borough. The organized boroughs are:

- | | |
|-------------------------------|---------------------------------|
| 1. Aleutians East Borough | 7. Denali Borough |
| 2. Bristol Bay Borough | 8. Fairbanks North Star Borough |
| 3. City & Borough of Juneau | 9. Haines Borough |
| 4. City & Borough of Sitka | 10. Kenai Peninsula Borough |
| 5. City & Borough of Wrangell | 11. Ketchikan Gateway Borough |
| 6. City & Borough of Yakutat | 12. Kodiak Island Borough |



- | | |
|-------------------------------|------------------------------|
| 13. Lake & Peninsula Borough | 17. North Slope Borough |
| 14. Matanuska-Susitna Borough | 18. Northwest Arctic Borough |
| 15. Municipality of Anchorage | 19. Petersburg Borough |
| 16. Municipality of Skagway | |

- | | |
|-------------------------------|------------------------------|
| 13. Lake & Peninsula Borough | 17. North Slope Borough |
| 14. Matanuska-Susitna Borough | 18. Northwest Arctic Borough |
| 15. Municipality of Anchorage | 19. Petersburg Borough |
| 16. Municipality of Skagway | |

There are four different classifications of organized boroughs:

- Unified Home Rule – may exercise all legislative powers not prohibited by law or charter
- Non-unified Home Rule
- First Class – may exercise any power not prohibited by law on non-area wide basis by adopting ordinances
- Second Class – must gain voter approval for authority to exercise many non-area wide powers

The Alaska Constitution established a framework for government that provided “**maximum local self-government and minimum local government units**”.

(See Table B for specific powers and duties of the organized boroughs.)

The unorganized borough is not a municipal corporation or political subdivision of the State of Alaska. This classification of borough was intended to serve as a means to decentralize state services and to foster local participation in administration within regions not ready or suited for organized borough status. It is important to note that for the Unorganized Borough, the Alaska Constitution assigns the legislature all powers an assembly would have in an organized borough.

An organized borough may provide services on three levels. These are: areawide (throughout the borough), non-areawide (that part of the borough outside of cities), and service areas (size and make-up vary).

The nineteen boroughs cover more than half of the state. Some of the populated areas of the unorganized borough may have a form of local government or service organization other than an incorporated municipality, such as a tribal council or non-profit community association.

All organized boroughs have three mandatory powers: education; planning and land use regulation; and property assessment and taxation.

In the unorganized borough, the State Legislature has oversight of services that would otherwise be provided by the organized borough assembly (e.g. education, planning and zoning). Education is delivered by the state through Regional Educational Attendance Areas (REAAAs).

Important Local Government Facts:

- ◆ The framework for local government in the State of Alaska is established in Article X of the Alaska Constitution and Title 29 of the Alaska Statutes.
- ◆ Alaska has 164 municipalities; 144 cities, 19 boroughs, and one reservation organized under federal law.
- ◆ In all, 97% of Alaskans live in an organized municipality.
- ◆ A city is governed by a City Council. A borough is governed by a Borough Assembly.
- ◆ Fifteen of the nineteen organized boroughs levy a property tax. Within organized boroughs, there are 12 cities that also levy an additional city property tax. Within the unorganized borough, only 9 cities levy a property tax.

Table B
Powers and Duties of Boroughs

Power	Unified Municipality & Home Rule Borough	First Class Borough	Second Class Borough
Public Education	The borough or unified municipality must provide the service areawide in accordance with AS 14.	Same as for a home rule borough	Same as for a home rule borough
Planning, Platting & Land Use Regulation	The borough or unified municipality must exercise the powers areawide, but not necessarily in accordance with AS 29.40	The borough must exercise the powers areawide; in accordance with AS 29.40; the borough may allow cities to assume such powers within their boundaries	Same as for a first class borough
Provide Transportation systems, water & air pollution control, animal regulation	Determined by charter or ordinance	May be exercised on an areawide, nonareawide or service area based by ordinance	May be exercised on an areawide or nonareawide basis by ordinance; approval from voters or property owners required for service area powers
License Day Care Facilities	Determined by charter or ordinance	May be exercised on an areawide, nonareawide or service area basis by ordinance	May be exercised on an areawide basis by ordinance; voter approval required for exercise on a nonareawide or service area basis
Regulate Fireworks, provide solid & septic waste disposal, housing rehabilitation, economic development, roads & trails, EMS communications, regulate motor vehicles and development projects	Determined by charter or ordinance	May be exercised areawide upon approval of areawide voters or by transfer of powers from all cities; may be exercised by ordinance on a nonareawide or service area basis	May be exercised areawide upon approval of areawide voters; or by transfer of powers from all cities; may be exercised by ordinance on a nonareawide basis; may be exercised on a service area basis with voter approval
Hazardous Substance Control	Determined by charter or ordinance	Same as above	Same as above

Source: DCCED

Table B
Powers and Duties of Boroughs

Power	Unified Municipality & Home Rule Borough	First Class Borough	Second Class Borough
Other Powers Not Prohibited	Determined by charter or ordinance	Same as above	May be exercised areawide upon approval of areawide voters; or by transfer of powers from all cities and approval of nonareawide voters; may be exercised nonareawide upon approval of non-areawide voters; may be exercised on a service area basis with voter approval
Property Tax	Limited to 30 mills except where a higher levy is necessary to avoid default on debt; voter approval to levy property taxes is required by some charters	Same as home rule except there is no charter. Still, some general law boroughs have more limited taxing authority established by local action	Same as for a first class borough
Sales Tax	The rate of levy may be limited by charter and voter approval to levy sales taxes may be required by charter	No limit exists on the rate of levy; however, voter approval is required to levy sales taxes	Same as for a first class borough
Assembly composition and apportionment	Flexible; determined according to AS 29.20.060	Same as for a home rule borough	Same as for a First class borough
Election and term of Mayor	Established by charter or ordinance AS 29.20.120	Elected at large for a 3-year term, unless a different term not to exceed 4 years is provided by ordinance	Same as for a First Class borough
Veto Power of the Mayor	Established by charter or ordinance	May vote to break a tie vote only if the borough has a manager form of government	Same as for a First Class borough
Ability to attain Home Rule status	Already has home rule status	Voters may adopt home rule charter	Same as for a First Class borough

Source: DCCED

Issues with Sizable Impacts on Alaska's Municipalities

The Federal government has created many laws and regulations under which Alaska's municipalities must operate. Though many of these laws are created with good purpose and may have good reasons behind their implementation, many of these laws are difficult, due to Alaska's more severe climate, the remoteness of many municipalities and the costs associated with implementation. Blanket nationwide laws, for instance, which require testing for water-borne bacteria, which cannot even exist in our cold climate, create additional expenses and work for municipalities.

After federal logging restrictions, municipalities that had historically relied on the timber industry for their economies, were provided with funds that helped them keep their schools open and their roads maintained (Secure Funding for Rural Schools Act). That money, as of last year, is no longer available. This cut has made a sizable impact on all municipalities within the Tongass and Chugach National Forests. Also, all municipalities lose a certain amount of revenues due to the loss of taxable land that is owned by the federal government. That revenue loss has been reimbursed to municipalities through PILT (Payment in Lieu of Taxes) money. That fund currently does not have a funding source. If one is not found, that will be an additional \$33 million lost to Alaskan municipalities. On top of State cuts, municipalities are losing a good part of their revenue base very quickly.

Unfunded mandates (imposed by both the Federal government and the State government) have always been something which AML opposes. In light of the severe cuts we have realized, those mandates have become a bigger problem than ever. The only means local government has to cover those mandates, if State and Federal revenues streams are cut, is through an increase in local taxes. To that end, local governments will continue to oppose any unfunded mandates.

Important Local Government Facts:

- ◆ No property tax exemptions imposed by the State (such as the Senior Citizens and Disabled Veteran's Property Tax exemption) are reimbursed by the state, even though the state is directed to do so under statute(Title 29.45.030 (g)). Every time the Legislature imposes another tax exemption, it is put on the back of all other taxpayers.
- ◆ Municipal property tax rates must be the same throughout the municipality, excluding service areas, which have rates unique to their area. In other words, according to AS 29.45.090, more remote areas with fewer services cannot be taxed at a lower rate.
- ◆ Property owners cannot appeal the tax rate, but they may appeal the assessed value of their property.
- ◆ Municipalities employ approximately 20,000 Alaskans.
- ◆ Municipalities generate over \$2.6 billion in local revenues.
- ◆ Municipalities contribute over 25% of direct education expenditures.
- ◆ Both real and personal property is taxable in Alaska according to AS 29.45.090. Some municipalities have chosen to exempt some or all categories of personal property.

Revenue Sharing/Community Assistance

Revenue Sharing is the means with which the State of Alaska shares its resource wealth with local government. Revenue Sharing helps to ensure that all areas of the state have basic public services and reasonably equitable and stable local tax rates. Currently, the State relies on resource wealth to fund the majority of its governmental functions. The permanent fund is the means with which to share resource wealth with Alaska's citizens. Revenue Sharing is the means with which to share resource wealth with local governments in order to offset municipal taxes, needed to provide basic services.

Alaska has had a formal municipal Revenue Sharing program since 1969, well before the influence of oil. The proportion of the state budget currently used for revenue sharing is less than it was in 1971, despite great growth in the development and responsibilities of municipal governments. Some years ago, Revenue Sharing was zeroed out. It was felt that municipalities should make their own way. Municipalities can only make money through taxes or fees for service. Basic services were curtailed in a majority of municipalities throughout the state, as municipalities attempted to avoid imposing tax increases on their residents.

In FY17, Revenue Sharing was replaced by Community Assistance.

In light of the State's budget deficit, Community Assistance has been severely depleted again in the last few years.

The Alaska Municipal League and its member municipalities appreciate and value the Community Assistance that the Legislature and the Governor have provided. The State of Alaska is only as healthy as its communities.

Revenue Sharing History

Fiscal Year	Amount	Fiscal Year	Amount
1985	\$141,656,800	2002	\$ 29,630,700
1986	\$140,939,000	2003	\$ 29,630,700
1987	\$113,737,600	2004	\$ 0
1988	\$ 96,857,800	2005	\$ 0(Received \$6,450,000 for Energy costs)
1989	\$ 96,857,800	2006	\$ 0(Received \$18,426,923 for PERS costs)
1990	\$ 91,094,000	2007	\$ 0(Received \$66,675,087 –PERS/Energy)
1991	\$ 87,450,200	2008	\$ 60,000,000
1992	\$ 84,995,000	2009	\$ 60,000,000
1993	\$ 78,195,400	2010	\$ 60,000,000
1994	\$ 72,721,800	2011	\$ 60,000,000 (Received extra \$20,000,000)
1995	\$ 62,613,500	2012	\$ 60,000,000 (Received extra \$25,000,000)
1996	\$ 58,230,700	2013	\$ 60,000,000
1997	\$ 53,572,300	2014	\$ 60,000,000
1998	\$ 50,358,000	2015	\$ 60,000,000
1999	\$ 47,840,100	2016	\$ 57,000,000
2000	\$ 31,893,400	2017	\$ 38,000,000
2001	\$ 28,493,400	2018	\$ 30,000,000 (Proposed)

INCORPORATED CITIES

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HOME RULE	SECOND CLASS	SECOND CLASS	SECOND CLASS
Cordova	Adak	Golovin	Nunam Iqua
Fairbanks	Akhiok	Goodnews Bay	Nunapitchuk
Kenai	Akiak	Grayling	Old Harbor
Ketchikan	Akutan	Gustavus	Ouzinkie
Kodiak	Alakanuk	Holy Cross	Pilot Point
Nenana	Aleknagik	Hooper Bay	Pilot Station
North Pole	Allakaket	Houston	Platinum
Palmer	Ambler	Hughes	Point Hope
Seward	Anaktuvuk Pass	Huslia	Port Alexander
Soldotna	Anderson	Kachemak	Port Heiden
Valdez	Angoon	Kaktovik	Port Lions
FIRST CLASS			
Craig	Anvik	Kasaan	Ruby
Dillingham	Atka	Kiana	Russian Mission
Galena	Atqasuk	Kivalina	Saint George
Homer	Bethel	Kobuk	Saint Michael
Hoonah	Bettles	Kotlik	Saint Paul
Hydaburg	Brevig Mission	Kotzebue	Savoonga
Kake	Buckland	Koyuk	Saxman
King Cove	Chefornak	Koyukuk	Scammon Bay
Klawock	Chevak	Kupreanof	Selawik
Nome	Chignik	Kwethluk	Shageluk
Pelican	Chuathbaluk	Larsen Bay	Shaktoolik
Saint Mary's	Clark's Point	Lower Kalskag	Shishmaref
Sand Point	Coffman Cove	Manokotak	Shungnak
Seldovia	Cold Bay	Marshall	Stebbins
Tanana	Deering	McGrath	Teller
Unalaska	Delta Junction	Mekoryuk	Tenakee Springs
Utqiagvik	Diomede	Mountain Village	Thorne Bay
Wasilla	Eagle	Napakiak	Togiak
	Edna Bay	Napaskiak	Toksook Bay
	Eek	New Stuyahok	Unalakleet
	Egegik	Newhalen	Upper Kalskag
	Ekwok	Nightmute	Wainwright
	Elim	Nikolai	Wales
	Emmonak	Nondalton	White Mountain
	False Pass	Noorvik	Whittier
	Fort Yukon	Nuiqsut	
	Gambell	Nulato	
ORGANIZED UNDER FEDERAL LAW			
Metlakatla Indian Community			

ORGANIZED BOROUGHS - UNIFIED MUNICIPALITIES

<u>Classification</u>	<u>Classification</u>
Aleutians East Borough.....Second Class	Kodiak Island Borough.....Second Class
Municipality of Anchorage.....Unified Home Rule	Lake & Peninsula Borough.....Home Rule
Bristol Bay Borough.....Second Class	Matanuska-Susitna Borough.....Second Class
Denali Borough.....Home Rule	North Slope Borough.....Home Rule
Fairbanks North Star Borough.....Second Class	Northwest Arctic Borough.....Home Rule
Haines Borough.....Home Rule	Petersburg Borough.....Home Rule
City & Borough of Juneau.....Unified Home Rule	City & Borough of Sitka.....Unified Home Rule
Kenai Peninsula Borough.....Second Class	Municipality of Skagway.....First Class
Ketchikan Gateway Borough.....Second Class	City & Borough of Wrangell.....Home Rule
	City & Borough of Yakutat.....Home Rule

How to Run for Local Office

Legal Requirements



Run for Office?

Serving on the Assembly or School Board is a noble contribution to your community, and one which comes with hours of work and little economic reward. You will hear about the issues from your neighbors, friends, family and people on the street, and your private life will be reduced. You will be presented with pages and pages of information to read before meetings, sit through hours and hours of meetings, only to be required to make tough decisions that may not be popular. Still interested? Then read on...

Your quest will start with the Municipal Clerk's office. The Clerk will provide you with the forms and information you need and can answer your questions.

Each year on the first Tuesday in October, a local election is held in the City and Borough of Juneau to elect candidates. The Assembly and School Board members serve for staggered three-year terms. Assemblymembers are limited to three terms. Term limits do not apply to members of the School Board.

The following lists are the current roster, seats and terms. Expiring and open seats on the ballot in October 2017 are noted with an asterisk:

Assembly

<u>Seat</u>	<u>Name</u>	<u>Term ends</u>	<u># of terms served</u>
Mayor	Ken Koelsch	10/2018	(first term)
Areawide Assembly	Norton Gregory	10/2019	(first term)
Areawide Assembly	Maria Gladziszewski	10/2017*	(first term)
District 1 Assembly	Mary Becker	10/2019	(third term)
District 1 Assembly	Jesse Kiehl	10/2017*	(second term)
District 1 Assembly	Loren Jones	10/2018	(second term)
District 2 Assembly	Beth Weldon	10/2019	(first term)
District 2 Assembly	Debbie White	10/2017*	(first term)
District 2 Assembly	Jerry Nankervis	10/2018	(second term)

School Board

<u>Name</u>	<u>Term ends</u>
Brian Holst	10/2017*
Sean O'Brien	10/2017*
Josh Keaton	10/2018
Emil Mackey	10/2018
Andi Story	10/2018
Dan DeBartolo	10/2019
Steve Whitney	10/2019

Qualifications for Office

Eligibility:

"Qualified Voter" means a voter who, at the time of the election, is qualified to vote due to the following qualifications:

- 1) qualified to vote in State elections;
- 2) a resident of the municipality for at least thirty days immediately preceding the election;
- 3) registered to vote in state elections at a residence address within the municipality at least thirty days before the municipal election at which the person seeks to vote; and
- 4) not disqualified under Article V of the Alaska Constitution.

Assembly

Only a qualified voter of the municipality, who has been a resident of the municipality for at least one year immediately preceding election or appointment to office, shall be qualified for the office of mayor or Assemblymember. In addition, an Assemblymember shall be a resident of the district from which elected or appointed at the time of the Assemblymember's election or appointment.

No person who has been elected to the office of mayor or Assemblymember for three consecutive terms shall again be eligible to hold the office which he or she held for the three consecutive terms until one full year has intervened. Appointment or election to serve the unexpired portion of a term shall not be considered a term for purposes of the limitation provided in this section.

No Assemblymember may hold any other compensated municipal office or employment or elected partisan political office while serving on the assembly. According to CBJ Code 11.10.020 Eligibility:

“No Assemblymember may be an employee of the Bartlett Memorial Hospital, the City and Borough administration or any department or division thereunder, a City and Borough service area, or any municipal board, commission, committee or other group, except for the school district, which is funded in whole or in part by assembly appropriations, nor may an Assemblymember serve on the planning commission, the City and Borough personnel board, the school board of the City and Borough, nor any public body created by the assembly except when an Assemblymember holds a position on such body as a representative of the assembly.”

School Board

To be eligible to be a member of a school board, a person must have the same qualifications as are necessary to be a municipal voter in the school district as outlined above, and in addition:

- 5) not an employee of the Juneau School District; and
- 6) not a member of the Alaska Legislature.

Nomination:Petitions

Nomination for elective office shall be made only by petition accompanied by a signed acceptance. Nomination petition forms are available at the Election Official/Municipal Clerk's office, located at City Hall, 155 S. Seward St., Rm 202, and on-line at:

<http://www.juneau.org/clerk/elections/>

A form may be requested by mail to CBJ Clerk, 155 S. Seward St., Juneau, AK, 99801, by fax (907) 586-4552, by email (city.clerk@juneau.org), or by phoning the clerk's office at: (907) 586-5278.

Procedures

Nomination forms must be completed and filed with the Election Official not earlier than 8:00 a.m. on Friday, August 4, 2017, nor later than 4:30 p.m. on Monday, August 14, 2017. For a petition to be sufficient, it must be signed by 25 qualified voters. It is highly recommended that anyone circulating a petition obtain more than 25 signatures, in the event that the petition is inadvertently signed by a person who is not a qualified voter, the clerk cannot decipher the handwriting, the person has moved and not changed their voter registration, or other reasons to question the validity of the signature.

Public Official Financial Disclosure and Campaign Disclosure Information

All candidates must file a printed and signed Public Official Financial Disclosure Statement (POFD) with the Election Official/Municipal Clerk prior to the closing date of the candidacy filing period. Once the POFD Statement is filed on-line, please print a copy, sign it, and submit it with the candidate nominating petition. Late filings of Public Official Disclosure Statements must be refused and the candidate's name removed from the filing records. (ref. AS 39.50.020)

A Letter of Intent to Run for Office and Campaign Disclosure forms must be filed with the Alaska Public Offices Commission. These records are maintained by the APOC and not with the CBJ Clerk's office.

Complete information about financial and campaign disclosure can be found at the Alaska Public Offices Commission website at:

<http://doa.alaska.gov/apoc/home.html>

To file POFD Statements and Campaign Disclosure forms, a candidate in the City and Borough of Juneau must file on-line through the State of Alaska's internet portal "myAlaska."

<https://my.alaska.gov/>

Alaska Public Offices Commission

Office Hours of Operation: 8:30am to 5pm (Alaskan time)

Anchorage Office

2221 E. Northern Lights, Room 128
Anchorage, AK 99508-4149

Phone: (907) 276-4176
Toll-Free: 1-800-478-4176
Fax: (907) 276-7018

General Email: apoc@alaska.gov
Filer Reports: doa.apoc.reports@alaska.gov

Juneau Office

240 Main St. #201
PO Box 110222
Juneau, AK 99811

Phone: (907) 465-4864
Toll-Free: 1-866-465-4864
Fax: (907) 465-4832

Juneau Group eMail: doa.apocjnu@alaska.gov

Write-in candidates:

For write-in votes to be counted, a write-in candidate must file a Letter of Intent and a Public Officials Financial Disclosure Statement (POFD) no later than 4:30 p.m., on Thursday, September 28, 2017, with the Election Official/Municipal Clerk. Filing forms are available from the Municipal Clerk's Office and interested persons are encouraged to contact the Clerk to review the process.

In addition, and separately from the submissions to the Clerk's office, a write-in candidate must submit a Public Officials Financial Disclosure Statement and comply with Alaska Campaign Finance Laws.

CBJ Code 29.07.050(f) A write-in candidate shall, not later than 4:30 p.m. of the fifth day before the election (Thursday, September 28, 2017), file with the election official a letter of intent stating:

- 1) full name of candidate;
- 2) full residence address of the candidate and the date on which residency at that address began;
- 3) full mailing address of candidate;
- 4) the office the candidate seeks;
- 5) the date of the election at which the candidate seeks election;
- 6) the length of residency in the City and Borough;
- 7) the name of the candidate as the candidate wishes it to be written on the ballot by the voter;
- 8) that the candidate will meet the specific age requirements of the office for which the person is a candidate by the time that candidate, if elected, is sworn into office;
- 9) that the candidate is a qualified voter as required by law; and
- 10) that the candidate is not a candidate for any other office to be voted on at the election and that the candidate is not a candidate for this office under any other nominating petition or declaration of candidacy.

Procedures for counting write-in ballots

CBJ Code Section 29.07.150 General procedures for ballot count:

(d) Write-in votes shall not be counted unless the candidate has filed a letter of intent as required by subsection 29.07.050(f). If the total number of ballots containing write-in votes in the general election are at least the second highest in number in a race with two or more candidates, the write-in votes will be counted individually. In races where a candidate is unopposed, write-ins will be counted individually if they are within 100 votes or less. Write-in votes will be counted after the date of the election, but before the certification of the election in which the write-ins occurred. Write-in vote totals that do not fall within either of these two categories will not be individually counted.

Withdrawal from candidacy:

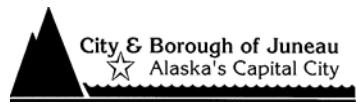
Any candidate nominated may withdraw his or her nomination not later than 4:30 p.m. of the 46th day before the election, which in this case would be Friday, August 18, 2017, through written notification to the Election Official.

Official Candidate Statement:

A candidate for elected office has the OPTION of filing an official candidate statement for publication on the CBJ website. All information must be received by the election official no later than 36 days prior to the election, or by 4:30 p.m. on Monday, August 28, 2017. (CBJ Code 29.07.055)

CBJ ASSEMBLY DISTRICTS

Resolution 2692



District #2

District #1

District #1

PRECINCTS

- 33-500 Douglas
- 33-510 Juneau No. 1
- 33-515 Juneau No. 2
- 33-520 Juneau No. 3
- 33-525 Lemon Creek
- 33-530 North Douglas
- 34-410 Juneau Airport


District #2

PRECINCTS

- 34-400 Auke Bay
- 34-420 Lynn Canal
- 34-430 Mendenhall No. 1
- 34-440 Mendenhall No. 2
- 34-450 Mendenhall No. 3
- 34-460 Mendenhall No. 4



0 5 10 15 20 Miles





OFFICE OF THE MUNICIPAL CLERK/ ELECTION OFFICIAL

155 S. Seward St., Room 202
Phone: (907)586-5278 Fax: (907)586-4552
email: city.clerk@juneau.org

Date: March 3, 2017
To: Mayor & Assembly
From: Laurie J. Sica, Municipal Clerk/Election Official
Subject: Deadlines for the October 3, 2017 Municipal Election

The next Regular Municipal Election is Tuesday, October 3, 2017.¹ The deadlines for this election are set forth below. All dates referenced are 2017.

CHARTER AMENDMENTS

The Assembly may propose a Charter amendment by ordinance.² In order for a proposed amendment to be submitted to the voters at the regular election, an ordinance to amend the charter would need to be adopted no earlier than Monday, June 5, and no later than Friday, August 4.³ These deadlines are set to avoid the need to hold a special election. The last regular meeting for the Assembly to introduce a charter amendment is June 26, the last regular scheduled meeting for the Assembly to adopt a charter amendment is July 31, unless special meetings are scheduled for such purposes.

GENERAL BALLOT PROPOSITIONS

Notice of the regular election must be published no later than Sunday, September 3.⁴ The notice must state the purposes of the election. All ballot propositions must be finalized prior to the date the notice of election is published.

Ordinances or resolutions proposing a ballot proposition, other than a Charter amendment, must be adopted by August 28, in order to allow time for publishing the notice of election and for ballot preparation, printing and delivery to Juneau. We recommend introducing any ballot measure no later than the July 31 Regular Assembly meeting, with public hearing and Assembly action on August 21. If necessary, the Assembly could delay action until a special meeting of August 28. The Assembly can hold a special meeting to introduce or adopt a ballot ordinance, as

1 CBJ Charter Section 6.1 Regular Elections “A regular election shall be held annually on the first Tuesday in October, or such other date as the assembly may provide by ordinance.”

2 CBJ Charter Section 14.2 Proposal by the Assembly “The assembly may propose Charter amendments by ordinance containing the full text of the proposed amendment and adopted by at least six votes of the assembly.”

3 CBJ Charter Section 14.5 Election “The election shall be held not less than sixty days and not more than one hundred and twenty days after the amendment has been proposed. If no regular election is to be held within that period, the assembly shall provide for a special election on the proposed amendment.”

4 CBJ Charter Section 6.1 Regular Elections “At least thirty days published notice shall be given of a regular election.”

long as a public hearing on the ordinance is held. The notice of public hearing on an ordinance must be published in a newspaper of general circulation at a minimum of seven days prior to the public hearing.⁵

PETITIONS

A petition may propose to amend the CBJ Charter or the CBJ Municipal Code. There is an outlined procedure for conducting an initiative (to propose something new) or a referendum (to repeal something in existence). To start a petition, petitioners form a committee of five qualified municipal voters and submit an affidavit stating the purposes of the petition to the clerk's office.⁶ A petitioner's committee is encouraged to submit a copy of the affidavit and the proposed ordinance, resolution or other measure to be initiated to the City and Borough attorney with a request that it be reviewed by the attorney.⁷

Promptly after the filing of a proper affidavit, the clerk shall issue the appropriate petition pages to the petitioners committee. A petition must have signatures of qualified voters equal to 25% of the votes cast in the preceding regular municipal election. Based on the 2016 regular election turnout of 8,408 voters, 2,102 signatures of qualified voters are required to certify a petition in the City and Borough of Juneau.⁸

The CBJ Charter and Code anticipate a timeframe, which can extend up to 55 - 75 days from the time the affidavit is submitted in the clerk's office to the time it is certified by the clerk.^{9/10} This includes 15 days for the clerk to review and issue signature booklets to a petitioner's committee, 30 days for the collection of signatures, 10 days for the clerk to certify signatures, and a potential additional 20 days for petitioners to gather, and the clerk to review, additional signatures if a timely submitted petition is found deficient.

The time frames for a certified petition proposition to be placed on the ballot vary depending on the type of petition proposed.¹¹

Charter Amendments

If the petition proposes a Charter amendment, the Assembly *does not* participate in the process. Once certified, the proposition is placed on the ballot.¹² In order to meet publication deadlines

5 CBJ Charter Section 5.3 Ordinance Procedure (a) "...The public hearing on an ordinance shall follow publication by at least seven days..."

6 CBJ Charter Section 7.2 Commencement of Proceedings. (a) "Any five qualified municipal voters may commence initiative or referendum..."

7 CBJ Code Section 29.10.020 Attorney assistance on initiative petitions.

8 CBJ Charter Section 7.3

9 CBJ Code Section 29.10.025 Certification of Petitioners' Committee Affidavit

10 CBJ Charter Section 7.3 Petition "A petition...shall be filed in proper form with the clerk within thirty days after the date of issuance of petition pages" and 7.6 Examination for Sufficiency "Within ten days following the date on which the petition is filed in proper form, the clerk shall certify if it bears the required number of signatures"

11 CBJ Charter Section 14.5 Election (a) "Proposed (charter) amendments shall be submitted to the qualified voters of the municipality" and CBJ Charter Section 7.10 Action on Petitions (a) "When an initiative or referendum petition has been determined sufficient, the clerk immediately shall submit it to the assembly".

12 CBJ Charter 14.5 (a) Election.

for the Notice of Election and to avoid a special election the following dates are set for 2017:¹³

Charter Amendments:

June 5 - Earliest day clerk can certify a voter initiated charter amendment petition

August 4 - Last day clerk can certify a voter initiated charter amendment petition

If a charter amendment petition is submitted outside of the timeframe to fall on a regularly scheduled election, a special election may be required to be held to determine the outcome.

Code Ordinances

If the petition proposes adoption by initiative or repeal by referendum of an ordinance, the Assembly *does* participate in the process. Upon certification of an initiative or referendum petition, the clerk submits it to the Assembly for review and possible action.

If the Assembly fails to adopt a proposed initiative measure without any change in substance within forty-five days or fails to repeal the referred measure within thirty days after the date the petition was determined sufficient, the proposed initiative or referred measure is submitted to the voters on the ballot.

Since the last date for the Assembly to act on an ordinance to be placed on the October 3 ballot is August 28, any initiative or referendum should be certified by the clerk by July 12 to allow time for drafting and public notice of a proposed ordinance.

If a petition is submitted to the Assembly outside of the timeframe which would allow the measure to be placed on the regularly scheduled election, the Assembly determines whether it is in the best interest of the municipality to conduct a special election on the matter before the next scheduled election.¹⁴

A petitioners' committee for either a Code or Charter amendment is encouraged to discuss the matter with the municipal clerk and attorney prior to action and is encouraged to start activities at the earliest date possible.

CANDIDATE FILING PERIOD

Nominating petitions for the municipal election must be submitted no earlier than 8:00 a.m., Friday, August 4, and no later than 4:30 p.m., Monday, August 14.¹⁵ These petitions are available

13 CBJ Charter Section 14.5 (b) Election (b) "The election shall be held not less than sixty days and not more than one hundred and twenty days after the amendment has been proposed."

14 CBJ Charter 7.10 Action on Petitions (b) The election on a proposed initiative or referred measure shall be held at the next regular election, or, if already scheduled, a special election occurring not sooner than 90 days from the last day on which the assembly action may be completed on the proposed initiative or referred measure. If no regular election is scheduled to occur within 75 days after the certification of a petition and the Assembly determines it is in the best interest of the municipality, the Assembly may, by ordinance, order a special election to be held on the matter before the next scheduled election. The notice of election shall contain at least a summary of the proposed initiative or referred measure.

15 CBJ Code Section 29.07.050 (c) Candidates – Nomination

in the Clerk's office and require the signatures of 25 registered CBJ voters. In addition, to be considered a certified candidate, a printed/signed copy of the electronically submitted Alaska Public Offices Commission Public Official Financial Disclosure (APOC POFD) Statement must be submitted to the clerk's office no later than the August 14, 4:30 p.m. deadline.¹⁶

A candidate may withdraw his or her name from the printed ballot no later than 4:30 p.m. on Friday, August 18.¹⁷

Candidates may submit an official candidate statement for publication on the CBJ website as early as the filing of their nominating petition but no later than August 28 for publication on Tuesday, August 29.¹⁸

16 AS 39.50.020 (a)... Candidates for elective municipal office shall file the statement at the time of filing a nominating petition, declaration of candidacy, or other required filing for the elective municipal office. Refusal or failure to file within the time prescribed shall require that the candidate's filing fees, if any, and filing for office be refused or that a previously accepted filing fee be returned and the candidate's name removed from the filing records....(b)... Municipal officers, former municipal officers, and candidates for elective municipal office, shall file with the municipal clerk or other municipal official designated to receive their filing for office. All statements required to be filed under this chapter are public records.

17 CBJ Code 29.07.050 (e) Any candidate nominated may withdraw his or her nomination not later than 4:30 p.m. of the 46th day before the election.

18 CBJ Code 29.07.055, Official Candidate Statement. Please contact the Election Official for the necessary forms/procedures for filing of these official candidate statements.

January 1	Absentee-by-mail ballot applications available
June 5	First day for Assembly to adopt or the clerk to certify a petition for a Charter amendment proposition
July 31	Last Regular Assembly Meeting to Introduce Ballot Proposition
July 12	Last day for Clerk to certify initiative or referendum petitions to submit to Assembly
August 4	Last day for Assembly to adopt or the clerk to certify a petition for a Charter amendment proposition
August 4	Filing for Municipal and School Board Candidacy opens - 8:00 a.m. Copies of electronically filed APOC POFD forms must accompany Nominating Petitions.
August 21	Last Regular Assembly Meeting to Adopt Ballot Proposition (or to make a motion placing an advisory question on the ballot.)
August 14	Filing for Municipal and School Board Candidacy closes - 4:30 p.m.
August 18	Last day for candidates to withdraw their name from the printed ballot – 4:30 p.m.
August 23	Ballot sent to Printer
August 28	Deadline for submissions or changes to Official Candidate Statements.
August 29	Clerk's Office to publish Candidate Statements online.
August 30	Last day to submit Notice of Election to media for publication
September 3	Notice of Election Posted / Published
September 18	Ballots available for Absentee Voting - Absentee Voting Stations Open
September 26	Last day to receive applications for absentee by-mail ballots in Clerk's office
September 28	Last day to file "write-in" candidacy letter of intent.
October 2	Last day to submit application for fax ballot - 5 p.m.
October 3	Election Day - Polls open 7 a.m. - 8 p.m. Election Central – City Hall Assembly Chambers – 7:00 p.m. - 10:30 p.m.
October 6	Final Count - Absentee & Questioned Ballots - TBA
October 10	Canvass Board Election Certification - TBA
October 10	Last Day to Contest Election (must be filed before completion or during review of election returns)
October 12	Last Day to request Recount
October 16	First Regular Assembly meeting scheduled for New Assembly Members
October 20	Last Day to file for Judicial Review of Election in Superior Court



Alaska Public Offices Commission MUNICIPAL ELECTIONS

Please read this document carefully for important information about starting your campaign.

This information is presented only as an overview of your disclosure requirements. It is your responsibility to familiarize yourself and your campaign workers with the statutes and regulations to ensure you that you are in compliance with the law. Please visit the APOC homepage at www.doa.alaska.gov/apoc for further information, **training opportunities**, and to remain updated about your requirements and responsibilities as a candidate.

Unless they meet specific criteria found in [AS 15.13.040\(m\)\(1\)](#), **candidates must file all forms and reports electronically** through [myAlaska](#). Many Alaskans already have a myAlaska account to apply for their Permanent Fund Dividend. You may use this same account for APOC purposes. Candidates have the option to allow others to view their filings, but this access is specific to APOC services only.

FORMS TO GET STARTED

Letter of Intent: Must be filed with the APOC *before* any candidate engages in campaign activity. A Letter of Intent allows the candidate to begin accepting and spending contributions and may be filed 18 months prior to the date of the election. However, if a candidate files their Declaration of Candidacy first, they do not need to file a Letter of Intent.

The Declaration of Candidacy: Municipal candidates file their Declaration with their specific Municipal Clerk's Office. The Declaration of Candidacy is what gets a municipal candidate's name on the ballot. Check with your Municipal Clerk's Office to find out when your filing period opens and closes.

Public Official Financial Disclosure Statement: Must be filed with the Declaration of Candidacy at the Municipal Clerk's Office. Some municipalities have opted out of the requirement of filing a Public Official Financial Disclosure Statement. Check with your municipal clerk to be sure that you are complying with the requirements of your municipality.

Candidate Registration: Must be filed **within 7 days** after filing the Declaration of Candidacy with the Municipal Clerk's Office. The registration provides your campaign contact information, designates your campaign committee, and your campaign depository. Candidates may amend registrations as needed. **Until a candidate files their registration, designating a Treasurer or Deputy Treasurers, only the candidate may accept/expend campaign funds.**

Municipal Exemption Statement: May be filed by *municipal* candidates that do not intend to exceed \$5,000 in campaign activity, including any personal money that they may use. As long as they remain under the \$5,000 threshold, this is the only form they are required to file with APOC. Although exempt candidates do not file campaign disclosure reports, they are still subject to the laws that apply to candidates, including the requirement that ads, yard signs, and other campaign materials include "paid for by" identifiers as required under [AS 15.13.090](#) and [2 AAC 50.306](#) (see page 2).

Candidate Reimbursement Notification: If candidates loan personal funds to their campaign with the intent to repay themselves after the election, they MUST file a Candidate Reimbursement Form **within 5 days** of depositing personal funds into their campaign account. The maximum limit a municipal candidate can loan and recover is \$5,000. HOWEVER, if the candidate is able to reimburse their personal contributions from the campaign account **within 72 hours** they may do so, and they do NOT need to file the Reimbursement Form.

CAMPAIGN DISCLOSURE REPORTS

Candidates, who are not exempt, are required to disclose financial information about their campaigns. The purpose of a campaign disclosure report is to provide a snapshot of a candidate's activity during a specific reporting period. The **reporting period** is the time period covered by a campaign disclosure report. A **due date** is the date when a report is due, and comes three days after the end of a reporting period. The three days allows a treasurer time to complete the report.

The number of reports filed by municipal candidates will vary depending on when the campaign begins. If a candidate filed a Letter of Intent on or before February 1, they will begin with a **Year Start Report**, due February 15. Otherwise the cycle will begin with a **30 Day Report** (due 30 days before the election), **7 Day Report** (due 7 days before the election) and a **105 Day Report** (which should be a final report and is due 105 days after the election). In addition, during the 9 days before an election, candidates must report the contributor name and the amount of all monetary and non-monetary contributions, from a single source, over \$250 (i.e. \$250.01) within 24 hours of receipt. Candidates may need to report each day during that period, or not at all.

OTHER START UP CONSIDERATIONS

Only the candidate, a registered treasurer or a registered deputy treasurer may spend money on behalf of the campaign. Any action by a treasurer or registered deputy treasurer is considered an action of the candidate.

If a registered treasurer or deputy treasurer uses personal funds to make a purchase on behalf of the campaign, it is a personal non-monetary contribution to the campaign (against their individual \$500 contribution limit) unless it is (1) \$500 or less **and** (2) it is reimbursed within the same reporting cycle.

PAID FOR BY IDENTIFIERS

Alaska Statute 15.13.090 and Regulation 2 AAC 50.306 require a paid for by identifier on all political communications. For candidate campaigns, print or video communications (i.e. newspaper ads, videos, Facebook pages, yard signs, etc.) must have the visible identifier:

“paid for by” followed by the name and address of the candidate

Audible communications (i.e. radio ads, videos with sound, robo calls, etc.) must have the audible identifier:

“This communication was paid for by (candidate’s name only)”

If the communication has both a print/video and audio component (i.e. commercials, YouTube videos, etc.) it must have both a visual and audible disclaimer. Fixing missing or incomplete paid for by disclaimers costs time and money for a campaign, and can result in civil penalties.

CIVIL PENALTIES

Civil penalties apply to candidates who violate campaign disclosure law. Violations include failure to file a campaign disclosure report on time or failure to file a complete and accurate campaign disclosure report. **Even if you are filing a report indicating that you have had no activity in that report period, you will be assessed a civil penalty if the report is late.** It is YOUR responsibility, as the filer, to familiarize yourself (and your campaign workers) with the campaign disclosure law requirements and reporting deadlines. Penalties range from \$50 to \$500 a day depending on the report.

Review the APOC website for further reporting requirements. This information is only meant to provide you with an initial overview of your requirements as you begin your campaign. Do not hesitate to call APOC staff if you have questions. Thank you!

CONTACT INFORMATION

Anchorage Office	Juneau Office
<p>2221 East Northern Lights Blvd., #128 Anchorage, AK 99508 Phone: (907) 276-4176 Toll Free: (800) 478-4176 Fax: (907) 276-7018</p>	<p>P.O. Box 110222 240 Main Street, #500 Juneau, AK 99811-0222 Phone: (907) 465-4864 Toll Free: (866) 465-4864 Fax: (907) 465-4832</p>

Website: www.doa.alaska.gov/apoc
 Information Email: apoc@alaska.gov
 File Forms and Reports at: <https://my.alaska.gov/>

ALASKA PUBLIC OFFICES COMMISSION

REPORTING DATES 2017 STATEWIDE MUNICIPAL ELECTION CANDIDATES

Tuesday, October 3, 2017 Statewide Municipal Elections

Report:	Covers:	Due:
Year Start Report	Start of campaign – February 1, 2017	Wednesday, February 15, 2017
30 Day Report	February 2 – September 1	Tuesday, September 5, 2017
7 Day Report	September 2 – September 23	Tuesday, September 26, 2017
24 Hour Reports**	September 24 – October 2	Daily As Needed**
105 Day Report	September 24 – January 1, 2018	Tuesday, January 16, 2018

* Due date falls on a holiday weekend. Reports will be considered timely, if filed on the next business day immediately following.

**During the 9 days before an election, you must report the contributor name and amount of all monetary and non-monetary contributions over \$250 to the APOC within 24 hours of the time you receive each contribution. You may need to report each day during that period, or not at all.

Other Relevant Dates for the 2017 Statewide Municipal Elections:

Friday, September 1, 2017, (Last day of 30 day reporting period for the October 3, 2017 Municipal Election)
The last day that a candidate may give or loan their campaign more than \$5000

Friday, November 17, 2017, (45 days after the date of the October 3, 2017 Municipal Election)
The last day a candidate may accept contributions

Monday, January 1, 2018, (90 days after the date of the October 3, 2017 Municipal Election)
The date by which candidates must disburse the amount held in their campaign account

Please visit the APOC website for updates, forms and more information.
You may also access information about the statutes, regulations, and reports filed by groups, lobbyists and candidates.

Contact Information

Website: doa.alaska.gov/apoc
Information Email: apoc@alaska.gov
File Reports at: <https://my.alaska.gov/>

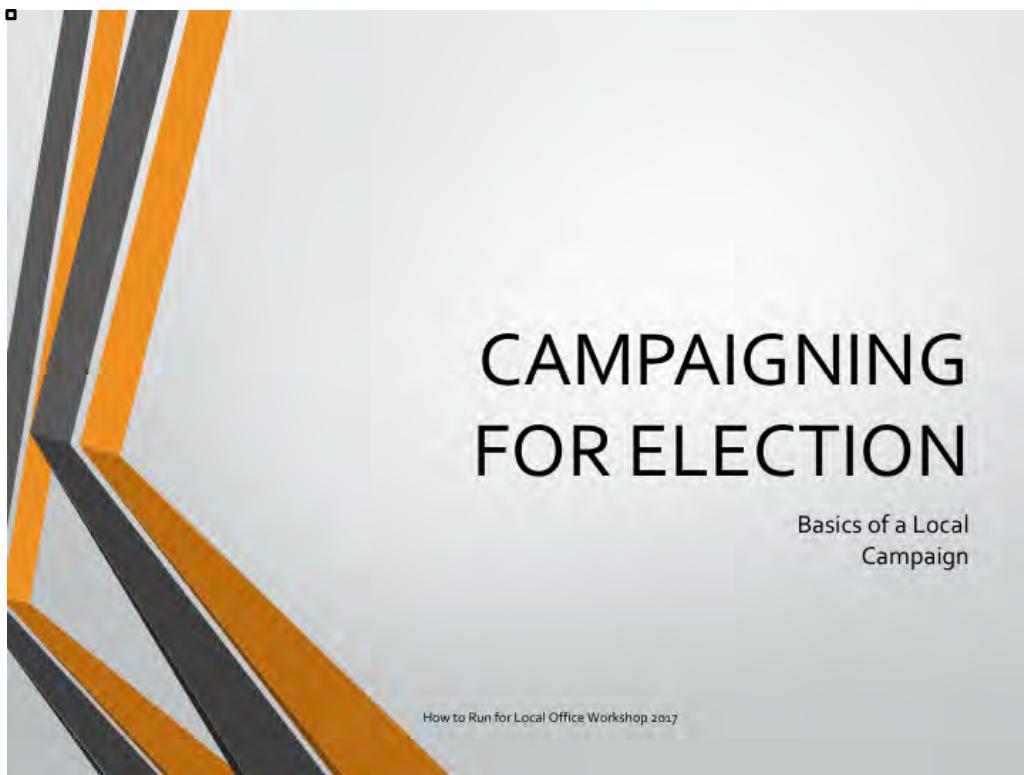
Anchorage APOC – 2221 East Northern Lights Blvd., Room 128, Anchorage, Alaska 99508
General Information: (907) 276-4176 / (800) 478-4176 / FAX (907) 276-7018

Juneau APOC – PO Box 110222/ 240 Main Street, Room 201, Juneau, Alaska 99811-0222
General Information: (907) 465-4864 / (866) 465-4864 / FAX (907) 465-4832

How to Run for Local Office

Campaigning 101





Each campaign is different, reflecting the candidate, the electorate, and the political scene. No cookie-cutters. But some core elements.

NOTE: This workshop focuses on Running for LOCAL Office. It doesn't cover how to run for STATE office although the same campaign basics apply. The main difference is the Juneau's LOCAL elections are NON-PARTISAN, so there is no primary and the local parties aren't expected to be involved.

Elected officials most often begin their careers at the local (municipal) level. The local level is a place to establish credibility and gain name recognition.

Candidate Qualifications

- Integrity
- Good listener
- Strong work ethic
- A caring heart

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See the Self Assessment tools in the Toolkit.

Ask your friends what they think about you running.

Many people discount themselves, but elected officials are ordinary people just like everyone else.

Stages of a Campaign

- Doing the Research
- Deciding to Run
- Planning the Campaign
- Getting on the Ballot
- Executing the Campaign

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Election day is the end of a long process.

Some candidates decide to run before doing any research. It is wise to do enough research to at least decide if you are going to be a viable candidate.

To be a successful, you have to (1) WANT to do this and (2) know your community and the issues facing it.

The slide features a decorative background with orange and grey diagonal stripes on the left side. The title 'Deciding to Run' is centered at the top in a large, bold, black font. Below the title is a bulleted list of questions:

- Which office are you most interested in?
- Why does it interest you?
- Do you meet the legal requirements?
- Self assessment:
 - What can I contribute once elected?
 - What job satisfaction do I expect to find?
 - Can I make the time needed to do the job well?
 - What will be the impact on my family and personal life?
 - Can I handle losing, negative comments, etc?
 - Do I have strong enough community roots/connections?

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There are two self assessment tools in the Toolkit. Take a look at them. The ask good questions.

This is the time to should consider keeping a campaign journal – or ask a volunteer to do it. This will be useful the next time you run....

Create a Core Team

- Help make decisions
- Offer advice on strategy and campaign plan
- Provide moral support and hand-holding
- Lead to new contacts
- Take on some volunteer jobs

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Nobody wins an election without help.

Start getting help while you are still thinking about running.

Get help deciding if you SHOULD run.

Doing the Research: I

- Find an "Old Hand" to advise
- Learn the Election Laws
 - Filing deadlines and requirements
 - Financial reporting and disclosure requirements
- Figure out how many votes are needed to win
 - Learn where to find statistics
 - Registered voters, results, turnout from prior elections
- What about opposition?
 - Who will it be?
 - Strengths and weaknesses

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It is a great help to have someone on your team who has experience in office and/or campaigning.

Just, like in school it helps to know what a passing grade is, for an election you need to have an idea of how many votes you need to win. And where you think you can get them.

The Toolkit has a list of website where you can get statistics about prior elections.

Become familiar with The State Division of Elections and the Municipal Clerk websites.

Be careful not to waste a lot of time trying to reach voters who are never going to vote for you.

Find data-oriented people to work on voter statistics.

Find out who is thinking about running before you make your final decision. Maybe this time isn't right for you.

Campaign Questions

- Who is going to vote?
- Where are they?
- What matters to them?
- How do you reach them?
- How will you know if your communications are working?

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You need to figure out how many votes you need and where they are going to come from.

Become familiar with the demographics and voting histories of each precinct.

Voters' Questions

- Why are you running?
- What is your story?
- What are your values?
- What are your positions on issues – and why?
- Why are you better than your opponent(s)?

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Make sure you, your literature, and your campaign answer the voters' questions

Doing the Research: II

- Creating lists – voter contact information
 - Friends
 - Family
 - Colleagues
 - Acquaintances
 - Community leaders
 - Voter lists
 - Media contacts
- Getting maps
 - District and precinct boundaries
 - Street maps for canvassing

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A big part of a campaign management is about compiling and managing lists.

You need lists for mailing, emailing, phone calling.

CJB Community Development Department has a street atlas you can use to create “Street Sheets” for canvassing.

It helps if you can line up voters with street addresses so you know whose door you are knocking on.

Campaign Goals

Overall goals:

- Win the election
- Run a civil campaign
- Convey a clear choice to the voters

Candidate goal

- Be prepared to do the job
- Work hard, have fun, and make friends

Campaign worker goals

- Work hard, have fun, and make friends

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People run for election to win. However, many candidates DON'T win their first election. They learn from losing, they get name recognition, they make contacts.

A civil campaign is important.

If you are elected, you want to start with as much good will as possible because you will make decisions that not everyone likes, so don't start with a lot of unnecessary baggage by running a negative campaign.

Even though it can work, negative campaigning is a turn off to many people. Think hard before you go negative especially in a local election.

- It divides your community.
- It has repercussions well beyond the vote.
- It weakens the trust people have in you.
- Who wants to make enemies in a small town?

The Campaign Timeline

- The secret of success – content matters, not format
 - Electronic Gantt chart
 - Roll of shelf or butcher paper on a wall
 - Post-it notes using different colors for different resources
- Plan the preparation (deciding, research)
- Start from election day and work backwards
- Break into segments such as:
 - What the candidate is doing (e.g. Sally is going door to door)
 - Campaign projects (e.g., yard signs ordered)
 - Legal deadlines (e.g. nominating petitions submitted)

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Good planning reduces stress – however not everything goes according to plan so remain flexible

Planning a Timeline helps make best use of candidate's and volunteer's time,

A Timeline helps you figure out when you need cash, and therefore when you have to do fundraising work

A Timeline give you a tool to check off what's been done and highlights when things are going amiss.

Unexpected things WILL happen so you have to be agile

The slide has a light gray background with a decorative border on the left side featuring orange and dark gray diagonal stripes. The title 'Develop the Message' is centered at the top in a large, bold, black font. Below the title is a bulleted list of points:

- Explains why you should vote for me
- Distinguishes me from other candidates
 - Theme – 1-3 words, what this election is about
 - Elevator speech - short and pithy sentence (3 points max)
 - Slogan that captures the theme and message
- Print and other media are based on this

At the bottom left of the slide, there is small, faint text that reads "How to Run for Local Office Workshop 2017".

If there's a burning community issue, you can frame your message on a policy issue such as "Better Schools".

But there is a danger – you may come across as a one-issue candidate, that can be divisive

At the local level, may be best to make the message more personal, about the Candidate's qualities and why vote for him/her.

Have the Campaign Team work on it. Get friends' reactions

Write your campaign message down.

Convey the Message

- Community and neighborhood events
- Candidate forums
- Yard signs, bumper stickers
- Direct mail
- Door-to-door canvassing
- Phone calls
- Radio, TV, Print, Web
- Social media
- Paid advertising (printed, electronic media)
- Questionnaires
- Endorsements

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Be aware of sign ordinance – see page in Toolkit

Keep ear to ground - what people are saying/hearing about campaign

Use social media – but find someone who's GOOD at it. Facebook, Twitter, Instagram. Especially for younger voters.

Caveat: It can take a lot of work to make social media an effective force in a campaign

Radio: It's how you sound. TV: it's how you look

Be authentic.

Campaign Jobs

- Campaign Manager
 - Works with candidate to plan and oversee all campaign elements
 - Can be the candidate, but not generally recommended
- Treasurer
 - Keeps the books
 - Files the required financial reports
 - Has name listed on ads and printed material (paid for by Committee to elect so and so, Treasurer)
- Other key jobs
 - Scheduling
 - Volunteer coordination
 - Fundraising
 - Communications (news media, social media, print material)
 - IT/Statistician – targets voters and campaign activity, ensures cybersecurity

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Distribution of the workload depends on how much time and energy the candidate has and how much help they have.

It's important to be clear with volunteers about what you expect from them.

Write up job descriptions so people know what to do.

Local elections have a short campaign season, so volunteers are often able to work hard or in spurts

Campaign Security

- Risks
 - Moles
 - Hackers
 - Fake news
- Prevention
 - Know the weak spots
 - Be prepared
 - Vet volunteers
 - Cybersecurity
- Mitigation
 - Have a response plan

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See the Toolkit for some articles on this.

Use Strong Passwords. And do not share them.

Make sure you have someone (or more) on your core team who is "cyber competent" and who has authority over your cyber connections.

What do you do about nasty rumors/fake news?

Acknowledge it (say "I've heard that, it's not true").

Don't get emotional

Keep to the high road.

Have surrogates PROVE it's not true.

Broadcast it with proof that it's silly.

Confront the source.

Apologize if necessary.

The Money

- Budget – meshes with the campaign timeline
- Fundraising – generates positive cash flow
- Accounting – ensures accurate and timely records
- Reporting – meets all legal requirements
- Pitfalls
 - Ad hoc decisions about spending
 - Not tracking spending against the budget
 - Going into debt
 - Using more personal funds than planned
 - Quid pro quos and conflicts of interest
 - Missing report deadlines

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The problems of big or outside money in elections is a potential danger even at the local election.

You can find financial reports on the APOC website.

When you are fundraising, the best person to make the ask is the Candidate.

Make sure your Treasurer keeps on top of accounting and APOC reporting. There are penalties for being late.

Know where all your money is coming from - you might want to reject some contributions.

Figure out how to keep campaign money separate from personal funds.

Figure out how to control spending.

Be cognizant of potential conflicts of interests.

Make sure campaign volunteers understand conflict of interest issues.

APOC
Alaska Public Offices Commission

- Mission:
 - To encourage the public's confidence in their elected and appointed officials by administering Alaska's disclosure statutes and publishing financial information regarding the activities of election campaigns, public officials, lobbyists and lobbyist employers.
- Activities:
 - Advisory Opinions
 - Enforces campaign and lobbying disclosure reporting
 - Handles complaints

How to Run for Local Office Workshop 2017

Candidates must understand what APOC does and why.

Targeting

- Non-partisan elections cf. Partisan elections
 - Role of political parties
- Precinct analysis is key
- Estimate turnout for each precinct based on prior comparable election(s)
- For each precinct, estimate the typical vote for a comparable candidate in prior election(s) – the base
- Examine results of other elections in each precinct
- Identify precincts with most swing voters – *persuade*
- Identify precincts with most base voters - *GOTV*

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There are many advantages to non partisan elections:

Easier to avoid the animosity that can leak into partisan campaigns,
After the election it is easier for those elected to find common ground and solutions to community problems.

It is easier for independent and unaffiliated candidates to get on the ballot.
Candidates are more free to state their true beliefs, and are not pressured to stick to a party line.

It eliminates straight-ticket voting so voters must consider the merits of the individual candidates.

The CBJ Elections Archives page (Clerk) has voting information for candidates by precinct for the past decade, as well as # of registered voters and turnout

Also the Division of Elections can give you lists.

You need to know how many votes you need from each precinct

Decide which precincts to allocate which kind of resources

Don't waste time on those who aren't going to vote for you.

Spend your time:

Persuading new or undecided voters (yard signs, door-to-door, coffees, neighborhood activities), and

GOTV activities (voter ID, phone calls, early voting and election day help)



Rely on experienced volunteers to help organize your GOTV effort

It can be the difference between winning and losing.

Bear in mind effects of bad weather.

Make sure supporters know where to vote, and how to vote early or absentee

Election Day

- Be prepared
 - Acceptance speech
 - Concession speech
 - Plan for a few days rest/break afterwards
 - Decide where to watch election returns
- Be rested
 - Remember to eat!
 - Dress for press photographers
- Be thankful
 - Win or lose, thank everyone.
- Learn lessons

How to Run for Local Office Workshop 2017

Is this the end? Or a new beginning?

Many politicians lose an election or two before they get elected, so don't give up.

Think what you learned while being a candidate! What was unexpectedly useful?
What was your biggest surprise?

Evaluate your campaign - and make notes for next time.

Useful Websites (Descriptions in quotes are taken from the sources)

State and Local Government websites:

CBJ Charter and Ordinances: <http://www.juneau.org/law/charter/charter.php>

City Elections: <http://www.juneau.org/clerk/elections/>

Assembly: <http://www.juneau.org/assembly/index.php>

APOC: <http://doa.alaska.gov/apoc/>

State elections: www.elections.alaska.gov

Alaska election laws: <http://codes.lp.findlaw.com/akstatutes/15>

Campaign Resource Websites:

<https://candidatebootcamp.com/blog/know-strengths-political-candidate/>

This website presents candidates with 23 questions to help decide whether or not to run. It also includes a survey tool potential candidates can use to get feedback from friends on their potential candidacy.

<http://www.localvictory.com> “This website exists for one purpose: to teach candidates, campaign staff, political organizations, volunteers and activists how to win political campaigns. The articles and information on Local Victory are non-partisan in nature, and can be used by any candidate of any party to learn how to run a successful political campaign. Local Victory brings the know-how of professional political consulting to small and mid-sized campaigns.”

<https://www.ndi.org/dcc-campaign101> “The National Democratic Institute is a nonprofit, nonpartisan organization working to support and strengthen democratic institutions worldwide through citizen participation, openness and accountability in government.” Campaign Skills 101 is a web page on the NDI site with links to numerous tools that can be adapted to fit most running-for-local-office situations. The Political Campaign Planning Manual (<https://www.ndi.org/files/Afgh-campaign-planning-manual-ENG.pdf>) covers all the steps even though written for non US uses.

<http://www.completecampaigns.com/home.asp> “....web-based services to help campaigns effectively track supporters, voters, fundraising, and volunteers....Complete**Campaigns**.com offers four main products: BackOffice, the flagship product, for fundraising, accounting and contact management; VoterManager for voter contact tracking; SiteBuilder for fast and simple campaign website creation and management; and FundRaiser for online donation processing.” <http://www.completecampaigns.com/campaignguide.asp> is the site’s free web resource on campaign management.

<http://nextinoffice.org> “The mission of Next In Office is to enhance democracy and ensure competitive elections by encouraging everyday, hardworking Americans to run for public office. Next In Office is a non-partisan, non-biased organization that brings together voters with everyday citizens who have aspirations of running for public office. Next In Office is a place where people believe politicians should be held accountable for their actions in public office, and quickly replaced when they under-perform.”

[http://www.huffingtonpost.com/laura-packard/so-youre-running-for-offi_b_4652935.html?](http://www.huffingtonpost.com/laura-packard/so-youre-running-for-offi_b_4652935.html)
Huffington Post article about how to launch a political campaign online.

<http://www.dsaspeakyourpeace.org> “The purpose of the Speak Your Peace Civility Project is to urge citizens to communicate in a more respectful and effective way. This is not a campaign to end disagreements. It is a campaign to improve public discourse by simply reminding ourselves of the very basic principles of respect.”

Bibliography

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The Campaign Manager: Running and Winning Local Elections by Catherine Shaw. **Publisher:** Westview Press (January, 2014). **ISBN-13:** 978-0813342221

Get Out the Vote: How to Increase Voter Turnout by Donald Green and Alan Gerber. **Publisher:** Brookings Institution Press (January 2008). **ISBN-13:** 978-0815732679

Campaign Craft: The Strategies, Tactics, and Art of Political Campaign Management (Praeger Studies in Political Communication) by Michael Burton and Daniel Shea. **Publisher:** Praeger (June, 2010). **ISBN-13:** 978-0313383434

Winning Elections: Political Campaign Management, Strategy, and Tactics by Ronald Faucheux. **Publisher:** M Evans & Company (October, 2003). **ISBN-13:** 978-1590770269

Winning Your Election the Wellstone Way: A Comprehensive Guide for Candidates and Campaign Workers by Jeff Blodgett et al. **Publisher:** University of Minnesota Press (July 2008). **ISBN-13:** 978-0816653331

The Victory Lab: The Secret Science of Winning Campaigns by Sasha Issenberg. **Publisher:** Broadway Books (September, 2013). **ISBN-13:** 978-0307954800

How to Win a Local Election by Lawrence Grey. **Publisher:** M Evans & Company (September, 2007). **ISBN-13:** 978-1590771310

Political Tool Kit: Secrets of Winning Campaigns by Ron Parsons. **Publisher:** iUniverse (April, 2013). **ISBN-13:** 978-1475976533

The Complete Guide to Running for a Political Position: Everything You Need to Know to Get Elected As a Local Official (Back-To-Basics) by Melanie Wilson. **Publisher:** Atlantic Publishing Group (September, 2011). **ISBN-13:** 978-1601384089

Run to Win!: How You Can Run A Successful Campaign For Local or State Public Office by Earl Baker. **Publisher:** AuthorHouse (July, 2012). **ISBN-13:** 978-1477212141

Socially Elected: How To Win Elections Using Social Media by Craig Agraanoff and Herbert Tabin. **Publisher:** Pendant Publishing (October, 2011). **ISBN-13:** 978-0578092164

Newly Elected Officials Handbook by Alaska Municipal League. **Publisher:** Alaska Municipal League, 217 Second St., Juneau. 586-1325.

INDEX OF RESOURCES

State of Alaska - Division of Elections

Internet Homepage Address: <http://www.elections.alaska.gov/>

Material	Description	Availability	Charge
Absentee Register	<p>List of voters who have requested/voted an absentee ballot by mail, by fax and, beginning 15 days prior to election day, in person or through special needs.</p> <p>List includes: Voter name, ascension number, district/precinct, mailing address, application type/status, date application was received (if applicable), date ballot was sent (if applicable), date the ballot was received and district ballot voted.</p> <p>For primary, general and special elections, upon receiving the initial base list, updates will be provided weekly up to the first mailing. After the first mailing, updates will be provided bi-weekly or after each mailing performed by the division. After the absentee by-mail application deadline, 10 days prior to an election, updates will be provided bi-weekly up to the 15th day after Election Day, if requested. The lists provided will be statewide and requestors will need to sort out desired district information.</p>	Upon prepaid request. .	<p>\$20 Electronic list no updates included.</p> <p>\$50 Per election house district electronic list. Includes base list and updates.</p> <p>\$100 Per election senate district electronic list. Includes base list and updates.</p> <p>\$250 Per election statewide electronic list. Includes base list and updates.</p>
Absentee Early Vote Register	<p>List of voters who voted by early vote method at a regional office.</p> <p>List includes: Voter name, ascension number, district/precinct, voting site number, residence address (unless maintained as confidential) and party affiliation.</p>	Upon prepaid request.	<p>\$20 Electronic list no updates included.</p> <p>\$50 Per election house district electronic list. Includes base list and updates.</p> <p>\$100 Per election senate district electronic list. Includes base list and updates.</p> <p>\$250 Per election statewide electronic list. Includes base list and updates.</p>
Alaska Election Laws	Alaska Statutes, Title 15 The Alaska Administrative Code, Title 6	Available on the internet: http://www.legis.state.ak.us/basis/folio.asp	No charge.

INDEX OF RESOURCES
State of Alaska - Division of Elections
Internet Homepage Address: <http://www.elections.alaska.gov/>

Material	Description	Availability	Charge
Ballot Measures	Past initiatives, referendums, recall, ballot amendments, advisory votes, propositions, questions and bonding propositions that appeared on the ballot.	Available on the internet: http://www.elections.alaska.gov/pbi.php	No charge.
Candidate's "Filing For Office Handbook"	Provides information on how to file for candidacy in a Primary Election for Party Candidates filing by Declaration and how to file for candidacy in a General Election for No-Party Candidates filing by Nominating Petition and Judicial Retention Candidates. Includes filing forms and information regarding the " <i>Official Election Pamphlet</i> ," campaign advertising, political signs and administrative regulations concerning complaints regarding the eligibility of a candidate.	Upon request. Available on the internet: http://www.elections.alaska.gov/ci_pg_fof.php	No charge to Alaska residents. \$10 For out-of-state requests; includes book and postage.
Candidate List	List of certified candidates for an election. List includes: Candidate name, address, political affiliation, contact phone number(s) and e-mail and web site information when provided.	Available on the internet: http://www.elections.alaska.gov/ei.php	No charge.
Candidate's Presidential Ballot Access Packet	Informational packet for recognized political party, limited political party and independent presidential candidates seeking ballot access in Alaska. Packet also includes information on write-in candidates.	Available on the internet: http://www.elections.alaska.gov/ci_pg_fof_pc.php	No charge.
Community District List	List of communities in Alaska. List includes: House district, senate district and district description.	Upon request. Available on the internet: http://www.elections.alaska.gov/er.php	No charge.

INDEX OF RESOURCES
State of Alaska - Division of Elections
Internet Homepage Address: <http://www.elections.alaska.gov/>

Material	Description	Availability	Charge
Copies	Copies of public information are available. Public information is defined as voter name, residence address (if not maintained as confidential), mailing address, voter registration dates, voter history and political party affiliation. Multiple same-day requests will be counted as a single request when the number of copies are calculated.	Upon written request.	\$.20 Per page after 20 pages. Requests that exceed five person hours of production in a calendar month shall require the requestor to pay personnel costs. AS 40.25.110(c).
District / Precinct Descriptions	District descriptions are found in the Alaska State Constitution. Precinct descriptions are found in Alaska Administrative Code, Title 6.	Available on the internet: District Descriptions: http://www.elections.alaska.gov/er_dd.php Precinct Descriptions: http://www.elections.alaska.gov/er_pd.php	\$.20 Per page after 20 pages.
Election Summary of Results	Summary of statewide, district or precinct election results accumulated by contest.	Available on the internet: http://www.elections.alaska.gov/ei_return.php	No charge.
Election Board Worker List	List of election board workers. List includes: Election worker name, mailing address, district/precinct working, position, district/precinct reside, dates of agreement letter and political affiliation.	Upon prepaid request.	\$20 Electronic list.
GIF List	List of street names with district and precinct information.	Upon prepaid request.	\$20 Electronic list. \$10 House district paper list. \$110 Statewide paper list.
Maps	District and precinct boundary maps are available in paper format (8.5 x 11) or on division website.	Available on the internet: http://www.elections.alaska.gov/er_maps.php	No charge.

INDEX OF RESOURCES
State of Alaska - Division of Elections
Internet Homepage Address: <http://www.elections.alaska.gov/>

Material	Description	Availability	Charge
Media Packet	Contains sample summaries of election night returns with sections regarding registered voters, voter turnout, ballot measures, counting and certification of election results and other information of interest to the media.	Available for Primary and General Elections. Available on the internet: http://www.elections.alaska.gov/pub_mp.php	No charge.
Petitions	Instructions for initiative, referendum and recall petitions and historical information on past initiatives, referendums and recall petitions.	Upon request. Available on the internet: http://www.elections.alaska.gov/pbi.php	No charge.
Petition Signers Report	List of petition signers. List includes: Signer's name, ascension number, district designation, book, page and line number, qualification code, signature date, and residence address. Available for petitions that have gone through signature verification process.	Upon prepaid request.	\$20 Per petition electronic list. \$85 Per petition paper list.
Petition Sponsor and Statistics Report	List of petition sponsors and petition statistics Petition sponsors list includes: Sponsor's name, ascension number, mailing address, residence address unless maintained as confidential, district and precinct designation, page and line number, qualification code, total qualified and total unqualified. Petition statistic report includes: Book numbers, date booklets issued and received, number pages entered, number of signatures qualified and not qualified, number of signatures withdrawn and number of qualified signatures by district.	Upon prepaid request.	\$20 Per petition paper list. No charge to initiative committee.
Petition Status Report	Status report of current and past initiative petitions.	Available on the internet: http://www.elections.alaska.gov/pbi_ini_status.php	No charge.
Poll Watcher Guide	Handbook describing polling place procedures, including responsibilities and limitations of poll watchers.	Upon request.	No charge.

INDEX OF RESOURCES
State of Alaska - Division of Elections
Internet Homepage Address: <http://www.elections.alaska.gov/>

Material	Description	Availability	Charge
Primary Ballot Choices Flyer	Outlines the ballot choices for a Primary Election.	Upon request.	No charge.
Primary Election History	History of Alaska's Primary Elections.	Upon request.	No Charge.
Questioned Voter Register	List of voters who have voted a questioned ballot. List includes: Voter name, party affiliation, mailing address, ascension number, district ballot voted, district reside, date reviewed, sequence number, accept and reject codes.	Upon prepaid request following an election.	\$20 Electronic list. \$10 House district paper list. \$110 Statewide paper list.
"Number of Registered Voters" report	Report of the number of registered voters, sorted by party affiliation. Totals are given for each precinct, district, region, and statewide. Report is printed the first of each month.	Upon prepaid request. Available on the internet: http://www.elections.alaska.gov/vi_vrs.php	No charge for regular first-of-month paper report \$5 Special mid-month paper report
Registrar List	List of Alaska registrars. List includes: Registrar name, mailing address, date of agreement, district/precinct registered and party affiliation.	Upon prepaid request.	\$20 Electronic list.
Registration By Age	Report of voter count by age group	Available on the internet: http://www.elections.alaska.gov/vi_vrs.php	No charge.
Sample Ballots	Sample ballots for past and current elections.	Upon request. Available on the internet: http://www.elections.alaska.gov/ei_sb.php	No charge.

INDEX OF RESOURCES
State of Alaska - Division of Elections
Internet Homepage Address: <http://www.elections.alaska.gov/>

Material	Description	Availability	Charge
Voter List	<p>List of registered voters.</p> <p>List includes: Voter name, ascension number, residence address (if not maintained as confidential), mailing address, district, precinct, party affiliation, sex and ten years voter history.</p>	Upon prepaid request.	<p>\$20 Electronic list.</p> <p>\$1 CD media charge.</p> <p>\$20 Per partial or complete house district paper list.</p> <p>\$5 Postage cost for each house district paper list.</p>
Voter List - Dated	<p>List includes: Voter name, ascension number, residence address (if not maintained as confidential), mailing address, district, precinct, party affiliation, sex and ten years voter history.</p>	Upon prepaid request.	<p>\$20 Electronic list.</p> <p>\$1 CD media charge.</p> <p>\$20 Per partial or complete house district paper list.</p> <p>\$5 Postage per house district for paper lists.</p>
Voter History Statistics Report	Number of voters who voted in a specific election including breakdown by gender	Available on the internet: http://www.elections.alaska.gov/vi_vrs.php	No charge.
Voting Pamphlets	<p><i>Ballot Measures Pamphlet:</i> Provides information on ballot measures appearing on the Primary Election ballot, sample ballots and other voting information.</p> <p><i>Official Election Pamphlet:</i> Provides biographical statements prepared by candidates, ballot measures appearing on the General Election ballot, sample ballots and other voting information.</p> <p><i>Special Election Pamphlet:</i> Provides information on the topic of the special election, sample ballot and other voting information.</p>	<p>Upon request.</p> <p>Available on the internet: http://www.elections.alaska.gov/pub.php</p>	No charge.

ELECTRONIC VOTER LIST

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STATE OF ALASKA - DIVISION OF ELECTIONS

Electronic Voter Lists Are:

- Comma Separated Value (CSV) and includes a header row. The .csv will open in Excel
- Available on CD or by EMAIL (statewide lists produced only on CD).
- If sent via email, the file may be an executable (.exe) zipped file.

Record Layout Information:

Column Heading	Description												
A. UN	<p>This column will indicate if the voter's mailing address is marked as undeliverable or if the voter has been flagged for list maintenance due to limited activity on the voter's record.</p> <p>* = The Division of Elections mailed information to the voter at the mailing address on the voter's record and the mail was returned to the Division of Elections by the post office as undeliverable mail. The voter is still active, but the mailing address is not valid for this voter.</p> <p>? =The voter has not had activity or contact with the division for four years and has been flagged for list maintenance process.</p>												
B. Party	<p>Voter's political party affiliation.</p> <p>Recognized Political Parties: Are those parties that have gained recognized political party status under Alaska Statute 15.80.010(27) and voters appear on voter lists as follows:</p> <table><tr><td>A: Alaskan Independence Party</td><td>D: Alaska Democratic Party</td></tr><tr><td>L: Alaska Libertarian Party</td><td>R: Alaska Republican Party</td></tr></table> <p>Political Groups: Are those groups that have applied for party status but have not met the qualifications to be a recognized political party under Alaska Statute 15.80.010(26) and voters appear on voter lists as follows:</p> <table><tr><td>C: Alaska Constitution Party</td><td>G: Green Party of Alaska</td></tr><tr><td>T: Twelve Visions Party of Alaska</td><td>V: Veterans Party of Alaska</td></tr><tr><td>W: UCES' Clowns</td><td></td></tr></table> <p>No Affiliation / Undeclared: Voters who chose not to declare an affiliation or who are unaffiliated appear on voter lists as follows:</p> <table><tr><td>N: Nonpartisan (no affiliation)</td><td>U: Undeclared</td></tr></table>	A: Alaskan Independence Party	D: Alaska Democratic Party	L: Alaska Libertarian Party	R: Alaska Republican Party	C: Alaska Constitution Party	G: Green Party of Alaska	T: Twelve Visions Party of Alaska	V: Veterans Party of Alaska	W: UCES' Clowns		N: Nonpartisan (no affiliation)	U: Undeclared
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W: UCES' Clowns													
N: Nonpartisan (no affiliation)	U: Undeclared												
C. D/P	The house district and precinct of the voter's residence address. The first two characters represent the house district number.												
D. Last Name	Voter's last name.												
E. First Name	Voter's first name.												
F. Middle Name	Voter's middle initial.												
G. Suffix Name	Voter's name suffix (Jr., Sr., etc.) if any.												
H. Ascension #	The ascension number is a random number assigned to the voter by the database.												
I. REG Date	Date of most recent registration (if included).												
J. ORG Date	Date when voter originally registered (if included).												
K. DIST Date	Date when voter registered in house district (if included).												
L. Residence Address	Voter's residence address. If voter has elected to keep residence address private, the word PRIVATE will be listed.												
M. Residence City	City of voter's residence address.												
N. Residence Zip	Zip code for voter's residence address.												
O. Mailing Address 1	First line of voter's mailing address.												
P. Mailing Address 2	Second line of voter's mailing address.												
Q. Mailing Address 3	Third line of voter's mailing address.												
R. Mailing City	City of voter's mailing address.												
S. Mailing State	State of voter's mailing address.												

	Column Heading	Description	2017 Tool Kit Page 96 of 152
T.	Mailing Zip	Zip Code of voter's mailing address.	
U.	Mailing Country	If voter's address is overseas, country of address.	
V.	Gender	Voter's gender. Male or Female represented by a M or F. "U" means unidentified (voter did not declare sex).	
W.-AG.	VH1 – VH16	<p>These column will indicate the elections the voter participated in.</p> <p>The first set of data is the election ID which begins with the year, followed by the election code.</p> <p>Primary elections will always show the year then PRIM and General elections will always show the year and then GENR. For example:</p> <p>14GENR = 2014 General Election 14PRIM = 2014 Primary Election</p> <p>Local and special elections will show the year and a code referencing the election. For example</p> <p>12REGL = 2012 Regular Local Election 12SPEL = 2012 Special Local Election 07SPEC = 2007 Statewide Special Election</p> <p>The second set of data is the method in which the voter voted.</p> <p>For example:</p> <p>P = Voted in person at the polls E = Early Ballot A = Absentee Ballot Q = Questioned Ballot</p>	

CAMPAGN TIPS

YCFDW GUIDE TO
RUNNING A SUCCESSFUL
POLITICAL CAMPAIGN

Note: This document is by no means complete . It is constantly being updated with contributions from elected officials, candidates, staff, volunteers and people like you.
If you have a tip to add, please contact: lindro@lindro.com

Compiled by Linda Rogers
www.lindro.com
for Democrats EVERYWHERE
and especially for
York County Pennsylvania
Democratic Women

1

BEFORE you throw in your hat ...

CHECKLIST

- Don't decide to run for office impulsively.** Many successful candidates make the decision to run and lay groundwork years before an election.
- Make sure the decision is YOUR choice.** Don't be pressured into it.
- Do it because you want to serve the community through that office.** Don't do it because you don't like the incumbent or the other candidates or you're mad because the township allowed an industrial park to be built off your backyard.
- Campaigns are expensive — Expect to fund at least the preliminary stage of your campaign.** If you are a good fundraiser and have capable volunteers, you can grow your war chest.
- Campaigns are time-consuming —** It's not fair to supporters if you're going to be a "Weekend Campaigner." Races aren't won by part timers.
- Research:** If you want to win, embrace the issues that concern voters. Don't make the mistake of assuming your issues are theirs. Read the papers — especially letters to the editor. Read opinion polls. Attend civic meetings. Attend a focus group. Check out internet forums on local news sites.
- Know your prospective opponents and the incumbent.** More research. Read everything you can find about them and their records.
- Take a hard look at yourself —** Make sure you and your spouse have an impeccable personal, financial and professional records.
- Develop a thick skin —** You will be the victim of ad hominem attacks and your response can turn on or turn away voters.
- Consult family members —** Living in the public eye will have ramifications for them as well as you.
- Practice public speaking.** Hire a coach if necessary.
- Constantly watch your physical image.** Carry yourself with confidence. Pay attention to your wardrobe and grooming habits. Use mouthwash and deodorant... and go light on the cologne.

YOUR MOST IMPORTANT DECISIONS: YOUR CAMPAIGN MANAGER and YOUR FUNDRAISING CHAIRMAN

The two people who will win you elections. Many campaigns fail from the get-go because a candidate chooses a friend or a relative rather than experience for these jobs. A political campaign neophyte should NEVER start at managerial levels. These positions are tough, time-consuming, and require specific managerial style, legal savvy and people skills.

An inexperienced fundraiser may manage to some money but an experienced fundraiser knows how to set up lucrative projects and shmooze donors into committing to you for the duration. Your Campaign Manager must be able to field questions, supervise events, direct volunteers, keep peace in the ranks and keep you on schedule and free you up.

These are the two campaign jobs worthy of a campaign paid expense. It may well be the best money you spend .



ESTABLISH Campaign Message & Theme

CHECKLIST

EXAMPLES OF A CAMPAIGN THEME:

- Passage or Repeal of a law
- Reform
- Lower Taxes

- REASONS why the average voter should support it.** Never forget that your base consists of average people who need to connect with you. You have to target and define those connection.
- RESEARCH the concerns of voters in your district.** Don't assume YOUR issues are their issues. Find a Focus Group in your district. Read letters to the editor. If there is any internet forums based in your district, tune in. Newspapers and Local TV often offer forums on their websites.
- THEME and MESSAGE can bolster a campaign ONLY if it is powerful enough to sustain the campaign till election day.**
- AVOID one-issue messages!** Don't base your campaign on a single issue alone.

MONEY SAVING TIP: FOCUS ON YOUR STATIONERY.

**Listing supporters on your imprinted stationery:
If you list them, always - always ask them to sign a release.**

"Stuff" happens. Political campaigns can fray nerves and sometimes people withdraw support. If a name is listed on your stationery, a disgruntled supporter may demand that it be deleted. S/he can even threaten a law suit if you don't. This can be expensive if you have cases of imprinted stationery destined for the trash.

Omitting supporter names

You can choose to omit supporter names on the printed piece and add them yourself down the right side of the stationery. This method gives you leeway not only to delete names, but also to add anyone as the campaign progresses.



Common and high grade stationery

Order your high grade stationery to correspond with super supporters and important officials, at the same time you order your everyday stationery. Since the printer does not have to do a separate press run, this eliminates separate set-up fees. Also, the more imprints you order, the lower the price per imprint.



CHECKLIST

HOW TO DO IT:

ANNOUNCEMENT LETTER with logo and letterhead going out to Super Voters, Supporters and the Media.

An Event Announcement— invitation printed with your logo via mail and email.

Successive appearances at various events set up by supporters.

Typically, an appetizer and soft drink affair in a rented hall. Rentals of community buildings such as firehalls, churches and American Legion/VFW rooms are cheap or free to members. Campaign or Party Headquarters may be FREE. Decorate with balloons and streamers and posters of the candidate. Supply refreshments if a caterer is out of the question. Avoid alcoholic beverages.

BARE ESSENTIALS:

A Logo— small enough for a business card, big enough for a yard sign

A Website— A key communication center for voters to access candidate information, blogs, and learn about scheduled events. It is also a 24/7 tool for accepting donations and volunteers. 90 percent of the public now uses the Internet for political information.

Printed Matter— Stationery, Donation Envelopes, Business cards

Informational Matter— InfoCard, flyer, brochure with photos

ADDITIONAL ITEMS:

Buttons with your logo and website address.

Posters — Large Display image of Candidate and logo. These sturdy, coated signs are used throughout the duration of the campaign at rallies, house parties, speeches and all other public events. When they aren't been used, they are displayed within Campaign and/or Party Headquarters. The earlier you order these, the more mileage you will get from them.

Balloons with your logo —These are also good for Street Fairs, Carnivals and Picnics where children carry your message through the crowds.

Giveaway items with name and logo such as : small note pads, pens or pencils, fans, etc. **Fundraiser Items** such as: T-Shirts, Caps, Mugs, etc.

MONEY SAVING TIP:

STARTING OUT ON A SHOESTRING



With little money in the campaign chest, do a limited mailing first — a letter asking for donations from donors who have given in the past and super voters. You can find out this information by contacting someone who has run or worked on a campaign in the past. Supervoter information is available from your local party or County Bureau of Elections.



8 “Cs” of a Superior Campaign Slogan

CHECKLIST

- A Good Slogan is **COMPATIBLE** to the campaign theme.
- A Good Slogan is **CLEAR**— simple to understand and say.
- A Good Slogan is **CONCISE** — just short, sweet soundbyte.
- A Good Slogan is **CONNECTED** to voters, their concerns, emotions and the political environment.
- A Good Slogan is **COMPELLING**.
- A Good Slogan is **CREDIBLE**.
- A Good Slogan is **CONSISTENT** and repeated in all campaign advertising.
- A Good Slogan is **CONSTANT** and must endure throughout the entire campaign. If you decide to base a slogan on a single issue, make sure that issue will be as compelling on election day as it was on announcement day.



Memorable US Presidential Campaign Slogans

1844 James K. Polk — “Reannexation of Texas and reoccupation of Oregon” (defining a goal)

1856 John C. Fremont — “Free Soil, Free Labor, Free Speech, Free Men, and Fremont” (a play on the candidate’s name)

1864 Abraham Lincoln — “Don’t swap horses in the middle of the stream” (plea to consistency and leadership)

1884 Grover Cleveland — “Blaine, Blaine, James G. Blaine, The Continental Liar from the State of Maine” (negative to opponent)

1884 James Blaine — “Ma, Ma, Where’s my Pa, Gone to the White House, Ha, Ha, Ha” (negative to opponent)

1888 Benjamin Harrison — “Rejuvenated Republicanism” (alliterative)

1896 William McKinley — “Patriotism, Protection, and Prosperity” (alliterative)

1900 William McKinley — “A Full Dinner Pail” (campaign promise)

1916 Woodrow Wilson — “He kept us out of war” (reputation)

1924 Calvin Coolidge — “Keep cool with Coolidge” (play on name)

1928 Herbert Hoover — “A chicken in every pot and a car in every garage” (campaign promise)

1952 Dwight Eisenhower — “I Like Ike” (rhyme)

2008 Barack Obama — “Yes We Can!” (hope and promise)



FUNDRAISING FUEL to keep the Campaign RUNNING

CHECKLIST



REASONS PEOPLE GIVE

- Number ONE Reason People GIVE: **BECAUSE THEY WERE ASKED!**
- They were **ASKED** a **SECOND, THIRD, FOURTH or FIFTH TIME.**
- SPECIFIC PURPOSE**—They were told what their money was to be used for.
- SPECIFIC DEADLINE**—They were told their money was needed by a certain date.
- SPECIFIC AMOUNT**— They were given specific amounts for various goals. “\$20 will pay for printing and mailing of 40 postcards.”
- Ideology and agreement with Issues**
- Connection to the Candidate**, family, supporter or member of the committee
- Ego**
- Hope for reward**
- To join the Bandwagon**

REASONS PEOPLE DON'T GIVE

- Number ONE Reason People **DON'T GIVE: BECAUSE THEY WERE NOT ASKED!**
- Number TWO: **They were not asked a SECOND, THIRD, FOURTH or FIFTH TIME.**
- They are not asked for a **SPECIFIC AMOUNT**.The amount is not quantified in easily understood terms: “\$1000 will pay for a mailing to 5,000 people.” “\$100 will pay for the hot dogs at the campaign picnic.”
- An **URGENT DEADLINE** is not provided: “We need to get the word before filing date.
- They feel **IGNORED** — A personal call from the Candidate saying their support is greatly appreciated.
- They were **NOT THANKED** Personal thank you notes are imperative no matter how small the donation.

CHECKLIST FOR SOLICITATIONS

- Donor Information:** Verification of name, address, work and home phone, occupation and donating history . **KEEP AN UP-DATED LIST.**
- Amount to be requested.**
- Identify issues of concern and connection to the Candidate.**
- Compose a brief statement** regarding the mission of the Candidate.
- Talking points** which identify current events and Candidate's favorable stand/solution.
- Follow up** with unanswered questions by the donor and/or a Thank You note or call from the Candidate for the donation.
- In-Kind Donations—** Can you use donors' product or services in addition to — or in lieu of — a cash donation? **Ask for it.**



Writing the FUNDRAISING LETTER

CHECKLIST



- GREETING** — if possible, address letters to individual names. If you don't have the software to do this, address to "Friends of _____" or "Supporters of _____" and use the Candidates first and last name. Not everyone will know who the "Joe" in "friends of Joe" is and there may be several "Joes" running in the election. Doing this helps imprint your candidate branding.
- Opening paragraph** — Uplifting! Good news or a series of good news bullets.
- Describe what's coming up next—**
 - What it is.
 - Why and How you're going to do it.
 - Results you expect.
 - If it's an event: location.
 - If it's a broadcast, include dates/times and stations/channels.
- Ask for money—**
- Ask for a SPECIFIC AMOUNT.**
- QUANTIFY** what that amount will buy in easily understood terms: "\$1000 will pay for a mailing to 5,000 people." "\$100 will pay for the hot dogs at the campaign picnic."
- Provide an URGENT DEADLINE**
- Tone — ASK** with the emphasis on donors and others in the district benefitting by this support. Remember that you are the hope for the district's future. Don't sound desperate or apologetic. Don't beg. Donors — and voters — will pick up on the tone and people don't respond well to desperate candidates. It rings of "loser."
- Remind supporters that your past success is due to their contributions.** If you don't accept PAC contributions, let them know that their donations make up your entire budget.
- Thank them in advance at the end of the letter.** —don't forget to send follow-up thank you notes to donors— your best tool for follow-up donations.
- P.S. add-on—**
 - Create an enticing, short message to encourage reading the entire message.
 - Reinforce the main message.
 - Re-emphasize the urgency.
- Make the reader turn the page** if it's more than one page long— Don't finish your thought on page one. Break it off and continue on page 2.
- Teasers for mailing envelopes or e-mail subject lines—** "Wouldn't you like a cleaner community?" or a call to action, "Help us bring accountability to (local, county, state) government!" If you aren't printing out a new batch of envelopes with the teaser printed on it, you can have stickers printed up.



FUNDRAISING TOOLS

CHECKLIST

ALWAYS REMEMBER:

- All Politics are LOCAL:** Raise Money on Main Street and **SPEND money on Main Street.** Don't go across the state or the country to find a cheaper printer.
- Regarding costs: **FREE is better than cheap.**
- What you **NET** is significantly more important than what you **RAISE.**
- Target your donors**

- The CANDIDATE is ALWAYS the PRIME FUND RAISER** and should devote significant time (party manuals suggest up to 20 hours per week) to personal solicitation of campaign funds from donors. **NO ONE ELSE** can raise money as effectively as the Candidate, especially those donors with big pockets. The candidate should always be the main solicitor from important donors, enlisting support people at face-to-face meetings.
- The Donor Envelope is your second best fundraising tool.** This self addressed envelope should go into every single mailing and be included in every door-to-door packet and present at every single event.
- Fundraising Letters via:**
 - US Mail Marketing Campaigns— Include brochures or Candidate Info cards, donor envelopes and other campaign literature and give-aways.
 - You can fit more weight into a bulk mail envelope for a minimum cost — as much as 3.3 oz for less than half the price of first class stamp. Bulk mail can be disguised as first class mail by using special stamps or franking.
 - We do suggest that you separate key donors who give over a certain amount, use your good stationery and mail first class.
- Email Marketing Campaigns** — These are those “professional” emails that look like web pages. They come into your email box as newsletters, announcements, coupons and ads. Extremely cost effective, they can be sent to your database for as low as 50 for a penny. They contain click-on links to web pages and on-line donation links.
- PHONE BANK** Volunteers to call donors, answer questions and ask for support.
- Your WEB SITE**— Your web site should have the capability of taking credit cards and checks. Political contribution handlers such as ACT BLUE and money exchange sites like PayPal are low cost methods of taking contributions. Be sure your donors fill out contribution disclaimer forms.
- PLEDGES**— Try to sign donors up for monthly, weekly or bi-monthly contributions. A weekly contribution of \$10 over an election period 6 months is better than a single \$100 donation.
- EVENTS— Bake Sales and picnics to House Parties and \$1000 a plate dinners.** ALL prime collecting ground for contributions and opportune occasions to speak, answer questions and collect donations.



8

BRANDING

It's not just for cattle

Branding creates a response from targeted voters based on impressions and positive reinforcement. It uses identifying symbols and words to distinguish a candidate from the opposition.

- 
- 1. BRAND EARLY and DEEP:** Some candidates, in an effort to save money during unopposed Primary Elections, do not start building their image till after the Primary. While these wannabes are saving money, they are losing critical votes. If the opposition has several candidates vying for one slot, they have been branding themselves months before the pennypincher steps in.
 - 2. THE CANDIDATE WHO STEPS IN LATE FINDS NO ONE KNOWS HIS/HER NAME** while November opponent is well on the way to a win through the branding done during the primary competition.
 - 3. ART OF THE SIMPLE MESSAGE:** Create and communicate one branding message as an umbrella for all issues. Candidates sometimes make the mistake of trying to be all things in different ways. This complicates your image and at least one of your messages is guaranteed to alienate votes. Simple messages that can encompass an entire campaign.
 - 4. KNOW YOUR CONSTITUENCY:** You take your best shot but ultimately voters determine what your branding means. Your branding can go negative naturally or the opposition will take your brand and twists it in an unfavorable way. Barry Goldwater's '64 bid for the presidency was a prime example of this.
 - 5. POSITIVENESS:** Establish your branding on an uplifting message such as the good of your constituency, state or country—a vision for something better, a positive overall message.
 - 6. JARGON:** If your positioning statements and campaign speeches use acronyms or slang, many won't understand. A good test of effectiveness is to run things by people over 60 and people under 25.
 - 7. CONSISTENCY:** in everything that comes out of Campaign Headquarters, every speech, every debate, every appearance, every piece of campaign literature. Make sure every single member of your campaign understands your branding. from campaign directors and to phone bank to and door-to-door volunteers. They are the ones who go face-to-face with voters.
 - 8. CONNECTEDNESS:** Great campaigning achieves a high level of human connectivity. This is when voters can speak of you as an individual, not as part of a party or an election. "He thinks like me." "She holds ideals similar to my own." "His are the kind of ethics I have."



MONEY SAVING TIP: FOCUS on PR.

PR is free. Advertising is not.

Brands are built on what people say about you— NOT what you're saying about yourself. People say good things about you when you have a great message that connects. Then they spread the word about you.



ALLIANCES

\$\$\$ave Money

CHECKLIST



- Two candidates in the same party** running for the same office in adjoining districts can pool their money into one brochure or one postcard. Same is true for elections with more than one open seat to fill. Other “marriages” are two candidates running for different offices in the same municipal election like: Mayor and City Counciperson
- DOUBLE THE POWER:** Not only do alliances save money, a joint message can pack a **Double Wallop!** Two or more voices championing the same issue are more powerful than one.
- Buddy-Up on a Single Piece... or an entire package.**
- When you “buddy-up” with another candidate — especially when you share a similar message — **you cut your ad costs in half.**
- When you buddy-up, **you cut your printing costs**, too. 20,000 copies of one brochure are much cheaper than 10,000 copies each of two different brochures.
- You don't have to be “married” to the other candidate for life.** You may choose to do a single piece together... or most of your campaign.
- Buddy-Up with More Than One Other Candidate**
- Another option, especially for a **Powerful End-of-Campaign PUSH** is to enlist several party candidates in a **“Go To Vote” Postcard** or **brochure**. After it's mailed out to voters, the remaining pieces can be distributed at the polls by a combined team of poll workers from all the candidates involved, thus covering more ground than one lone candidate.
- Alliances Save Time, Manpower and Lend Support**
- Stage rallies together** — splitting costs of hall rentals, catering costs decorations, signage and many other expenses. Whether it's sharing a booth at the Country Fair or the cost of \$1,000 a plate dinner, you're doubling your savings and your contacts.
- Candidates also use **alliances to support each other in public forums.**
- POOL YOUR VOLUNTEERS:** Some smart candidates pool volunteers to help each other, especially in a crunch such as getting a mailing out the door.
- KNOCK ON MORE DOORS—** Candidates running for State Office can **cover more ground** when they team up with local candidate volunteers going door-to-door. And that door opens both ways.



10

YARD SIGNS

The Art of Simple Design

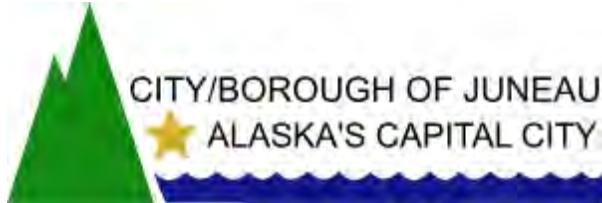
- 
- 1. LOGO AS SIGNAGE.** If you started with a simply designed, very clean logo, you've done well. You can keep your branding using your logo as basis for your signage.
 - 2. DRIVE-BY TIME IS 3-6 SECONDS!**
 - 3. MOST VIEWING IS DONE FROM A CAR.** Campaign signs are usually placed in a yard or a window. Most viewing is done from vehicles traveling **five to 45 MPH**.
 - 4. In that 3-8 seconds, you must accomplish two things:**
 - Grab the viewers' attention
 - Communicate your message
 - 5. Viewers only need to remember your name and political office** for which you're running.
 - 6. The fewer the letters a sign contains, the more visible the words will be and the quicker the sign will be read.**
 - 7. Choose smooth, readable type fonts.**
 - 8. There is limited space on a lawn sign. Crowding with unnecessary text and graphics blurs the visibility of the name.**
 - 9. If you have a logo that was designed to be visible, use it. It is part of your branding.**
 - 10. If you have a logo with distracting graphic elements, a long slogan, consider using just the candidate name and office.**
 - 11. Use last name only—BUT ONLY** if no one with the same last name is running in the same election. That does not mean same office. It means anyplace on the ballot.



11

How to build a BETTER WEBSITE

- 1. Create a graphic design that revolves around the candidate.** Most candidate websites are cookie cutter in terms of design. Stand out by a graphic identity that actually speaks to who the candidate is.
- 2. Give visitors stuff to do besides just give you money.** Ask them to knock on doors for you. Ask them to plan a campaign event. Ask them to write letters to the editors at local papers. Ask them to hold their own voter registration drives. Use your site to invite people to participate and give them tools they can use to do it.
- 3. Make fundraising pitches specific and tie them to events in the news.** Ask volunteers to give money to run an ad in a local newspaper in response to specific opponent attack. People are more likely to give online if the pitch is specific and timely.
- 4. Cut down on the number of emails, particularly the ones begging for money.** The more emails you send out the less of an impact they will have. Don't turn off your volunteers by sending them too many emails. I'd aim for two a week at most - one providing an update on what's new with the campaign and another fundraising pitch.
- 5. Don't blog unless you are going to embrace the spirit of blogging.** Write like you are sending an email to five close friends and not like a lawyer. Read other blogs. Link to other bloggers. Allow comments.
- 6. Blog once and have it automatically go out to your social forums,** especially those that offer "fans": like Facebook, MySpace and others.
- 7. Publish as much content as possible via RSS feeds.** News. Video. Audio. Help spread your content by making it easy for people to subscribe to, download and publish to their own site.
- 8. If you go negative, try to be clever about it.** Funny spreads a lot better online than heavy-handed and mean. Use humor to make distinctions between you and your opponent.
- 9. Provide users with a behind the scenes look at your campaign.** Produce videos that show the candidate in private moments. Have campaign staffers blog about the day-to-day campaign grind. Share some tidbits about your strategy and invite feedback. Pictures, pictures, pictures.
- 10. Create a community around your site.** Ultimately, by creating engaging content and giving users ways to participate in your campaign online you will end up creating an online community in support of the candidate. That is what you should strive for.



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Office of the City Clerk

CITY AND BOROUGH OF JUNEAU ELECTION INFORMATION

Political Signs and City and Borough of Juneau Sign Ordinance

- Political signs do not require a CBJ Sign Permit for placement, but they must meet the following standards found in CBJ Ordinance 49.45.300:
 - Unlighted, political signs of up to thirty-two square feet each may be displayed on private property.
 - Signs may be installed no sooner than ninety days prior to the election date and shall be removed within five working days after the election date.
 - Political signs not relating to a specific election shall be limited to a display period not to exceed ninety days within one calendar year.
 - Unlighted political signs of up to four square feet may be displayed on private property up to two hundred seventy days prior to the election date and shall be removed within five working days after the election date.
 - Signs must be placed in a manner that does not obstruct the view of drivers to oncoming traffic.
 - Signs may not imitate traffic signs or signals, or be attached to or be placed adjacent to any utility pole, parking meter, traffic sign, signal, or official traffic control device.
 - Signs may not move, rotate or flash.
 - Signs on licensed, functional motor vehicles are allowed, provided that the primary use of the vehicle is not the display of signs and that such vehicle is not used as a static display for advertising.
- Please be aware that Alaska State Statutes considers political signs not located on campaign headquarters to be "off-premise advertising" and prohibits their placement on, adjacent to or where they may be viewed from state maintained highways and right-of-ways, including Egan Expressway, Glacier Highway, Marine Way, Ferry Way, Thane Road, Douglas Highway, North Douglas Highway, Mendenhall Loop Road, Fritz Cove Road, Mendenhall Peninsula Road, and Engineer's Cutoff Road (AS 19.25.080-19.25.105) Questions regarding this may be directed to Right-of-Way Agent, AK DOT, 465-4546. More information is also on the State's DOT Website at: http://www.dot.alaska.gov/stwddes/dcsrow/pop_rowbrochure.shtml
- Please review the signs made for your campaign and their placement and be sure that they meet the criteria above. Thank you for your cooperation with these requirements and good luck with your campaign!

LAWFARE

CYBERSECURITY

Political Campaigns and Cybersecurity Risk

By Carrie Cordero Wednesday, July 27, 2016, 4:27 PM

DayZero: Cybersecurity Law and Policy

Long before recent reports on the (very probable) Russian intelligence-led hack of the Democratic National Committee and public exposure of internal emails, political campaigns were already faced with cybersecurity threats. This post offers some preliminary thoughts on why political campaigns are at risk, and how that risk compares to the risks faced by the private sector.

In business, cybersecurity technical and legal advisors routinely counsel clients to develop a strategy that focuses on protecting systems, detecting threats, and remediating thefts or disruptions. Businesses weigh their risks based on a variety of factors, including but not limited to: the type of information the company holds; the sensitivity of proprietary data; the amount of money and infrastructure the company has available to devote to cybersecurity; and, the breadth of human and technical access points to data. Legal and regulatory risks can vary based on a company's size, history of data thefts or leaks, and whether the business is in an industry with heightened regulatory restrictions, such as the financial or health sectors.

Political campaign cybersecurity, from a regulatory perspective, is in somewhat of a no-man's land. Other than a potential lawsuit from a victim class (which have not been particularly successful to date), no government entity appears to be focusing its work on instituting fines and restrictions on political campaigns based on their cybersecurity posture. Unlike the Federal Trade Commission (FTC) and Securities Exchange Commission (SEC) heightened scrutiny of the private sector for cybersecurity lapses, the Federal Election Commission (FEC) has not appeared to be monitoring the cybersecurity of political campaigns. In fact, in recent years, the FEC's own cybersecurity practices and preparedness have come under question.

And yet the cybersecurity risks for political campaigns are sky high.

Political campaigns collect and retain a lot of information. With respect to internal information, campaigns retain sensitive communications, such as emails between candidates, advisors and staff. Exposure of this type of information, as we have seen from the DNC email theft, can be damaging to the candidate, the party and individuals involved. Public release of internal information from a campaign can potentially affect the integrity of the political process itself, as we have witnessed this week with the fallout from the DNC hack and email exposure.

Campaigns also retain fundraising information. Campaigns hold the names, personal information and financial stake of large donors, who may or may not want the extent of their support exposed through channels other than mandatory reporting. They also hold the names, personal information and credit card information of small donors – private citizens who might make a modest contribution and, just like transacting any personal business, expect that their payment information will be held according to reasonable security standards. The same harm can befall an individual citizen donor if their payment information is revealed through a campaign security breach as through a retail breach.

From an individual personal privacy perspective, campaigns – from the local to the national level – hold information such as responses to questionnaires and voting preferences of individual households. Voters who answer their door may not even know that through a variety of new digital campaign tools, campaign volunteers may be collecting their views on a candidate or issue to enable the campaign and local political party to gauge voter participation levels and preferences. Individual campaigns as well as local political party organizations should pay more attention to evaluating whether information they collect and hold about members and voters qualifies as personal information, and take appropriate measures to protect it.

From a costs perspective, companies generally operate according to a business plan, with a sound understanding of their own cash flow and financial situation. Start-ups or very small businesses might have a hard time projecting how much money they have available to budget for information security and cybersecurity. But even they should be able to identify cost-effective measures scaled to their business model and industry that provides basic cybersecurity preparedness.

Unlike businesses, however, campaigns generally operate in a less predictable and less stable financial environment. Campaigns have an unpredictable cash flow. While each dollar in a local campaign is particularly precious, even national candidates who lose momentum can see their fundraising efforts and bank accounts dry up quickly. When there is no money left, the campaign is over. Spending money on cybersecurity preparedness may not be a priority in that environment.

When large companies experience a data breach or theft, they can afford to mitigate the business harm by hiring top-shelf cybersecurity, law and public relations firms and advisors. Even so, if a cyberattack results in the loss of intellectual property or disrupts business operations, the consequences can be harmful, and in some cases, dramatic. For small companies, a data breach can cause such reputational harm or remediation costs that the company may never fully recover.

Similarly, one embarrassing email exposure might tank a candidate for public office. Similar to a small business, a local or regional candidate may not be able to weather a cybersecurity incident. A major national candidate, who can rely on national surrogates, the national party and the ability to quickly fundraise may be able to withstand some level of data breach. A data breach or theft involving a lesser known local or regional candidate could mean the end of the campaign.

The categories of cybersecurity threats are not so dissimilar for campaigns as compared to the private sector. Both are at risk from cyberattack from nation states, organized crime and individual hackers. Both are at risk from insider threats, although one might be inclined to think that this risk is somewhat lower for a political campaign, where the primary motivation for a person working or volunteering there is ideological, versus the everyday practical needs of a person who needs their employment to live but might hold a grudge against their employer. Both are at risk for insider vulnerability, such as poor cyber hygiene of employees. On this count, campaigns might be at slightly higher risk, due to the quick stand-up of a campaign, increased turnover of staff, interns and volunteers, and a lack of written policies, training and procedures, as compared to a company. Similarly, campaigns are probably at higher risk than companies when it comes to hardware, software and vendor selection, due to the quick manner in which decisions about supplies and services are made. Decision-making most likely takes place on these issues outside the scope of a cybersecurity preparedness or incident response plan.

Both companies and campaigns are capable of conducting an evaluation or hiring consultants to conduct an inventory of data that is collected and retained, and prioritizing the sensitivity of data. But it seems likely that companies are more sophisticated about conducting these reviews, and then applying an existing framework (such as NIST) to that data. Companies can purchase insurance, and conduct table top exercises and simulations to game-out how their senior leadership and assembled cybersecurity team would react to a cybersecurity incident. Campaigns, on the other hand, have a limited time period of existence, and have likely not prioritized time or money for longer-term cybersecurity preparedness. Yet, once on the receiving end of a cybersecurity problem, there is very little time available for a campaign to catch up on cybersecurity.

Now that the 2016 campaign season has made everyone in the political process aware of the significant risk to political campaigns, we should expect greater attention to these issues in future election cycles. And, these challenges exist not just for U.S. campaigns, but for campaigns anywhere in the world. Cybersecurity planning for political campaigns should be built in at the beginning, with smart choices, and candidate and staff awareness from the start.

Topics: Cybersecurity

Tags: Cybersecurity, Campaign 2016, Privacy

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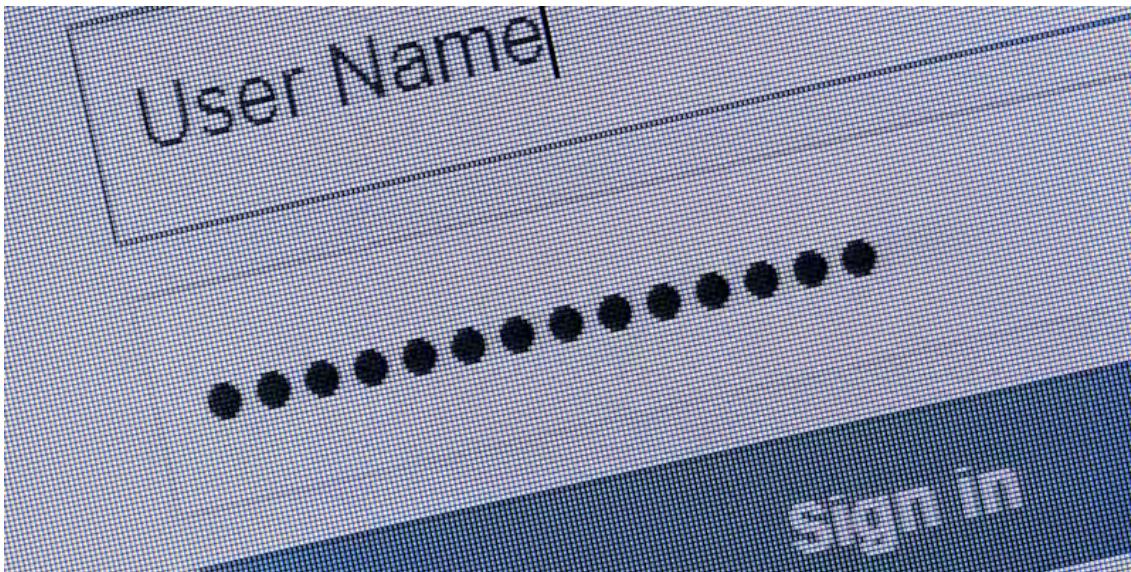
Georgetown University Law Center, where she served as Director of National Security Studies from November 2011-June 2015. Ms. Cordero served in national security related positions with the Department of Justice, most recently as Counsel to the Assistant Attorney General for National Security, in 2009. Prior positions include Senior Associate General Counsel at the Office of the Director of National Intelligence; Attorney Advisor at the Department of Justice, where she practiced before the Foreign Intelligence Surveillance Court; and Special Assistant United States Attorney in the Northern District of Texas. She earned her B.A., magna cum laude, from Barnard College, Columbia University, and J.D., cum laude, from Washington College of Law, American University. You can follow her on Twitter @carrieccordero

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Campaigns & Elections

IT'S TIME FOR CAMPAIGNS TO GET SERIOUS ABOUT CYBERSECURITY

⌚ Nov 6, 2015 By James Norton



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Voter information and data are often a campaign's most valuable assets, and a candidacy can rise or fall based on how well the organization protects them. From email hacking to spear phishing to denial of service attacks, campaigns face a host of cyber security **threats** (<http://www.campaignsandselections.com/campaign-insider/2524/what-campaigns-need-to-know-about-cybersecurity>).

Still, they need to be active online and employ all the digital tools at their disposal in order to be successful. In this environment, no campaign, regardless of its size, can afford to neglect cybersecurity.

Here are five common cybersecurity mistakes and some advice on how to avoid making them.

1. Neglecting The Basics

Recently, the *New York Times* aptly **described** (<http://www.nytimes.com/2015/06/07/upshot/why-a-presidential-campaign-is-the-ultimate-start-up.html>) presidential campaigns as the “ultimate startups,” and this analogy can be applied to a campaign at any level. Campaigns start from scratch and grow rapidly, posing a host of challenges that divide a campaign manager’s attention.

Now, it's crucial for cybersecurity to be prioritized from the beginning and not get lost in the shuffle. As staff is hired and roles are defined, make sure one staffer is tasked with managing cybersecurity and providing regular status reports. Campaigns should use current anti-virus and anti-malware software, content and email filters, firewalls, a data backup system and secure Wi-Fi networks. Throughout the campaign, be sure all operating systems, software, and browsers remain up to date. If any of this sounds foreign or intimidating, an IT consultant can help you navigate the basics.

2. Failing To Foster A Culture Of Security

The human element has often been called the weakest link in cybersecurity. The best way to minimize the risk of mistakes is to create a campaign culture in which everyone is invested in and values security. Never assume staffers, interns and volunteers understand cybersecurity – even when they are Millennials.

Instead, train them on their role in keeping the campaign's information protected – with an emphasis on recognizing phishing and spear phishing emails that are designed to trick them into giving away credentials or installing malware. Training should also cover smart social media practices, ground rules for downloading software, and the importance of strong passwords.

Beyond formal training sessions, talking about security regularly at staff meetings, encouraging workers to think about security at the front end of projects, and displaying policies and **tips** (<https://www.staysafeonline.org/business-safe-online/resources/>) around the office can help build a cybersecurity culture.

3. Forgetting About Personal Accounts And Mobile Devices

In one of the most widely publicized campaign cybersecurity incidents, then-Alaska Gov. Sarah Palin's Yahoo! email account was **hacked** (<http://content.time.com/time/politics/article/0,8599,1842097,00.html>) in September 2008. More **recently** (<http://www.cnn.com/2015/10/19/politics/cia-fbi-alleged-hacking-report/>), hackers have compromised CIA Director John Brennan and DHS Secretary Jeh Johnson's personal accounts. As you think through campaign security issues, don't forget to assess cybersecurity practices outside of the office.

If the candidates and staff have personal email accounts, they should use complex passwords and change them regularly, set security questions that cannot be answered based on publicly available information, and avoid forwarding sensitive campaign emails and documents to the personal accounts.

Mobile devices are highly vulnerable to cybersecurity threats: don't neglect them as you form a security plan. The mobile devices belonging to candidates and staff –including laptops, smart phones, and tablets – should always be password protected and should have a remote wipe function that erases the device if it is lost.

Experts recommend using a virtual private network (VPN) for mobile devices to safely access the campaign's network and to encrypt internet activity while on an untrusted or public WiFi network. Further, exercise caution when downloading apps. Downloading from trusted sources will minimize the risk of inadvertently installing malware.

4. Leaving Voter And Donor Information Vulnerable

More than ever, campaigns are gathering and storing voters and donors' personal information –including biographical information and policy preferences. In any campaign, the candidate must gain and keep the public's trust, and therefore protecting information voters provide to the campaign is crucial. Use a database that allows you to vary users' access. This means you can assign individuals or groups database rights commensurate with their role in the campaign. For example, perhaps some individuals should only be permitted to see information and not change it while others only need to be given permission to access a small portion of the data.

In September, the Online Trust Alliance, a non-profit working that promotes online information security, conducted an audit of the 2016 presidential candidates' website privacy and security. The **results**

(https://otalliance.org/system/files/files/initiative/documents/2015_ota_honor_roll_-_candidates_9-18.pdf) serve as a helpful guide of best practices for campaigns. Moreover, the group's report emphasizes publishing an adequate privacy policy on the campaign website and securing the site to protect information users share with the campaign. The commitment to protecting personal information shouldn't end when the campaign does. It's important to have a plan in place for what will happen to the campaign's data after Election Day.

5. Ignoring Cybersecurity As A Campaign Issue

The recent cyber attack on the **Office of Personnel Management** (<http://www.businessinsider.com/r-three-quarters-of-us-opm-hack-victims-still-in-dark-2015-11>) highlights the need for government officials to understand and act on cybersecurity. Any candidate for public office should consider how he or she will protect sensitive information if elected and what, if any, policy changes will be necessary to do so. To that end, candidates should address cybersecurity in their platforms and be prepared to discuss it on the campaign trail. Ignoring cyber security as an issue could be just as hazardous for a candidate as ignoring it in practice.

James Norton, a former defense-industry executive and deputy assistant secretary in the Department of Homeland Security, is currently an adjunct professor at Johns Hopkins University and a senior adviser at The Chertoff Group. Follow him on twitter @jamesnorton99

WHAT CAMPAIGNS NEED TO KNOW ABOUT CYBERSECURITY

Sep 2, 2015 By Sean J. Miller



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Many campaigns still have a naivety about cybersecurity despite a rash of high-profile hacking incidents, experts tell C&E.

From the federal government (<http://www.politico.com/story/2015/07/federal-government-cyber-attack-breach-21-million-people-affect-119918>) to Sony (<http://www.hollywoodreporter.com/thr-esq/sony-aims-use-corporate-hacks-817313>) to Ashley Madison (<http://fortune.com/2015/08/26/ashley-madison-hack/>) to the UCLA Health System (<http://www.latimes.com/business/la-fi-ucla-hack-lawsuit-20150811-story.html>), 2015 has seen security breaches that resulted in financial blows and damaged reputations. With free software and training widely available, black hat hackers are growing in ranks and campaigns, with troves of sensitive information, are prime targets.

"On a daily basis on our network we see evidence of attack attempts," said Gabe Hammersmith, a systems administrator with Revolution Messaging, a Democratic digital firm consulting for Bernie Sanders. "Information security is no longer the realm of nerds with neckbeards; it's a problem that everyone has to be invested in."

Hammersmith said having a strong email or network password is a good start, but campaigns need to think beyond just individuals. "I can have the strongest password in the world protecting, say, my campaign finance platform, but that doesn't matter if I share that password with a colleague over email and he has a weak password on his email or no password on his cellphone that could be left in the back of a cab."

Campaigns, parties and candidates have been grappling with information security since before the Watergate break-in. But in the email age, the theft of sensitive information doesn't require a team of burglars.

For instance in 2008, Sarah Palin's Yahoo email account was hacked (<http://www.wired.com/2010/11/palin-hacker-sentenced/>) by David Kornell, then a 20-year-old University of Tennessee student who was able to reset her password using publicly available biographical information. In 2012, President Obama and Mitt Romney's campaigns both said (<http://swampland.time.com/2013/05/07/obama-romney-campaigns-subject-to-repeated-hacking-attempts-in-2012/>) they were victims of cyber attacks from domestic and international hackers.

Despite these incidents, many campaigns still retain their default or insecure configurations on technology ranging from desktops to servers to smartphones, according to JB Lee, whose firm Sphinx Solutions, is a cybersecurity contractor for the federal government.

"The biggest trigger for any type of cyber attack is a lack of situational awareness of basic information security: Users who have weak passwords, giving adversaries a pass into brute force password cracking," Lee said. "Network devices such as routers, switches, and firewalls come with default settings and some folks don't change the manufacturer-provided admin username and password. Make sure you have strong passwords or have difficult security questions, same goes for personal accounts such as Facebook or Google Plus."

In addition to practicing "cyber hygiene," downloading patches, software updates and tracking changes made to the server, Lee recommends training staff to be aware of spear-phishing attacks. In Verizon's 2015 Data Breach Investigations Report (<http://www.verizonenterprise.com/DBIR/2015/>), the telecommunications giant found that 80 percent of security incidents in the public sector were attributable to human error or intentional abuse of access.

"Typical spear-phishing attacks are delivered with a malicious attachment or a hyperlink directing to a duplicitous website intended to capture user data. In most cases, attachments are embedded with an executable payload, allowing attackers an easy method to gain remote access when a user downloads and opens such a file" Lee said.

Hackers, he added, "will weaponize the email with an attachment. Someone may be talking about a candidate and say, 'can you review this article about this person's social history?' [The recipient] opens up the email, it's a Word doc or PDF, it looks benign, but guess what? The payload has executed and your system is now compromised, [allowing] arbitrary commands to run on the user's machine."

That gives a hacker lateral movement in an organization's network. "And lateral movement is really the idea. The attacker wants to acquire certain target machines. They want to get to the mail server or the main directory server that houses everyone's credentials or they could use credentials to log into the email server as a legitimate privileged user and then they can extract every email on that server," said Lee. "That information can now be used to blackmail that individual or employee."

Lee said there's been an uptick in cybercrime – data thefts, email hacking or Denial of Service (Dos) attacks – and that it's coming from inside and outside the United States. He recommends campaigns, or their IT departments, look for secure configuration guidance from the Center for Internet Security, a non-profit focused on global Internet security, or consider hiring an outside expert to assess their vulnerabilities.

Some candidates are aware of the risk, said Vincent Harris, a digital consulting working with Rand Paul's presidential effort.

"Security is a very real worry," Harris said in an email. "[Campaigns] need to ensure they've created multi-device authentication on databases and emails, that passwords are unique and protected, and that information isn't easily accessible. On the Paul campaign we've hired a chief technology office in part to help us beef up the security apparatus of our systems infrastructure."

Scott Goodstein, CEO of Revolution Messaging, said he's glad the issue is getting more attention in the industry.

"We are one of the few creative agencies out there that has our own security protections in-house," he said in an email. "Sure our clients pay a little more, but they sleep better at night knowing that their online efforts are being monitored."

While the worst fear of many candidates is a career-ending cascade of emails getting into the public domain, even a small breach can be embarrassing. For instance, Hammersmith noted that a national client recently came to the firm after the client's WordPress website was hacked and the page used to advertise Cialis and Viagra sales.

"That website wasn't being monitored or maintained so that allowed the hackers to use an off-the-shelf exploit to get in and change the content," Hammersmith said. "That's easily preventable if you have the right protections."



We encourage you to write back with feedback on this article. If the instructions are too vague, the apps aren't working for you or you have additional questions, we want to hear about it. Send an email to smarterliving@nytimes.com.

Now, let's encrypt.

1. Download Signal, or Start Using WhatsApp to send text messages.

Encryption is a fancy computer-person word for scrambling your data so no one can understand what it says without a key. But encrypting is more complex than just switching a couple of letters around.

Mr. Larson said that by some estimates, with the default encryption scheme that Apple uses, "you'd have to have a supercomputer crunching day and night for years to be able to unlock a single computer."

He said the best way to destroy data was not to delete it, because it could potentially be resurrected from a hard drive, but to encode it in "a secure form of cryptography."

Signal is one of the most popular apps for those who want to protect their text messages. It is free and extremely easy to use. And unlike Apple's iMessage, which is also encrypted, the code it uses to operate is open source.

"You can be sure by looking at the code that they're not doing anything weird with your data," Mr. Larson said.

"In general, the idea behind the app is to make privacy and communication as simple as possible," said Moxie Marlinspike, the founder of Open Whisper Systems, the organization that developed Signal.

That means that the app allows you to use emojis, send pictures and enter group texts.

One bit of friction: You do have to persuade your friends to join the service, too, if you want to text them. The app makes that easy to do.

WhatsApp, the popular chat tool, uses Signal's software to encrypt its

messaging. And in Facebook Messenger and Google's texting app ^{2017 Adweek page 1201152} All you can turn on an option that encrypts your messages.

Mr. Marlinspike said the presidential election had spurred a lot of interest in Signal, leading to a "substantial increase in users."

When asked to speculate why that was, Mr. Marlinspike simply said, "Donald Trump is about to be in control of the most powerful, invasive and least accountable surveillance apparatus in the world."

Signal is available for both Android and iOS.

2. Protect your computer's hard drive with FileVault or BitLocker.

Your phone may be the device that lives in your pocket, but Mr. Larson described the computer as the real gold mine for personal information.

Even if your data were password protected, someone who gained access to your computer "would have access to all your files if they were unencrypted."

Luckily, both Apple and Windows offer means of automatic encryption that simply need to be turned on.

3. The way you handle your passwords is probably wrong and bad.

You know this by now. Changing your passwords frequently is one of the simplest things you can do to protect yourself from digital invasion.

But making up new combinations all the time is irritating and inconvenient.

Mr. Larson recommends password managers, which help store many passwords, with one master password. He said he uses LastPass but knows plenty of people who use 1Password and KeePass, and he doesn't have a strong reason to recommend one over another.

Not every security expert trusts password managers. Some noted that LastPass itself was hacked last year.

So that means you may want to write them down in one secure location,

perhaps a Post-it note at home. It seems more far-fetched that a hacker would bother to break into your home for a Post-it note than find a way into your computer.

If you take that route, we suggest setting a weekly or biweekly calendar reminder to change your passwords.

As far as making passwords up goes: Don't be precious about it. Use a random word (an object near you while you are hunched over your Post-it), scramble the letters and sprinkle in numbers and punctuation marks. If you're writing passwords down, you don't have to worry about making them memorable.

4. Protect your email and other accounts with two-factor authentication.

When you turn this step on, anyone trying to sign in to your email from new devices will have to go through a secondary layer of security: a code to enter the inbox that is sent to your phone via text message. (Though sadly, not through Signal.)

You can also set two-factor authentication for social media accounts and other sites. But email is the most important account, since many sites use email for password recovery, a fact that hackers have exploited. Once they have access to your email, they can get access to banking, social media, data backups and work accounts.

5. Use a browser plug-in called HTTPS Everywhere.

Mr. Marlinspike recommended this plug-in, developed by the Electronic Frontier Foundation, a digital security organization. It ensures that you are using the secure form of websites, meaning that your connection to the site will be encrypted and that you will be protected from various forms of surveillance and hacking.

And this is a good time to note that you should always find out whether the Wi-Fi network you are using is secure. Public networks — and even private networks without security keys — often are not.

6. Invest in a Virtual Private Network, or VPN.

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The Times's personal tech expert, Brian X. Chen, recommends using a VPN to shield browsing information and hide your location. He highlights three providers: Freedome by F-Secure, TunnelBear and a service called Private Internet Access.

7. Remember that incognito mode isn't always private.

You may be in such a hurry to use this feature, available on Chrome, Safari and Firefox, among other browsers, that you do not heed its clear warning.

On Chrome, the second paragraph of the "incognito" home screen spells it out for you.

"You aren't invisible," it says. "Going incognito doesn't hide your browsing from your employer, your internet service provider or the websites you visit."

Mr. Larson recommended Tor in his article, a browser that allows for private web activity. But we're not going to recommend that here, mostly because Tor is relatively slow and clunky at the moment.

"I'll be honest, I don't use it very often," Mr. Larson said.

He said he suspected that other browsers would start adding ways to browse more securely.

"Apple is very security conscious," he said. "I wouldn't be surprised if they started to incorporate Tor-like features into Safari."

8. Do sensitive searches in DuckDuckGo.

Mr. Larson said that if people were paranoid about Google, he would strongly encourage them to use DuckDuckGo, an alternative search engine.

He said, however, that he was not paranoid.

"Google is built on the hacker ethic, and they have put principle above profits in some aspects," he said.

But he also acknowledged that he meets "people all the time who are extremely

skeptical of any large software organization, and I think that's reasonable." There are trade-offs. Google's search results are more useful and accurate than competitors' precisely because of the ways it collects and analyzes information about its customers' searches.

A Bonus: Cover your webcam with tape.

That way, if someone has found a way to compromise your computer, they cannot spy on you through its camera.

And yes, this happens.

Happy encryption.

Nicole Perlroth contributed expertise.

A version of this article appears in print on November 22, 2016, on Page B4 of the New York edition with the headline: Protecting Your Personal Digital Data in 7 Easy Steps.

How to Run for Local Office

Deciding to Run



Nine in 15 offers this self-assessment tool to help you determine your readiness to run for public office. These questions will help you think deeply about your choice and, should you decide to run, the challenges you may face and your ability to fast-track to success.

Research shows that women typically wait to be “invited” to consider running for political office. Even when they are, studies reveal, they tend to assume--often wrongly--that they are not qualified or have not had the right training to launch a campaign. Other research demonstrates that most candidates, male or female, lack deep knowledge about how to run a campaign and raise money successfully or even what type of experience a candidate should possess before launching.

This self-assessment tool can help you decide if you are ready to run for political office. Although it is designed with women in mind, men, too, may find it useful. It's meant to reveal strengths and weaknesses that can lead to campaign pitfalls and peaks: important information to have before you announce your candidacy.

Reflect on each question, answering yes or no. You may want to tally your affirmative and negative responses as you consider your options.

RELATIONSHIPS

1) Can you identify at least 50-100 people in your circles of influence in the following categories?

- a) close friends/family Yes/No
- b) business colleagues Yes/No
- c) casual acquaintances Yes/No

2) Can you list 50-100 people who may/will support your political race, financially or with volunteer time?

- a) financially Yes/No
- b) with volunteer time Yes/No

3) Have you identified someone who would be willing to chair your fundraising committee? Yes/No

4) Have you secured a campaign manager? Yes/No

POLITICAL AWARENESS

5) Have you thought through why you want to run for this particular office? Yes/No

6) Do you have a general strategy for how you might win your race? Yes/No

7) Have you conducted research

- a) about the specific political position you are seeking? Yes/No
- b) by pulling the public records of the current public official whose office you may fill to study the donations and voting record? Yes/No
- c) by learning about the demographics as they align to party affiliation of the district in which you would run? Yes/No

8) Have you had any training in how to run a political campaign? Yes/No

9) Have you been visible in your community by

- a) serving on a non-profit board or in a similar position? Yes/No
- b) having been appointed by a governmental official to an agency or commission? Yes/No
- c) having been elected to a position in your community by friends and colleagues? Yes/No

10) Have you been involved in a controversial issue in your neighborhood or area of interest

- a) that generated widespread public interest? Yes/No
- b) were you able to influence the public with your judgment and effective communication on an issue? Yes/No

11) Have you ever participated in a zoning or other controversy where you appeared before an elected or appointed body? Yes/No

12) Are you deeply interested in changing broad issues in Jacksonville in addition to being committed to specific issues you want to see changed? Yes/No

13) Do you keep informed about political and controversial issues through various media daily?
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Yes/No

14) Have you observed a City Council (or other political entity) meeting in person or do you regularly watch meetings on TV (or follow through media outlets) if you cannot attend? Yes/No

15) Have you

- a) volunteered on any political campaign(s)? Yes/No
- b) enjoyed the campaign experience? Yes/No

16) Are you a regular voter? Yes/No

PRIVATE CONSIDERATIONS

17) Is your company, boss and/or supervisor supportive of your desire to run for public office? Yes/No

18) Are your husband, children and other family members supportive of your desire to run for public office? Yes/No

19) Are you able to invest financially in your own candidacy? Yes/No

20) Have you thought about the impact running for and serving in public office will have

- a) on your personal obligations? Yes/No
- b) on your ability to maintain a balanced life while in office? Yes/No

21)) Are you able

- a) to be active and prepared for meetings covering a variety of complex materials without much difficulty? Yes/No
- b) to integrate into your schedule the amount of reading and research necessary to be effective in office? Yes/No

22) Have you considered what an opponent could easily find out about you by

a) completing a background check on yourself?

Yes/No

b) conducting internet searches on your name?

Yes/No

c) reviewing your social media sites for questionable content about yourself?

Yes/No

d) ensuring your financial affairs are above scrutiny?

Yes/No

23) Do you have one or more confidants you trust unquestionably with whom you can share your feelings and concerns (that are not privileged)? Yes/No

PERSONALITY COMPATIBILITY

24) Have you ever had an idea that took your sheer will and determination to build collaboration and support to implement? Yes/No

25) Can you work collaboratively with individuals with whom you don't agree? Yes/No

26) Are you at ease delegating tasks to others, allowing them to complete tasks within the parameters you've established? Yes/No

27) Do you generally listen to all sides of an issue or situation before making a decision? Yes/No

28) Would others describe you as making decisions within an appropriate time frame? Yes/No

29) Are you fairly self-confident? Yes/No

30) Are you comfortable

a) walking into a room and introducing yourself to strangers? Yes/No

b) speaking in public? Yes/No

c) answering both confrontational and supportive questions in public? Yes/No

d) communicating with media (radio, TV, newspaper, etc.)? Yes/No

e) using a wide variety of social media (Twitter, LinkedIn, Instagram, Facebook, Periscope, Hootsuite, etc.)?

31) Would you describe yourself as resilient? In other words,

a) do you bounce back quickly from disappointment?

Yes/No

b) can you let unfair comments by others to "roll off your back"? Yes/No

32) Are you able to keep calm in stressful circumstances?

Yes/No



Nine in 15 is a nonpartisan grassroots initiative that aims to improve the quality of life in Northeast Florida by encouraging qualified candidates, particularly women, to run for public office and providing information to help them campaign successfully. The initiative also promotes the appointment of more women to public policy boards and commissions. In general, Nine in 15 works to raise public awareness of the unique contributions women make to political discourse and action and to address women's underrepresentation in elected and appointed positions.

Nine in 15 is not a formal organization and does not endorse or fund candidates. For more information or to be added to our mailing list, write info@Ninein15.com



RUNNING FOR PUBLIC OFFICE

Step One:

Are You Ready?

Find out by taking this quick self-assessment quiz.



SELF ASSESSMENT¹

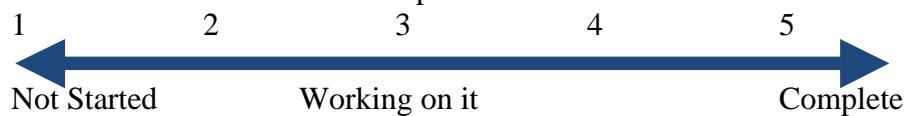
Conduct the self-assessment below to evaluate where you are now and to think through some of the work you will have to do to get the support you need to organize an electoral campaign. Below is a list of tasks you will have to complete in order to run for office. Rate your level of preparedness for each task on a scale of 1 (have not yet started task) to 5 (task is complete).

Step 1: Quantitative Assessment

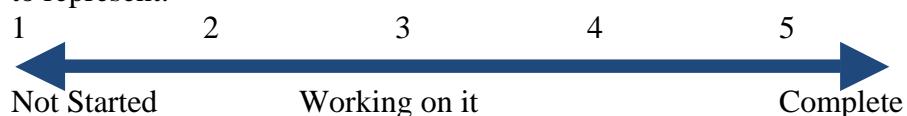
1. I know why I want to run for office.



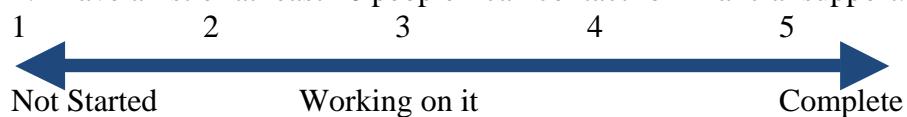
2. I know what I want to accomplish while in elected office.



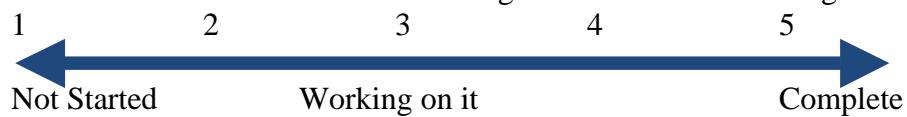
3. I can accurately describe the social, economic and demographic breakdown of the area I hope to represent.



4. I have a list of at least 10 people I can contact for financial support.



5. I have estimated the costs of running for office in a draft budget.



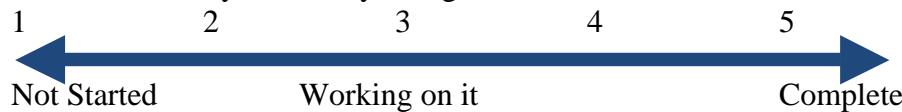
6. I have developed contacts with the relevant print, broadcast and social media.



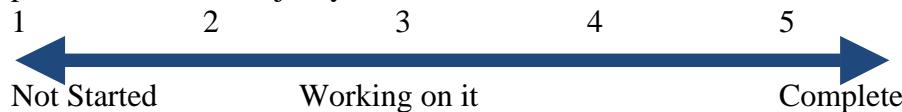
¹ Adapted from NDI's Regional Campaign School Middle East and North Africa Module #11: Getting on a List

Not Started Working on it Complete

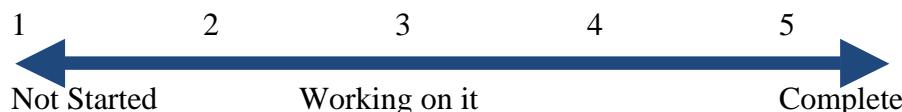
7. I have conducted an assessment of my likely opponent(s) in terms of their positions on key issues, how many votes they will get and their financial resources.



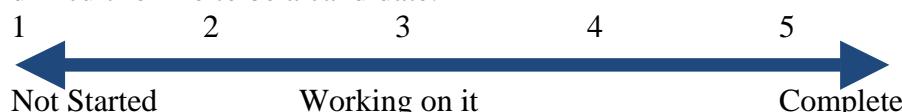
8. I have conducted a voter analysis of the area and have identified the priority issues and the positions that the majority of voters take on them.



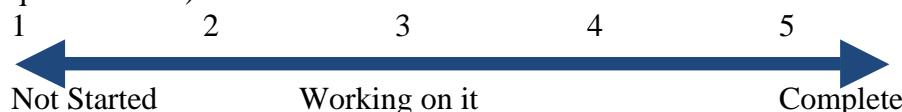
9. I have conducted a vote count for the area and determined that there will be sufficient votes for me to be elected.



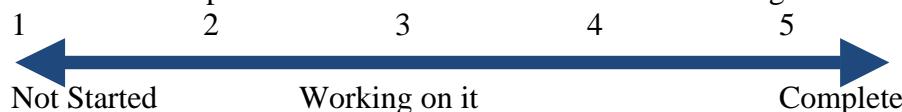
10. I have addressed all financial, personal or legal issues (problems) which would make it difficult for me to be a candidate.



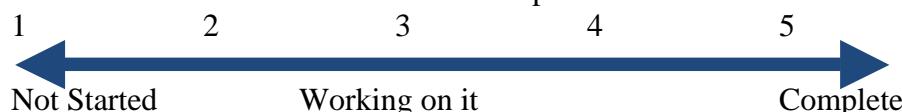
11. I have written down my biography (description of personal and professional experience, and qualifications) and it is accurate.



12. I have considered the potential impact of running for office on my personal and professional life and have a plan for how I will make the time to run a rigorous campaign.



13. I know the rules and regulations affecting this election and have determined that I am eligible to stand for office and understand the steps I need to take to become a candidate.



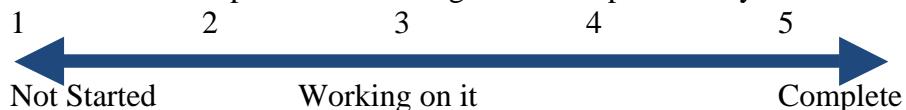
14. I have strong support in the area, and am well-known in and well-connected to the local community.



15. I have a message and positions on issues which are relevant and appealing to voters.



16. I have developed close working relationships with key decision-makers in my political party.



17. I have a constituency of grassroots party activists and leaders in my party who will support me by serving on my campaign team, providing resources, or using their influence to persuade others to support me.



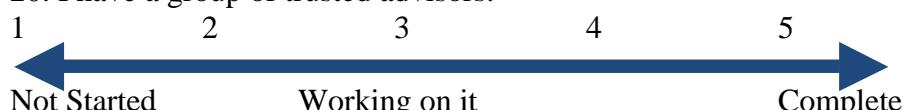
18. I have had discussions with my family so that they understand the time commitment and incursions on privacy and family life that my running for office will require, and they are supportive of my running.



19. I am adequately prepared and trained on public speaking and voter contact.



20. I have a group of trusted advisors.



Step 2: Qualitative Assessment

Answer the following questions, in your own words:

1. Why do you want to run for office?

2. What ideas or experience would you bring to elected office that is new, different or better?

3. Can you name three things that you want to work on or accomplish while in elected office?

Step 3: Qualitative Analysis

Review your answers to the questions above. Is the language you have chosen more about you, or more about the people you hope to serve while in office and/or the benefits you hope to bring to them?

If you had only 30 seconds or less:

Could you use these words to make a case to a party leader why you should be selected as a candidate in a winnable position? If not, what changes would you make?

Could you use these words to explain to a potential donor why they should contribute to your campaign? If not, what changes would you make?

Could you use these words to explain to a voter why they should support you? If not, what changes would you make?

Speak your Peace

The Civility Project

As you consider running for public elected office, know that efforts are underway to create an atmosphere in our community that stresses civil discourse. By elevating our level of communication and avoiding personal attacks and general stubbornness, we can avoid unhealthy debate. This will lead to a more effective democracy, and help maintain our sense of community by increasing civic participation.

Speak Your Peace, citizen-led campaign urges residents of the south Wood County area to communicate in a respectful and effective way. It is not a campaign to end disagreements. It is a campaign to improve public discourse using nine “Tools of Civility” to foster effective communication.

Nine Tools of Civility

1. Pay Attention

Be aware and attend to the world and the people around you.

- Be informed about what is occurring in our community
- Focus on the issue - on what the person is saying
- Consider the whole picture; issues are connected
- Open your mind to new perspectives; strive for objectivity

2. Listen

Focus on others in order to better understand their points of view.

- Seek to understand; hear what is said
- Ask effective questions
- Respect the person and his/her view through your words and body language
- Give thoughtful attention; avoid distractions such as: your emotion, multi-tasking, or formulating a response instead of listening

3. Be Inclusive

Welcome all groups of citizens working for the greater good of the community.

- Know the community system in order to be inclusive (social, economic, environmental, technical, etc.)
- Intentionally and sincerely invite diverse perspectives
- Seek participation; take responsibility; include yourself!
- Use common language; avoid jargon

4. Don't Gossip

And don't accept when others choose to do so.

- Go to the source for the facts; validate the information
- Communicate with respect and a positive intent; own what you say; be accountable
- Model integrity and mutual respect; set a good example for others
- Honor those who are not present

5. Show Respect

Honor other people and their opinions, especially in the midst of a disagreement.

- Value the person; appreciate his/her contributions, experiences, passion, culture, norms and values
- Use questions to clarify
- Value ideas that are brought to the table
- Demonstrate positive body language

6. Seek Common Ground

*Look for opportunities to agree;
don't contradict just to do so.*

- Rise above emotions; focus on the issues
- Build relationships; make a connection
- Work toward mutual trust

7. Repair Damaged Relationships

Be sincere; apologize and forgive.

- Take responsibility for your actions and words
- Accept an apology
- Practice forgiveness; let go of the past

8. Use Constructive Language

Be mindful of the words you choose.

- Address conflict with the intent of resolution
- When disagreeing, stick to the issues and don't make a personal attack
- Learn from others' perspectives and feedback

9. Take Responsibility

Practice accountability in language and actions.

- Take ownership; use "I" statements
- Don't shift responsibility and blame onto others
- Be trustworthy
- Tell the truth



To find out more, visit www.SpeakYourPeaceSWC.org.

Speak Your Peace. Owned by the community.

Supported by Community Foundation of Greater South Wood County.

How to Run for Local Office

Appendix - Forms



FORMS

CITY AND BOROUGH OF JUNEAU (CBJ)

and

ALASKA PUBLIC OFFICES COMMISSION (APOC)

REQUIRED FORMS TO FILE:

1) CBJ – Nominating Petition

(or Letter of Intent to run a write-in campaign)

2) APOC – Candidate Letter of Intent*

3) APOC Public Official Financial Disclosure Statement *

(filed electronically – printed/signed paper copy must accompany CBJ
Nominating Petition)

4) APOC – Municipal Exemption Statement *

(if you anticipate raising **\$5,000 or less** during your campaign.)

OR

5) APOC – Candidate Campaign Registration Form*

(if you anticipating raising \$5,000.01 or more during your campaign.)

OPTIONAL FORM TO FILE:

- **CBJ – Official Candidate Statement**

CITY & BOROUGH OF JUNEAU, ALASKA

155 South Seward Street

Juneau, Alaska 99801

NOMINATING PETITION – Assembly District 1 / Assembly District 2 / Assembly Areawide (CIRCLE ONE)

We, the undersigned qualified voters of the City and Borough of Juneau, in the State of Alaska, hereby nominate and sponsor _____, whose residence is _____, for the office of _____, to be voted for at the election to be held on the 3rd day of October, 2017.

We individually certify that we are qualified to vote for a candidate for the office this candidate seeks, and that we have not signed other nominating petitions for this office exceeding in number the vacancies in this office to be filled in this election.

<u>Signature</u>	PRINTED NAME	Residence Address Street & No. or Lot & Block	Please Provide one of the following: Voter ID #, Last four # of SSN, or Birth Year	Date of Signing
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				

**CITY & BOROUGH OF JUNEAU, ALASKA
NOMINATING PETITION**

We, the undersigned qualified voters of the City and Borough of Juneau, in the State of Alaska, hereby nominate and sponsor _____, whose residence is _____, for the office of _____, to be voted for at the election to be held on the 3rd day of October, 2017.

We individually certify that we are qualified to vote for a candidate for the office this candidate seeks, and that we have not signed other nominating petitions for this office exceeding in number the vacancies in this office to be filled in this election.

<u>Signature</u>	PRINTED NAME	Residence Address Street & No. or Lot & Block	Please Provide one of the following: Voter ID #, Last four # of SSN, or Birth Year	Date of Signing
11.				
12.				
13.				
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20.				

**CITY & BOROUGH OF JUNEAU, ALASKA
NOMINATING PETITION**

We, the undersigned qualified voters of the City and Borough of Juneau, in the State of Alaska, hereby nominate and sponsor _____, whose residence is _____, for the office of _____, to be voted for at the election to be held on the 3rd day of October, 2017.

We individually certify that we are qualified to vote for a candidate for the office this candidate seeks, and that we have not signed other nominating petitions for this office exceeding in number the vacancies in this office to be filled in this election.

<i>Signature</i>	PRINTED NAME	Residence Address Street & No. or Lot & Block	Please Provide one of the following: Voter ID #, Last four # of SSN, or Birth Year	Date of Signing
21.				
22.				
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CITY & BOROUGH OF JUNEAU, ALASKA**NOMINATING PETITION**

We, the undersigned qualified voters of the City and Borough of Juneau, in the State of Alaska, hereby nominate and sponsor _____, whose residence is _____, for the office of _____, to be voted for at the election to be held on the 3rd day of October, 2017.

We individually certify that we are qualified to vote for a candidate for the office this candidate seeks, and that we have not signed other nominating petitions for this office exceeding in number the vacancies in this office to be filled in this election.

<u>Signature</u>	PRINTED NAME	Residence Address Street & No. or Lot & Block	Please Provide one of the following: Voter ID #, Last four # of SSN, or Birth Year	Date of Signing
31.				
32.				
33.				
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38.				
39.				
40.				

CITY & BOROUGH OF JUNEAU, ALASKA
NOMINATING PETITION – AREAWIDE ASSEMBLY SEAT

We, the undersigned qualified voters of the City and Borough of Juneau, in the State of Alaska, hereby nominate and sponsor _____, whose residence is _____, for the office of _____, to be voted for at the election to be held on the 3rd day of October, 2017.

We individually certify that we are qualified to vote for a candidate for the office this candidate seeks, and that we have not signed other nominating petitions for this office exceeding in number the vacancies in this office to be filled in this election.

<i>Signature</i>	PRINTED NAME	Residence Address Street & No. or Lot & Block	Please Provide one of the following: Voter ID #, Last four # of SSN, or Birth Year	Date of Signing
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41.

42.

43.

44.

45.

46.

47.

48.

49.

50.

ACCEPTANCE OF NOMINATION

I hereby accept the above nomination and agree to serve if elected and declare that I qualify for the office for which I am nominated, as outlined in Charter section 3.3: I am a qualified voter of the municipality, and have been a resident of the municipality for at least one year immediately preceding election to office.

Signature of Candidate

Filing Deadline: Monday, August 14, 2017 – 4:30 p.m. – Clerk’s Office, City Hall, 155 S. Seward St., Juneau, AK 99801

Show How Candidate's Name is to Appear on the Ballot:

Residence Address:

Mailing Address:

Please provide ONE of the following numbers for public use, the rest are optional:

Home Telephone: _____

Work Telephone: _____

Home Fax Number: _____

Work Fax Number: _____

Home Email: _____

Work Email: _____

This Petition is Filed By:

Whose Address Is:

FOR CLERK'S OFFICE USE ONLY

Received By:

Election Official

POFD Statement Attached

Valid Signatures

Candidate Notified of Petition Status

Date and Hour of Filing Above: _____

CITY & BOROUGH OF JUNEAU, ALASKA
155 South Seward Street
Juneau, Alaska 99801
NOMINATING PETITION – SCHOOL BOARD

We, the undersigned qualified voters of the City and Borough of Juneau, in the State of Alaska, hereby nominate and sponsor _____, whose residence is _____, for the office of _____, to be voted for at the election to be held on the 3rd day of October, 2017.

We individually certify that we are qualified to vote for a candidate for the office this candidate seeks, and that we have not signed other nominating petitions for this office exceeding in number the vacancies in this office to be filled in this election.

	<u>Signature</u>	<u>PRINTED NAME</u>	<u>Residence Address Street & No. or Lot & Block</u>	<u>Please Provide one of the following: Voter ID #, Last four # of SSN, or Birth Year</u>	<u>Date of Signing</u>
1.	_____	_____	_____	_____	_____
2.	_____	_____	_____	_____	_____
3.	_____	_____	_____	_____	_____
4.	_____	_____	_____	_____	_____
5.	_____	_____	_____	_____	_____
6.	_____	_____	_____	_____	_____
7.	_____	_____	_____	_____	_____
8.	_____	_____	_____	_____	_____
9.	_____	_____	_____	_____	_____
10.	_____	_____	_____	_____	_____

CITY & BOROUGH OF JUNEAU, ALASKA
NOMINATING PETITION – SCHOOL BOARD

We, the undersigned qualified voters of the City and Borough of Juneau, in the State of Alaska, hereby nominate and sponsor _____, whose residence is _____, for the office of _____, to be voted for at the election to be held on the 3rd day of October, 2017.

We individually certify that we are qualified to vote for a candidate for the office this candidate seeks, and that we have not signed other nominating petitions for this office exceeding in number the vacancies in this office to be filled in this election.

<u>Signature</u>	<u>PRINTED NAME</u>	<u>Residence Address Street & No. or Lot & Block</u>	<u>Please Provide one of the following: Voter ID #, Last four # of SSN, or Birth Year</u>	<u>Date of Signing</u>
11.				
12.				
13.				
14.				
15.				
16.				
17.				
18.				
19.				
20.				

CITY & BOROUGH OF JUNEAU, ALASKA
NOMINATING PETITION – SCHOOL BOARD

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	<u>Signature</u>	PRINTED NAME	Residence Address Street & No. or Lot & Block	Please Provide one of the following: Voter ID #, Last four # of SSN, or Birth Year	Date of Signing
21.	_____	_____	_____	_____	_____
22.	_____	_____	_____	_____	_____
23.	_____	_____	_____	_____	_____
24.	_____	_____	_____	_____	_____
25.	_____	_____	_____	_____	_____
26.	_____	_____	_____	_____	_____
27.	_____	_____	_____	_____	_____
28.	_____	_____	_____	_____	_____
29.	_____	_____	_____	_____	_____
30.	_____	_____	_____	_____	_____

CITY & BOROUGH OF JUNEAU, ALASKA
NOMINATING PETITION – SCHOOL BOARD

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<i>Signature</i>	PRINTED NAME	Residence Address Street & No. or Lot & Block	Please Provide one of the following: Voter ID #, Last four # of SSN, or Birth Year	Date of Signing
31.				
32.				
33.				
34.				
35.				
36.				
37.				
38.				
39.				
40.				

CITY & BOROUGH OF JUNEAU, ALASKA
NOMINATING PETITION – SCHOOL BOARD

We, the undersigned qualified voters of the City and Borough of Juneau, in the State of Alaska, hereby nominate and sponsor _____, whose residence is _____, for the office of _____, to be voted for at the election to be held on the 3rd day of October, 2017.

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<i>Signature</i>	PRINTED NAME	Residence Address Street & No. or Lot & Block	Please Provide one of the following: Voter ID #, Last four # of SSN, or Birth Year	Date of Signing
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41.

42.

43.

44.

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47.

48.

49.

50.

ACCEPTANCE OF NOMINATION

I hereby accept the above nomination and agree to serve if elected. I declare that I qualify for the office of School Board Member, as outlined in Charter section 13.2, AS 14.12.080, and CBJ School District Policies 0140-0149. I am qualified to vote in State elections; a resident of the municipality for at least thirty days immediately preceding the election; registered to vote in state elections at a residence address within the municipality at least thirty days before the municipal election at which the person seeks to vote; not disqualified under Article V of the Alaska Constitution; not an employee of the Juneau School District; and not a member of the Alaska Legislature.

Signature of Candidate

Filing Deadline: Monday, August 14, 2017 – 4:30 p.m. – Clerk's Office, City Hall, 155 S. Seward St., Juneau, AK 99801

Show How Candidate's Name is to Appear on the Ballot:

Residence Address:

Mailing Address:

Please provide ONE of the following numbers for public use, the rest are optional:

Home Telephone: _____

Work Telephone: _____

Home Fax Number: _____

Work Fax Number: _____

Home Email: _____

Work Email: _____

This Petition is Filed By:

Whose Address Is:

FOR CLERK'S OFFICE USE ONLY

Received By:

Election Official

POFD Statement Attached

Valid Signatures

Date and Hour of Filing Above: _____

Candidate Notified of Petition Status

—, —, —

City & Borough of Juneau, Alaska - Official Candidate Statement

*Deadline for Submission/Corrections: 4:30 p.m., Monday, August 28, 2017
filed in Clerk's Office Room 202
City Hall – 155 S. Seward St., Juneau, AK 99801
Email: city.clerk@juneau.org
Phone: (907) 586-0216
Fax: (907) 586-4552*

This statement is **OPTIONAL** for candidates to file information that will be made available to the public. Any candidate statement filed by the deadline will be published on the municipal website following the date for withdrawal of candidates from the ballot. Candidate Statements will not include write-in candidates.

No changes to the information provided will be allowed after the deadline. If no official candidate statement is filed by the deadline, the only information published will be the Candidate's Name, Office Sought and the statement: "Candidate chose not to file a candidate statement."

Statements may include:

- A Candidate Photo
- Biographical Information
- Advocacy Statement

Photo: Photos will be acceptable only if they are:

- Color digital photo preferred, maximum 500x700 pixels, and
- Taken within last 5 years, and
- Composition is limited to the head, neck and shoulders of the candidate.

The information below must be typewritten or submitted electronically. Electronic submission of statements via e-mail attachment, USB Drive, or CD is preferred.

Disclaimer: All submitted candidate statements will be published with the following disclaimer:

"The views expressed in this statement are from the candidate and are not endorsed by the City and Borough of Juneau. The text of this statement was provided by the candidate in accordance with CBJ Code 29.07.055."

The election official will provide you with a proofed copy of your page for review prior to publication. Obvious spelling and/or typographical errors are the only changes we make to the proofed copy, if any.

All information supplied is OPTIONAL, with the exception of "Name as it appears on the ballot" and "Office sought." Please follow the format below, although you do not have to use this particular page. Omitted categories will not appear in the on-line statement. Please write out complete names rather than using acronyms or abbreviations.

Name as it appears on the ballot:	
Office Sought:	Choose an item.
Residence Address:	
Mailing Address:	
Email Address:	
Website:	
Age at the date of the Election:	
Occupation:	
Spouse's Name:	
Children's Names:	
Place of Birth:	
Length of Residency in Juneau:	
Communities lived in and dates of residency:	
Education:	
Military Service:	

Political and Government Positions:	
Business and Professional Positions:	
Service Organization Memberships:	
Special Interests:	
Other appropriate information:	

Biographical Information: Biographical information is limited to 150 words or less. An article such as "a," "and" and "the" will be counted as one word. Any words included beyond the allotted word count will not be published.

Biographical information:	
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Advocacy Statement: The following statement has a 250 word limit. An article such as “a,” “and” and “the” will be counted as one word. Negative campaign material is not suitable for inclusion. Statements may include comments about the candidate in the following areas:

- 1) the candidate’s skills, and
- 2) the candidate’s position on municipal issues;

Advocacy statement:	
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Candidate Checklist:

I have enclosed this information regarding my candidacy for the inclusion in the 2016 Official Candidate Statements on the municipal website.

- A photograph
- A biographical Statement of 150 words or less
- An advocacy statement of 250 words or less

I request that the above information be published on-line on the municipal website and certify that I am submitting my materials by the due date of Monday, August 28, 2017 by 4:30 p.m.

Signature:	
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Date:	Click here to enter a date.
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