

How to Run for Local Office

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

Saturday, June 9, 2018

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

TABLE OF CONTENTS

HOW TO RUN FOR LOCAL OFFICE – INTRODUCTION	3
CBJ BOARDS AT A GLANCE	4
HOW TO RUN FOR LOCAL OFFICE – LEGAL REQUIREMENTS	7
RUN FOR OFFICE? (SEATS AVAILABLE IN OCTOBER 2, 2018 MUNICIPAL ELECTION).....	8
QUALIFICATIONS FOR OFFICE.....	9
NOMINATION - PETITIONS	10
PUBLIC OFFICIAL FINANCIAL DISCLOSURE AND CAMPAIGN DISCLOSURE INFORMATION	10
WRITE-IN CANDIDATES.....	12
WITHDRAWAL FROM CANDIDACY.....	13
OFFICIAL CANDIDATE STATEMENT (OPTIONAL)	13
<i>CBJ Assembly Districts - Map.....</i>	<i>14</i>
<i>CBJ Voting Precincts and Polling Places - Map.....</i>	<i>15</i>
DEADLINES FOR THE OCTOBER 4, 2016 REGULAR MUNICIPAL ELECTION.....	17
QUICK REFERENCE DATES – OCTOBER 3, 2017 REGULAR MUNICIPAL ELECTION	21
ALASKA PUBLIC OFFICES COMMISSION – MUNICIPAL ELECTIONS.....	22
ALASKA PUBLIC OFFICES COMMISSION – PRESENTATION –LEGAL REQUIREMENTS	27
HOW TO RUN FOR LOCAL OFFICE –THE JOB.....	41
A CITIZEN’S GUIDE TO THE CITY AND BOROUGH OF JUNEAU GOVERNMENT	42
<i>Assembly Rules of Procedure</i>	<i>49</i>
<i>Alaska Association of School Boards – Recruiting Candidates</i>	<i>63</i>
<i>Alaska Association of School Boards – Board Standards</i>	<i>71</i>
LOCAL GOVERNMENT PRIMER – BY THE ALASKA MUNICIPAL LEAGUE.....	99
HOW TO RUN FOR LOCAL OFFICE – CAMPAIGN BASICS	111
CAMPAIGNING FOR ELECTION – BASICS OF A LOCAL CAMPAIGN	112
POLITICAL SIGNS AND THE CITY AND BOROUGH OF JUNEAU SIGN ORDINANCE.....	113
GUIDE TO RUNNING A SUCCESSFUL CAMPAIGN – COMPILED BY LINDA ROGERS.....	121
HOW TO USE FACEBOOK LIVE – BRANDY SHAUL	133
POLITICAL CAMPAIGNS AND CYBERSECURITY RISK	134
<i>Index of Resources – State of Alaska Division of Elections.....</i>	<i>138</i>
<i>Electronic Voter Lists – State of Alaska Division of Elections.....</i>	<i>144</i>
<i>Useful Websites</i>	<i>146</i>
<i>Bibliography.....</i>	<i>148</i>
NINE TOOLS OF CIVILITY – THE CIVILITY PROJECT	149
HOW TO RUN FOR LOCAL OFFICE – DECIDING TO RUN	151
RUNNING FOR OFFICE – ARE YOU READY? - 9 NINE IN 15	152
SELF-ASSESSMENT – NATIONAL DEMOCRATIC INSTITUTE.....	154
HOW TO RUN FOR LOCAL OFFICE – APPENDIX / FORMS - ATTACHMENT	
FORMS	
<i>Nominating Petition - Assembly</i>	
<i>Nominating Petition – School Board</i>	
<i>Official Candidate Statement</i>	

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 29 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 on specific issues.

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 29 appointed bodies include:

- 17 Advisory Boards/Commissions
- 6 Appeal Boards
- 6 Enterprise/Charter Boards



CBJ BOARDS AT A GLANCE

CBJ has approximately 30+ boards made up of 200+ citizens which provides a way for the public to participate in the City's decision making process by advising the Mayor and Assembly on numerous issues. The Assembly Human Resources Committee, with the help of the Deputy Clerk, administers the CBJ Board process. The following is a listing of the current Assembly Committees and CBJ Boards.

Assembly & Assembly Standing Committees

The Assembly is the appointing body for all CBJ Boards. The Mayor appoints members to *Ad Hoc Committees and Assembly Task Forces**.

The five Assembly Standing Committees are:

Committee of the Whole (COW)
Assembly Finance Committee (AFC)
Human Resources Committee (HRC)
Lands Committee
Public Works & Facilities Committee

*Joint Assembly/School Board Facility Project Team**

Enterprise/Empowered Boards

Aquatics Board (Semi-Empowered)
 Bartlett Regional Hospital Board
 Docks & Harbors Board
 Eaglecrest Ski Area Board
 Juneau International Airport Board
 Planning Commission

Appeal Boards (quasi-judicial)

Animal Hearing Board*
 Bidding Review Board
 Board of Equalization
 Building Code Board of Appeals
 Personnel Board
 Sales Tax Board of Appeals

**Members appointed by the City Manager*

Advisory Boards

Americans with Disabilities Act Committee
 Building Code Advisory Board
 Douglas Advisory Board
 Historic Resources Advisory Committee
 Jensen-Olson Arboretum Advisory Board
 Juneau Affordable Housing Commission
 Juneau Commission on Aging
 Juneau Commission on Sustainability
 Juneau Human Rights Commission
 Juneau Public Libraries Endowment Board
 Local Emergency Planning Committee
 Parks & Recreation Advisory Committee
 Sister Cities Committee
 Treadwell Arena Advisory Board
 Utility Advisory Board
 Wetlands Review Board
 Youth Activities Board

Ad Hoc Committees, Task Forces & Steering Committees

1% for Art Committees for a variety of CBJ Capital Projects
 Parks & Recreation Master Plan Steering Committee
 [Members appointed by the PRAC]

*"Everybody can be great because anybody can serve.
 You don't have to have a college degree to serve.
 You don't have to make your subject and verbs agree to serve.
 You only need a heart full of grace, a soul generated by love."
 – Martin Luther King, Jr.*

CBJ BOARDS AT A GLANCE cont...

“**Enterprise**” or “**Empowered Boards**” oversee specific operations of CBJ and include the Airport Board, Docks & Harbors Board, Eaglecrest Board, and Hospital Board. Board members hire the manager and approve the budget of these self-sustaining enterprises. The Aquatics Board is a semi-empowered board and operates like a hybrid between empowered boards and an advisory board. They are established by Charter which requires a vote of the people.

Planning Commission reviews and updates the Comprehensive Plan and Capital Improvement Program, as well as City projects. The Commission also reviews private and public development plans for compliance with adopted City plans such as the Title 49, the Land Use Code. The Commission also functions as the Board of Adjustment in reviewing Variances and Code interpretations.

Appeal Boards serve as quasi-judicial bodies to hear appeals and include the following boards: Board of Equalization, Personnel Board, Animal Hearing Board, Building Code Board of Appeals, Bidding Review Board, and Sales Tax Board of Appeals.

Advisory Boards advise the Assembly on matters which are included in the scope of work as outlined in their governing legislation which may be an ordinance or resolution. Advisory Boards do not have the authority to establish policies or make decisions on behalf of the Assembly, nor to direct employees.

***Ad Hoc Committees & *Task Forces** are groups formed to complete an outlined task in a specified time frame. They are generally created by Mayoral decree and are subject to the same rules and requirements as an Assembly Standing Committee or Advisory Board.

***Steering Committees** are stakeholder groups created by a CBJ board in order to undertake a large planning task such as the neighborhood plan for Lemon Creek area appointed by the Planning Commission as the “Lemon Creek Steering Committee.”

For more information about CBJ Boards, please visit our website at <https://beta.juneau.org/clerk/boards-committees> or contact the Municipal Clerk’s office at email: City.Clerk@juneau.org, phone: 907-586-5278, City Hall Room 202, 155 S. Seward Street, Juneau, AK 99801

*“If you are planning for one year, grow rice. If you are planning for 20 years, grow trees.
If you are planning for centuries, grow people.”
Chinese Proverb*

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	10/2020	(second term)
District 1 Assembly	Mary Becker	10/2019	(third term)
District 1 Assembly	Jesse Kiehl	10/2020	(third term)
District 1 Assembly	Loren Jones	10/2018*	(second term)
District 2 Assembly	Beth Weldon	10/2019	(first term)
District 2 Assembly	Rob Edwardson	10/2020	(first term)
District 2 Assembly	Jerry Nankervis	10/2018*	(second term)

School Board

<u>Name</u>	<u>Term ends</u>
Brian Holst	10/2020
Jeff Short	10/2020
Dan DeBartolo	10/2019
Steve Whitney	10/2019
Josh Keaton	10/2018*
Emil Mackey	10/2018*
Andi Story	10/2018*

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:

- not be an employee of the Juneau School District; and
- not be 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:

<https://beta.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 3, 2018, nor later than 4:30 p.m. on Monday, August 13, 2018. 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 27, 2018, 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 27, 2018), 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:

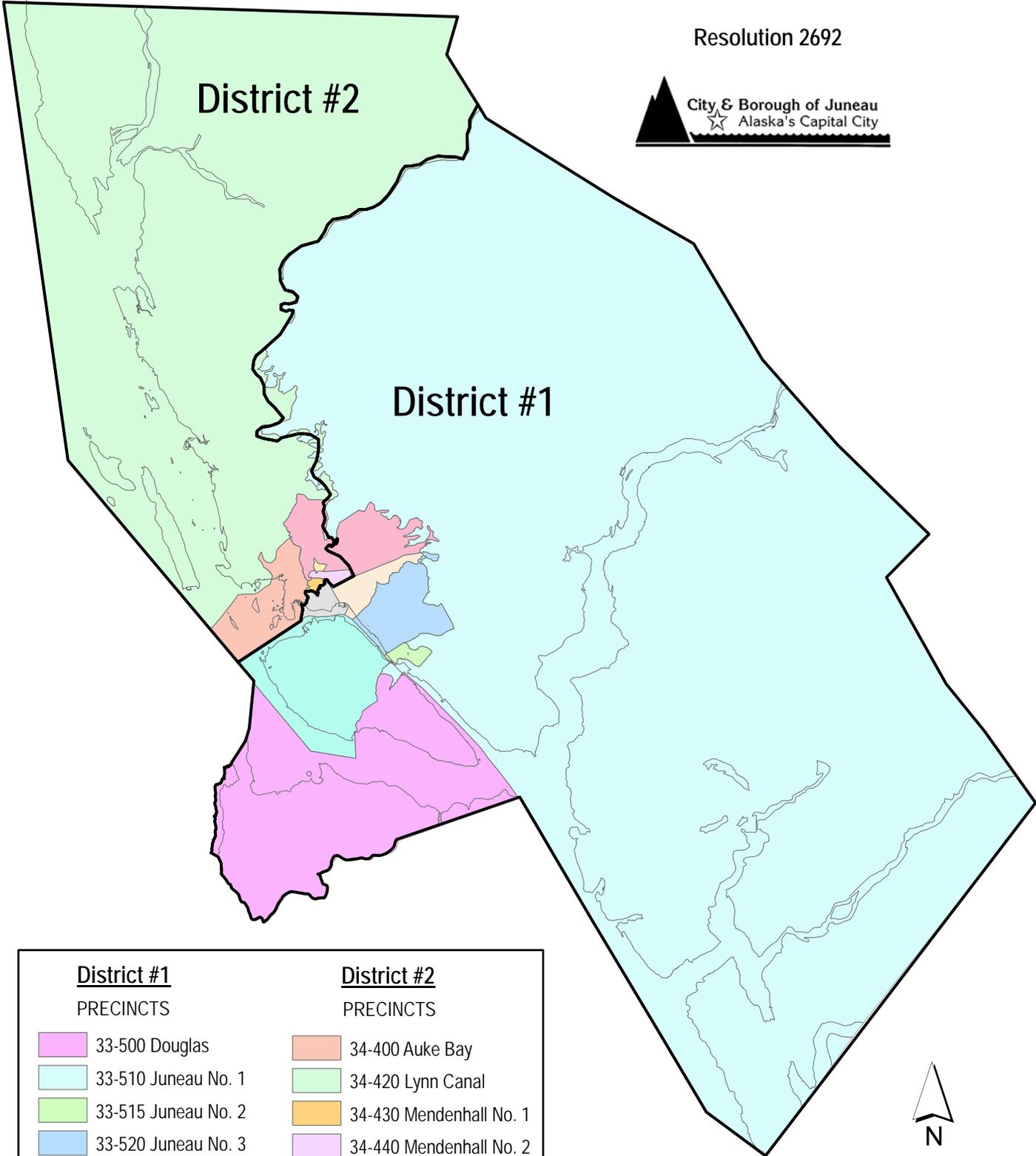
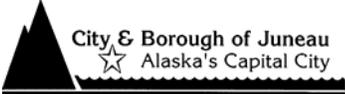
Any candidate nominated may withdraw his or her nomination not later than 4:30 p.m. of the 46th day before the election, which in this case would be Friday, August 17, 2018, through written notification to the Election Official.

Official Candidate Statement:

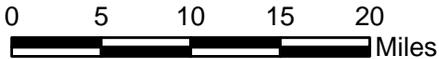
A candidate for elected office has the OPTION of filing an official candidate statement for publication on the CBJ website. All information must be received by the election official no later than 36 days prior to the election, or by 4:30 p.m. on Monday, August 27, 2018. (CBJ Code 29.07.055)

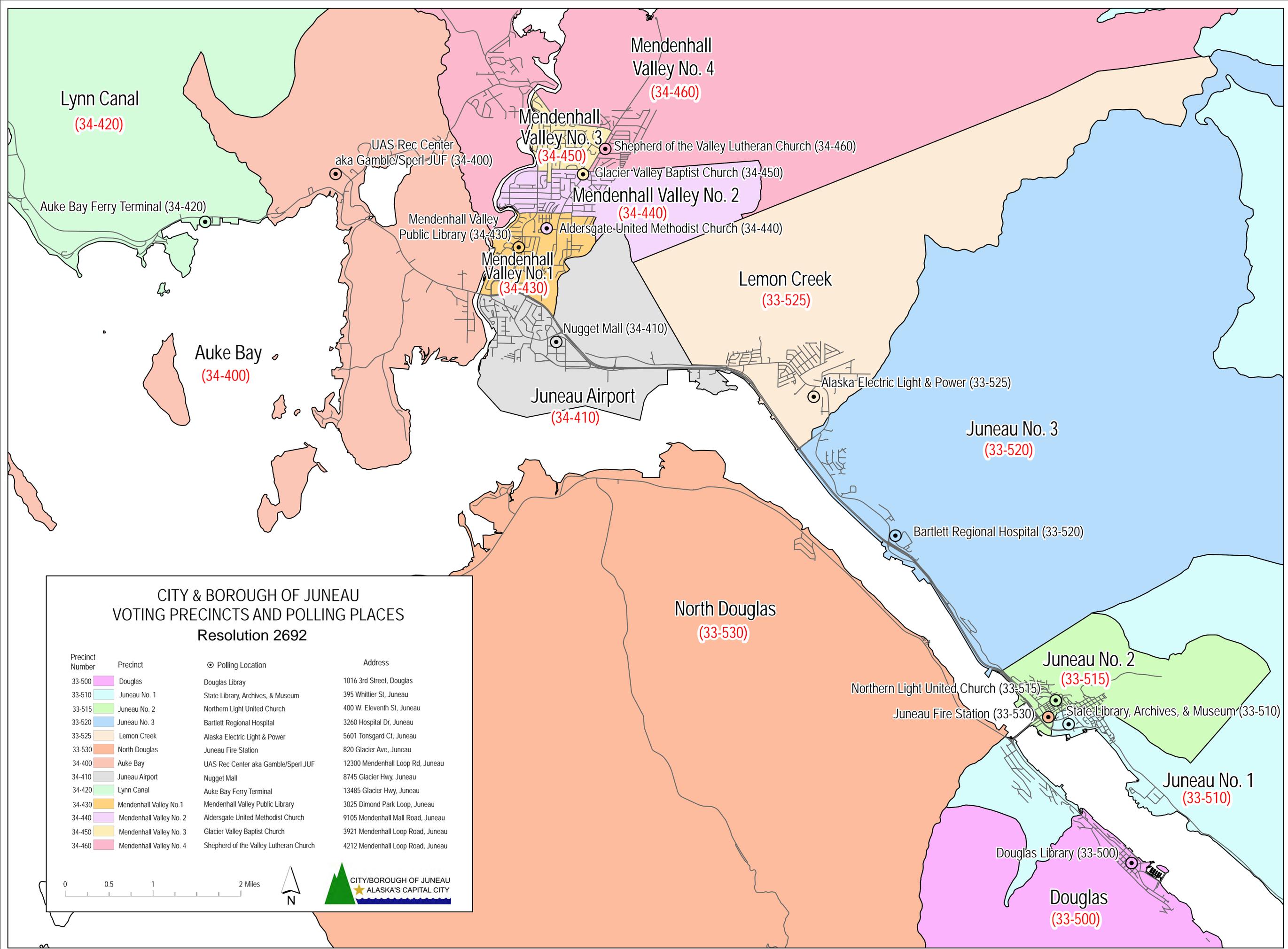
CBJ ASSEMBLY DISTRICTS

Resolution 2692



<u>District #1</u>		<u>District #2</u>	
PRECINCTS		PRECINCTS	
	33-500 Douglas		34-400 Auke Bay
	33-510 Juneau No. 1		34-420 Lynn Canal
	33-515 Juneau No. 2		34-430 Mendenhall No. 1
	33-520 Juneau No. 3		34-440 Mendenhall No. 2
	33-525 Lemon Creek		34-450 Mendenhall No. 3
	33-530 North Douglas		34-460 Mendenhall No. 4
	34-410 Juneau Airport		





**CITY & BOROUGH OF JUNEAU
VOTING PRECINCTS AND POLLING PLACES
Resolution 2692**

Precinct Number	Precinct	● Polling Location	Address
33-500	Douglas	Douglas Library	1016 3rd Street, Douglas
33-510	Juneau No. 1	Slate Library, Archives, & Museum	395 Whittier St, Juneau
33-515	Juneau No. 2	Northern Light United Church	400 W. Eleventh St, Juneau
33-520	Juneau No. 3	Bartlett Regional Hospital	3260 Hospital Dr, Juneau
33-525	Lemon Creek	Alaska Electric Light & Power	5601 Tonsgard Ct, Juneau
33-530	North Douglas	Juneau Fire Station	820 Glacier Ave, Juneau
34-400	Auke Bay	UAS Rec Center aka Gamble/Sperl JUF	12300 Mendenhall Loop Rd, Juneau
34-410	Juneau Airport	Nugget Mall	8745 Glacier Hwy, Juneau
34-420	Lynn Canal	Auke Bay Ferry Terminal	13485 Glacier Hwy, Juneau
34-430	Mendenhall Valley No. 1	Mendenhall Valley Public Library	3025 Dimond Park Loop, Juneau
34-440	Mendenhall Valley No. 2	Aldersgate United Methodist Church	9105 Mendenhall Mall Road, Juneau
34-450	Mendenhall Valley No. 3	Glacier Valley Baptist Church	3921 Mendenhall Loop Road, Juneau
34-460	Mendenhall Valley No. 4	Shepherd of the Valley Lutheran Church	4212 Mendenhall Loop Road, Juneau

0 0.5 1 2 Miles

N

CITY/BOROUGH OF JUNEAU
★ ALASKA'S CAPITAL CITY



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: January 29, 2018
To: Mayor & Assembly
From: Laurie J. Sica, Municipal Clerk/Election Official
Subject: Deadlines for the October 2, 2018 Municipal Election

The next Regular Municipal Election is Tuesday, October 2, 2018.¹ The deadlines for this election are set forth below. All dates referenced are 2018.

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 4, and no later than Friday, August 3.³ 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 25, the last regular scheduled meeting for the Assembly to adopt a charter amendment is July 23, unless special meetings are scheduled for such purposes.

GENERAL BALLOT PROPOSITIONS

Notice of the regular election must be published no later than Sunday, September 2.⁴ 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 13 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 23 Regular Assembly meeting, with public hearing and Assembly action on August 13. If necessary, the Assembly could delay action until a special meeting of August 27. 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 2017 regular election turnout of 7,070 voters, 1,768 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 2018:¹³

Charter Amendments:

June 4 - Earliest day clerk can certify a voter initiated charter amendment petition

August 3 - 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 2 ballot is August 13, any initiative or referendum should be certified by the clerk by July 3 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 3, and no later than 4:30 p.m., Monday, August 13.¹⁵ 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 13, 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 17.¹⁷

Candidates may submit an official candidate statement for publication on the CBJ website as early as the filing of their nominating petition and approve for content no later than August 27 for publication on Tuesday, August 28.¹⁸

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.

Quick Reference Dates for October 2, 2018 CBJ Regular Election

January 1	Absentee-by-mail ballot applications available
June 4	First day for Assembly to adopt or the clerk to certify a petition for a Charter amendment proposition
July 3	Last day for Clerk to certify initiative or referendum petitions to submit to Assembly
July 23	Last Regular Assembly Meeting to Introduce Ballot Proposition
August 3	Last day for Assembly to adopt or the clerk to certify a petition for a Charter amendment proposition
August 3	Filing for Municipal and School Board Candidacy opens - 8:00 a.m. Copies of electronically filed APOC POFD forms must accompany Nominating Petitions.
August 13	Filing for Municipal and School Board Candidacy closes - 4:30 p.m.
August 13	Last Regular Assembly Meeting to Adopt Ballot Proposition (or to make a motion placing an advisory question on the ballot.)
August 17	Last day for candidates to withdraw their name from the printed ballot – 4:30 p.m. Candidate Profiles due to Clerk for formatting
August 22	Ballot sent to Printer
August 27	Deadline for candidate approval of publication of Official Candidate Statements.
August 28	Clerk's Office to publish Candidate Statements online.
August 29	Last day to submit Notice of Election to media for publication
September 2	Notice of Election Posted / Published
September 17	Ballots available for Absentee Voting - Absentee Voting Stations Open
September 25	Last day to receive applications for absentee by-mail ballots in Clerk's office
September 27	Last day to file "write-in" candidacy letter of intent.
October 1	Last day to submit application for fax ballot - 5 p.m.
October 2	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 5	Final Count - Absentee & Questioned Ballots - TBA
October 9	Canvass Board Election Certification - TBA
October 9	Last Day to Contest Election (must be filed before completion or during review of election returns)
October 11	Last Day to request Recount
October 15	First Regular Assembly meeting scheduled for New Assembly Members
October 19	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
2221 East Northern Lights Blvd., #128 Anchorage, AK 99508 Phone: (907) 276-4176 Toll Free: (800) 478-4176 Fax: (907) 276-7018	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

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

ALASKA PUBLIC OFFICES COMMISSION

CANDIDATE REPORTING DATES 2018 STATEWIDE MUNICIPAL ELECTION

Tuesday, October 2, 2018 Statewide Municipal Election

Report:	Covers:	Due:
Year Start Report	February 2, 2017 – February 1, 2018	Thursday, February 15, 2018
30 Day Report	February 2 – August 31	Tuesday, September 4, 2018
7 Day Report	September 1 – September 22	Tuesday, September 25, 2018
24 Hour Reports**	September 23 – October 1	Daily As Needed**
105 Day Report	September 23 – December 31	Tuesday, January 15, 2019

**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 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 2018 Anchorage Municipal Election:

Friday, August 31, 2018, (Last day of 30 day reporting period for the Statewide Municipal Election)

The last day that a candidate may give or loan their campaign more than \$5000.

Friday, November 16, 2018, (45 days after the date of the Statewide Municipal Election)

The last day a candidate may accept contributions.

Tuesday, December 31, 2018 (90 days after the date of the Statewide Municipal Election)

The date by which candidates must distribute the amount held in their campaign account.

Please visit the APOC website for updates 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 500, Juneau, Alaska 99811-0222
General Information: (907) 465-4864 / (866) 465-4864 / FAX (907) 465-4832



LEGAL REQUIREMENTS

with the Alaska Public Offices Commission.

WHAT DOES APOC REGULATE?



- Campaign Financial Disclosure (for candidates, groups, and ballot initiatives)
- Public Official Financial Disclosure (for candidates and office holders)
- Lobbying in the State legislature

INITIAL FILING REQUIREMENTS?:

- Public Official Financial Disclosure form covering your personal finances.
- An initial candidate registration document:
 - Letter of Intent - required if your filing before declaring with the clerk.
 - Candidate Registration - required within 7 days of declaring with the clerk and identifies your campaign's contact information, staff, and campaign depository.
- **-OR-**
- Municipal/Judicial Exemption Form –also due within 7 days and exempts a candidate from filing campaign disclosure reports as long as they have no more than \$5K in campaign income and \$5k expenses.

PUBLIC OFFICIAL FINANCIAL DISCLOSURE REPORTS (POFD) AS 39.50

- ▶ Candidate (Only required if you don't have a report on file for 2016.)
- ▶ Initial (Usually applicable for appointees due within 30 days of taking office.)
- ▶ Annual (Due every **March 15th** and covers previous calendar year.)
- ▶ Final (Required within **90 days of leaving office**)

CAMPAIGN DISCLOSURE REPORTING

~The Basics~

- All sources of income
- All expenses
- Pending debts at the end of a reporting cycle
- Financial summary of the campaign's activity

~The Details~

- Date, contributor name, address, occupation/employer, payment type, amount.
- Date, vendor information, purpose, payment type, amount.
- Date debt was incurred, vendor, purpose, original amount.
- Accurately carry information from a previous report forward.
- The details can get complicated....



HOW COMPLICATED?

- Contribution limits: individuals (\$500), party limits (\$5K), group limits (\$1K), out of state aggregate limits (\$3K), payment type limits (\$100 cash).
- Reimbursement rules with date and limits for the candidate and registered staff.
- Candidate loan limits and paperwork.
- Political Identifiers – a.k.a. “paid for by” disclaimers on all political communications that influence an election. (ads, webpages, social media.)
- Returning or forfeiting prohibited contributions (over the limit, anonymous, or corporate donation.)
- Returning purchases
- Losing you exemption status and filing.

- Your specific situation may require a unique solution...so call and ask!

▶ Registered campaigns must publicly disclose finances **before, during, and after** the election.

▶ Calendar the deadlines and reporting periods **specific to your election.**

- NOT just reports to worry about!
 - Timing of accepting and spending contributions
 - Limits on when candidates can loan to their campaign

(You can download your election's calendar by visiting the APOC website)



CAMPAIGN DISCLOSURE REPORTS

(AS 15.13.110)

A typical campaign cycle reporting periods:

- 1. 30 Day Report Period: 30 days prior to election**
- 2. 7 Day Report Period: 7 days prior to election**
- 3. 24 Hour Report(s) (conditional): 9 days prior to election**
- 4. 105 Day: 105 days after election**

PENALTY RATES FOR LATE REPORTS

- ▶ **POFD = \$10 x days late**
- ▶ **30 Day, 105 Day/ Year End Reports = \$50 x days late**
- ▶ **7 Day and 24 Hour Reports = \$500 x days late**



If you are assessed a penalty, you have a right to appeal it!

WHERE DO I FILE THESE FORMS?

- You are required to submit all APOC forms through the MyAlaska filing system.
- You can create a new account or use the same log in used to file your PFD.

State of Alaska myAlaska My Government Resident Business in Alaska Visiting Alaska State Employees

Alaska Department of Administration
Alaska Public Offices Commission search

APOC State of Alaska

APOC Home Commission Filer Resources Training

Current Topics Insight Search Reports Find Complaints & AO's Contact Us

Administration > Alaska Public Offices Commission

Alaska Public Offices Commission

! Every Individual, Person (including, but not limited to corporations, labor organizations, partnerships, firms, associations and organizations including tax exempt organizations) or group making contributions of \$500 or more (in aggregate) to a ballot proposition group must report that contribution, and all subsequent contributions, on a [Statement of Contribution form 15-5](#).

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.

Upcoming Dates	
JUN 28	Candidate Training: 12:00 P.M to 2:00 P.M In person or web participation available
JUN 30	Lobbyist May Special Session Report
JUL	Candidates: 2017 Anchorage

State of Alaska myAlaska My Government Resident Business in Alaska Visiting Alaska State Employees

APOC Online Forms

D Mells (APOCSTAFFDM) *** [Logout](#)

[HOME](#) [POFD/LFD](#) [GROUPS/ENTITIES](#) [CANDIDATES](#) [LOBBYING](#) [INDEPENDENT EXPENDITURES](#) [ADMINISTRATION](#)

State of Alaska Department of Administration > APOC

[Public Official / Legislative Official Financial Disclosure](#)

If you are a:

- Public Official
- Candidate
- Member of a State Board or Commission
- Legislator

Who is required to file a Financial Disclosure

[Group / Entity Forms](#)

View or file Group / Entity forms. View Assigned

[Candidate Forms](#)

View or file Candidate forms. This includes Municipal/Judicial Exemption forms. View Assigned Expectations.

[Campaign Disclosure Forms](#)

View or file a Campaign Disclosure form after registering.

ASSIGNED REPORTS

LETTER OF INTENT

CANDIDATE REGISTRATION FORMS

MUNICIPAL/JUDICIAL EXEMPTION FORMS

CAMPAIGN DISCLOSURE FORMS

POET FORMS

FCA FORMS

SHARED CAMPAIGN ACTIVITY FORMS

CANDIDATE REIMBURSEMENT FORMS

EXEMPT FUNDRAISER FORMS

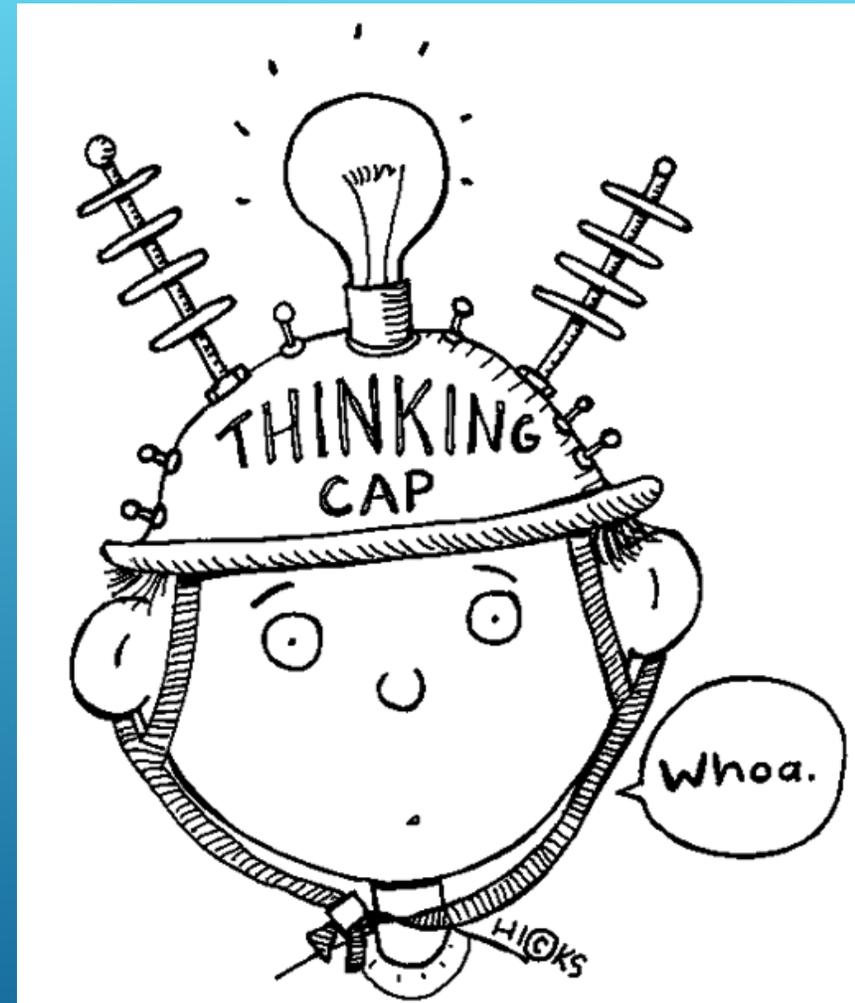


RESOURCES!

- ▶ Call, email or visit an APOC office for help!
- ▶ Visit APOC's website at doa.alaska.gov/apoc/
- ▶ Review the statutes and regulations! AS 15.13 & AS 39.50
- ▶ Candidate Training on June 28, 2017 from noon - 2pm

FINAL THOUGHTS

- Be organized with your record keeping!
- Ask for help! (Build a solid team)
- Be proactive, don't procrastinate!



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.

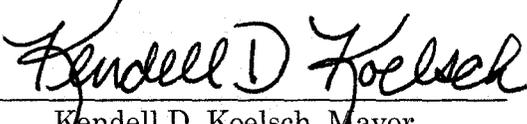
RULE 17. ADOPTION OF ROBERT'S RULES OF ORDER.

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.

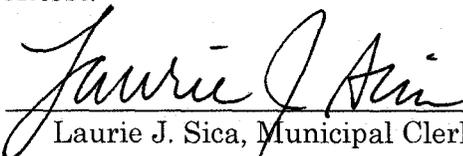
Section 2. Repeal of Resolution. Resolution No. 2550 is repealed.

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



Dear School Board Candidate,

Education is more than just budgets, contracts and negotiations. It's more than books and desks, bus schedules and buildings. It's even more than reading and writing and Calculus II. Education is a promise to our children, a promise that they will be equipped to meet the challenges of tomorrow!

Serving your community as a member of the school board means making a commitment to the children and being a part of their tomorrow. The local school board is a uniquely American institution that has made the public schools flexible and responsive to the needs of local communities. The school board represents a continuing commitment to local citizen control and decision-making in education.

As a member of a local school board, you will join the more than 325 Alaskan men and women who are dedicating their time and efforts to living up to that commitment. You will become a state official charged with guiding a statewide school system that has over 15,000 employees and serves more than 120,000 children. The greatest reward you will receive for this service is the personal satisfaction, which comes from working to meet the educational needs of the students who attend the public schools in your community.

Thank you for pledging to share your wisdom and knowledge to help create a bright future for children in your school district and throughout Alaska.

Sincerely,

A handwritten signature in black ink, appearing to read "Mike Swain".

Mike Swain
Association of Alaska School Boards
President, Board of Directors



A message from the Association of Alaska School Boards

What to look for in a School Board Candidate

It's summer. It seems like it was just the other day when last year's citizens were beginning their campaigns for local school board races. The wheels are turning in the minds of hundreds of citizens who think they may want to be local school board members. What should voters look for as they assess the qualifications of school board candidates? What skills and commitments are important to school board success? These are some of the things we believe to be important:

• Time

Serving on a local school board requires lots of it. No longer is it reasonable to expect board service to take one night per month. Public education has become far too complex and community expectations far too great, for the leisurely pace of yesteryear to be the rule today. Today's board members say they can easily spend 30 or more hours per month on school issues: negotiating contracts, planning, work sessions, community meetings-not to mention personal phone calls and other contacts made.

• Commitment to teamwork

Individual school board members, by themselves, are not empowered to make district wide changes, but, by working well with board colleagues, the superintendent and with other groups who are shaping public schools, virtually anything is possible. Occasionally a board will find itself embroiled in controversy and turmoil.

Reasonable adults should be able to disagree agreeably, then move to the next level without chewing up themselves-and the district-by creating lasting divisions that assure loss of public confidence.

• Strong interpersonal skills

School board members' ideas may be wonderful, but if they lack the skills to persuade their colleagues and the public of their value, they will be less effective. If only one set of skills were available for an effective school board member, I would choose solid interpersonal skills and attributes, including communication, trustworthiness, honesty, confidentiality, consistency, and other such traits that cause interpersonal relationships to blossom.

• Concern for the entire school district not for a special interest or a narrow philosophy.

Most of us have a "favorite" concern about schools. It may be sports, fine arts, "the basics," special education, or something else. And that's okay. However, an elected school board member must keep a broad view of the district and see a wide horizon. Every program offered by the district has value, or it should not be offered. Good board members recognize that, and try to build them all to their highest level of quality.



The other dimension of this point, philosophy, is more subtle. More and more, narrowly focused organizations are helping candidates get elected so that their commonly held philosophical views will influence board action. Of course, this is all very legal. In fact, such organizations are to be applauded for their commitment. However, a voter must take the time and make the effort to learn as much about school board candidates as possible in order to know the philosophy of the person they elect.

• Willingness to learn

State law requires few qualifications for service as a school board member. Some individuals are elected with more immediate knowledge and skills than others. But no one, regardless of occupation, intelligence or personal skills, comes in knowing all he or she needed upon election. Those who approach their jobs with a desire to be more knowledgeable and skilled become more effective school board members.

Serving on a local school board can be one of the most rewarding challenges any citizen could hope for. The system works best when able and committed people step forward and serve their communities. If ever there was a time when quality leadership was needed, it is now.

Adapted from Randy Quinn,
Colorado School Boards Association.

A Guide for School Board Candidates in Alaska

Published by the Association of Alaska School Boards, this brochure is available free of charge. It gives an overview of roles and responsibilities, board functions, policy making, planning, performance and interpreting school needs. Call AASB at (907) 463-1660 for your free brochure. Visit the AASB website (<http://www.aasb.org>) for more information about school boards and Alaska Education.

Election Dates

- REAA School Board elections: **October 2, 2018.**
- Most Municipal School Board elections: **October 2, 2018.**

Municipal election dates are determined locally. Contact your local municipality to find out the school board candidate filing deadline in your community!

About AASB

The Association of Alaska School Boards is an organization representing local school boards in Alaska. Its membership consists of more than 330 individual board members, responsible for the students who attend Alaska's public schools.

Formed in 1954 by four districts, AASB has expanded over the years to include more than 50 school boards as members in cities, boroughs, and REAAs. Today the Association is a source of assistance, information, and liaison for these boards and the districts they represent. Services and Initiatives include:

- State and Federal Representation
- Information through Publications and websites
- Board Member Education Programs, Conferences, and In-district workshops
- Policy Development
- Superintendent Searches
- Strategic Planning
- Child Advocacy
- Community Engagement
- 1 to 1 Laptop Initiative for Schools

AASB is governed by a 15 member Board of Directors, consisting of 11 directors and four officers. Representation comes from all regions of the state. The Board is elected by the membership at the Annual Conference. The membership as a whole pass the resolutions which establish the positions taken by the Association before the legislature and other agencies throughout the year.

Member boards pay dues to the Association based on the size of the district to help support the functions of the organization.

AASB & Child Advocacy

Alaska's education policy makers and educators struggle with the complex challenge of providing a quality education to all students across our vast state, particularly when there are so many other factors that impact children's lives and, therefore, their education. Because increasing numbers of children come to school with problems caused by poverty, drug use, teenage pregnancies, and child abuse, schools can no longer limit themselves to only academics. We also recognize that schools cannot act in isolation to overcome such obstacles to learning. Schools, families, and communities must share responsibility for children's development and learning. Since education is a continual process occurring both in and out of school, school is just one institution that can educate children. We ALL must shoulder the responsibility for public education.

The advocacy role of school board members is to promote parental, public, and social service commitment to the shared responsibility of educating all public school children.

AASB's Board of Directors has adopted a Child Advocacy Agenda which recognizes that "PARENTS are the child's first teachers - loving and nurturing; that SCHOOL opens the mind to the excitement of learning and sharing; that SOCIETY helps a child to appreciate the world and his/her place in it; and that FAITH gives a child a set of beliefs to live by."

Our advocacy agenda is supported by a detailed action plan, which addresses legislation, education, public relations and collaboration with other agencies.

Association of Alaska School Boards

1111 West 9th Street, Juneau,
Alaska 99801

Tel: (907) 463-1660 Fax: (907) 586-2995

Email: aasb@aasb.org

Web site: <http://www.aasb.org>

Tool Kit Page 65 of 157

A guide for School Board Candidates in Alaska

As a candidate for your local school board, you have taken a step towards becoming involved in strengthening the quality of life through good schools in your community. You have indicated an interest in serving and devoting the time necessary to meet the challenge of boardsmanship by seeking election to your local school board. This guide will provide you with some basic information about school boards.



ASSOCIATION OF
ALASKA
SCHOOL BOARDS



Roles and Responsibilities of Board Members

As you consider the prospect of running for your local school board, there are a few things you should know about the responsibilities that role involves.

If you are elected, you and your fellow board members' actions will have far-reaching results. The policies you set will shape the education of tomorrow's leaders. The guidelines you create will direct the superintendent in navigating the problems your school district faces daily. Your decisions will affect the families of hundreds of students and employees, now and in the future.

School board authority rests with the board as a whole, not each member individually. School board decisions can only be made by a majority of the members at a public meeting.

From the moment school board members begin service, they are accountable to the public, to the state government, and to the courts.

Broad Functions of a School Board

School Boards *create a shared vision for the district, develop a structure to support that vision, establish accountability, and advocate for students and schools.*

Vision School board, on behalf of and with extensive participation by the community, creates a shared vision to enhance student achievement.

Structure To achieve its mission the board establishes a structure and creates an environment designed to ensure all students the opportunity to attain their maximum potential through a sound organizational framework.

Accountability Because the board is accountable to the local community, it causes the continuous assessment and reporting of all conditions affecting education.

Advocacy The board serves as education's advocate on behalf of students and their schools in order to advance the community's vision for its schools, pursue its goals, encourage progress, energize systemic change, and deal with children as whole persons in a diversified society.

What Does a School Board Do?

A board performs its functions through:

Policy Making A school board sets school district policies. The board hires a superintendent and district staff to put that policy into practice. The superintendent is accountable to the school board for managing the district according to board policies.

The local school board must develop and adopt policy that governs the operation of the schools. This includes acting on the superintendent's recommendations in such areas as employment of personnel, administration of student services, adoption of educational programs, selection of instructional materials and allocation of funds.

Planning School boards must provide vital leadership in establishing current and long-range educational plans and programs for school districts. The school board is responsible for providing a financial plan to carry out the educational programs by adopting an annual budget. Working closely with the community and the school administration, the board sets goals and adopts policies on which instructional programs are based.

Professional Performance One of the critical responsibilities of a school board is to select a superintendent. The school board exercises authority primarily through its superintendent. The board must be kept informed by the superintendent of the needs, conditions, achievements and progress of the school system.

As public employers, the board establishes the policies that govern the recruiting, hiring, employment, supervision, evaluation and dismissal of employees. This is an especially vital role, for the school district is frequently one of the community's largest employers.

Interpreting Needs School board members serve as the citizens' link to the school district and must interpret the school district's needs, programs and accomplishments for the community and interpret the community's needs and aspirations to the superintendent and staff.

School boards serve a dual role of representing both the schools and the community. As a public trust, the local school board must look into the community, find out what citizens want and provide clear channels of communication between the community and its schools. Boards need to sense and influence public opinion about the direction and function of their schools.

Needed improvements cannot be made until people are aware of those needs. Problems will not be solved until people become aware of the problems. It is important to discuss openly the strengths and weaknesses of the schools. Since decisions made about the schools can have an impact on the whole community, it is important to involve local citizens.

Board Service is Time and Commitment

School board service can be both rewarding and frustrating. At times board members feel the long hours they spend struggling with complex problems are all in vain. No matter what their decision, there will always be someone who complains.

These frustrations are offset, however, by reports of students going on to achieve further academic or other kinds of success. There is satisfaction in helping provide students with the education they need to live happy and productive lives.

Being a board member you are required to set aside 'single issues' and work with the other members of your board to set policies for your schools that are in the best interest of all students, all employees and the entire community.



Recruiting New Board Members

By Timi Tullis, AASB Director of Membership Services
(originally posted in AASB Commentary, August 2014)

This summer while helping a board develop a **board self improvement plan** one of the members asked me if we had anything in writing to encourage citizens to become interested and ultimately run for their board. Our website, www.aasb.org, has some information for potential candidates, but I thought I could reach more members by writing about the process here.

The first step is to **let individuals know early** that there will be seats open in the fall election. It doesn't hurt to start sharing this information as early as May or June, if you know that soon. Looking for individuals that already are somewhat active in the work you do, individuals that support events at the schools, and people you know care about kids is a great place to start. It's a bonus if they are or have been active on other boards and know a bit about working on a team or board with others.

Make sure you remain open-minded and **don't discard anyone from consideration**. Younger candidates, who potentially graduated from the school recently, could bring a lot of first hand knowledge to the board. More mature candidates who may be active on other boards and have knowledge of how a board governs could also benefit your team. Parents or grandparents of students are not the only individuals who care about kids in your community; there are many 'non-parents' that make great board members.

To ensure that your board remains diverse, be sure to **encourage individuals from a variety of backgrounds**, experiences and occupations. We love that in Alaska we have grandmas, aunties, fishermen, whaling captains, doctors, lawyers, uncles and mushers serving as board members/ Regardless of the label, our school board members have one thing in common -- they care about ALL kids in their district and they are representative of our state.

Be sure to remember that **your excitement and enjoyment for your position on the board will be noticed by others**. As often as possible publically share your passion for that work as a board member. Speak

positively about being on the board rather than whine about how much “work” it is. No one will want the job if you are unable to highlight the positive aspects of being on the board and making a positive difference for the students in your district.

As current members it is great if you can **individually encourage others** to run for the board. However, you want to be careful not to publicly support or, on the flip side, bad mouth any particular candidate because depending on the outcome you may or may not be working with said individuals.

While encouraging individuals to run for open seats be sure that candidates understand what the work of the board involves and help them see that the most important aspects of good board members are to:

- Focus on improvement of ALL students,
- Care deeply about the work of the board and share it with different aspects of the community, other civic groups or simply in their circle of supporters,
- Work with the team including the administration to ensure the best educational programs for your district,
- Become an informed and professional board member, be willing to attend all meetings, trainings and board work retreats.

When encouraging community members to consider running for a seat **invite them to a board meeting** (if they have not been to one) and take time after the meeting to debrief with them about the work that the board accomplished. Honestly explain the time commitments as well as the rewards from being on the board.

So in the end, current board can play a role in encouraging potential candidates to run for open seats. Board members and superintendent might consider the following Ideas to help get the word out about open seats:

- Face to face discussions encouraging involvement
- Newspaper or newsletter ad or an informative article
- Radio interviews encouraging community members to consider running

- Give potential candidates information on the actual work of the board, possibly the yearly calendar and,
- Hold a work session to describe the work of the board.



BOARD STANDARDS

A FRAMEWORK FOR ALASKA SCHOOL BOARDS



association of
ALASKA
school boards

CONTENTS

VISION	4
STRUCTURE	5
ACCOUNTABILITY	7
ADVOCACY	9
CONDUCT & ETHICS	11



*To learn more about these standards
visit our website at www.aasb.org*

Many thanks to the original team who
developed these Board Standards

ASSOCIATION OF ALASKA SCHOOL BOARDS **SCHOOL BOARD STANDARDS**

The education community is intimately familiar with standards. Standards for students have been around for many years in the form of grades, report cards and most recently many forms of assessments. Likewise, teachers, administrators and support personnel live by standards in the form of annual evaluations, classroom observations and peer monitoring. In Alaska, school districts have embraced board standards as an appropriate process for ensuring that our public school students achieve the very best academic success possible. Board standards were created through a process that involved a broad based group of people within and without the education community. This group brought together experience from the business world, the political arena, and families as well as from education. Together they determined the standards that should guide a person to become the best governance official possible to oversee school districts in Alaska. In 1998 this group of 25 individuals over a two day period created the framework of Board Standards and later that same year the AASB Board of Directors approved them for distribution to local school boards.

Too often across the nation the media reports on inappropriate behavior and even criminal acts from elected municipal bodies. School boards across the state have embraced these standards and are utilizing them as a model of behavior. By using the standards to influence behavior every board member will become a role model, districts will function as a governance model and students will be well served.



AASB's Board Standards have served as a foundation for development programs and resources available to school board members in Alaska.

Shortly after being adopted by the AASB Board of Directors, the Board Standards Framework (Vision, Structure, Accountability, Advocacy and Conduct and Ethics) was used to develop a three-year syllabus of topics that guided the Board development programming for the Association. This syllabus ensures that members will be provided with information and skill training aligned to the Standards during their first term in office.

A school board self-assessment was created based on Board Standards and performance indicators. The assessment is available on the AASB website (aasb.org) for use by boards. AASB staff, during a custom workshop, are also available to facilitate the assessment and help a board develop their own plan for improvement.

A sample Board Bylaw identifying Board Standards as a guide for orienting new Board members to the standards, provide on-going board development opportunities to assist all Board members in meeting those standards, and assess board performance to measure the Board's effectiveness was included in the AASB Policy Reference Manual and has been adopted by almost all members.

The Alaska School Board Member Handbook was designed around the Standards Framework and serves as a reference guide for members seeking information about their roles and responsibilities.

VISION

The Board Creates A Shared Vision To Enhance Student Achievement

1.1 Board develops a dynamic shared vision for education that reflects student needs and community priorities.

INDICATORS

- . Educational stakeholders are invited to participate in the development and revision of the school district’s mission and vision.
- . Stakeholders have regular opportunities to provide input throughout the development of the district’s plan.
- . The board seeks input from Elders and other leaders to incorporate traditional values and ways of knowing into the district mission and vision.

1.2 Board keeps the district and community focused on educating students

INDICATORS

- . The “IS IT GOOD FOR KIDS” question guides all board deliberations and actions.
- . The board refers to mission and vision when communicating with staff, groups, and organizations.

1.3 Board demonstrates its strong commitment to vision by using the shared vision to guide decision-making.

INDICATORS

- . The board uses the mission and vision as a guide in planning, decision making, and evaluating district operations.
- . The board communicates its rationale for decisions to the community as a way to reinforce its commitment to the mission and vision.

STRUCTURE

The Board Provides A Structure That Supports The Vision

2.1 Board establishes a management system that results in effective decision making processes and enables all to help the district achieve its mission and vision while making the best use of its resources.

INDICATORS

- . The board develops policies that require and support strong leadership by the superintendent.
- . The board develops policies that enable the staff and the public to participate in board deliberations, school programs, and activities in a meaningful way.
- . The board ensures that financial and human resource decisions directly support the district's mission and vision.

2.2 Board ensures that long and short-term plans are developed and annually revised through a process involving extensive participation, information gathering, research, and reflection.

INDICATORS

- . The board invites input from individuals, school staff, community and other organizations about improving the school program.
- . The board engages in annual planning and review.
- . The board directs use of appropriate committees for action planning.



2.3 Board sets high instructional standards based on the best available information about the knowledge and skills students will need in the future.

INDICATORS

- The board establishes appropriate committees to advise on the establishment and revision of district standards.
- The board makes instructional resource decisions based on emerging instructional needs and redirects existing resources as appropriate to meet them.

2.4 Board acts to ensure vision and structure comply with legal requirements

INDICATORS

- The board establishes policy requiring internal and/or external evaluations of district operations.
- The board reviews the results of all assessments as part of their deliberations.

2.5 Board encourages and supports innovative approaches to teaching, learning, and the continuous renewal of education.

INDICATORS

- The board invests in staff development tied to the skills students will need in the future.
- The board supports a cultural orientation program for new school staff and encourages their involvement in the community.
- The board oversees continual review of curriculum and the development of instructional techniques that enhance student achievement.
- The board communicates new developments in instruction to the community and provides a rationale for them.

ACCOUNTABILITY

The Board Measures District Performance Toward Accomplishing the Vision And Reports the Results To The Public.

3.1 Board receives regular reports on student progress and needs based on a variety of assessments to evaluate the quality and equity of the educational program.

INDICATORS

- The board ensures assessments are locally appropriate, accurate, relevant, and use a feasible process.
- Reports on student progress are linked directly to district vision for student achievement.

3.2 Board evaluates the superintendent and board performance annually and reports the result to the public.

INDICATORS

- The board establishes policies and procedures for the routine evaluation of the superintendent.
- Written performance expectations for the superintendent and the board are developed and communicated to the community.
- The board solicits public input regarding its performance toward achieving performance expectations.
- The board routinely carries out these evaluations and set goals for improvement.



3.3 Board ensures long and short-term plans are evaluated and revised with the needs of students in mind.

INDICATORS

- The board seeks input on the evaluation of the plans' progress and effectiveness.
- The board ensures a variety of indicators are used for evaluations.
- The board establishes a framework that supports reasoned decision-making.
- The board schedules time annually for appropriate review.

3.4 Board uses an understandable format to periodically report district performance to the public.

INDICATORS

- The board insists that all reports are written and presented in a way that is understandable and useful to the public.
- The board hosts informal opportunities for the public to discuss all district performance issues.



ADVOCACY

The Board Champions The Vision

4.1 Board leads in celebrating the achievements of students and accomplishments of others who contribute to education.

INDICATORS

- . The board establishes policy to ensure individuals and groups are recognized for accomplishments.
- . The board recognizes students and others for accomplishments as part of their regularly scheduled meeting activities.
- . Board members attend and/or participate in recognition ceremonies when appropriate.

4.2 Board advocates for children and families and establishes strong relationships with parents and other mentors to help support students.

INDICATORS

- . The board adopts policies encouraging parental involvement.
- . The board promotes the “asset” framework with school staff, community, and students.

4.3 Board establishes partnerships with individuals, groups, and organizations to promote educational opportunities for all students.

INDICATORS

- . The board initiates opportunities to involve educational stakeholders in meaningful activities that meet student needs.
- . The board identifies community resources that can help provide basic academic and enrichment activities that will extend learning opportunities for students.

4.4 Board promotes school board service as a meaningful way to make long term contributions to the local community and society.

INDICATORS

- The board provides information to school staff and public about school board service to promote understanding and interest.
- The board actively informs the community regarding the role and purpose of school boards.
- The board invites interested community members to participate in committees.

4.5 The board is proactive in identifying and addressing issues that affect the education of students.

INDICATORS

- Board members influence all recommendations brought before them against the “IS IT GOOD FOR KIDS” criteria.
- Board members influence actions of individuals and groups that have the potential to impact the school system, and act in the best interest of the students.
- The board takes a leadership role in representing student educational interests to other organizations, agencies, local and state government.





CONDUCT & ETHICS

The Board And Its Individual Members Conduct District Business In A Fair, Respectful, And Responsible Manner

5.1 Board and its individual members act in a manner that reflects service to the community on behalf of students.

INDICATORS

- . Board members understand the significance of their role as models for students and representatives of the community and act accordingly.
- . Board members support decisions of the majority after honoring each member's individual right to express opposing views and state their convictions.
- . The board makes decisions as a group, only at properly called meetings, and recognizes that individual members have no authority to take individual action.

5.2 Board demonstrates a commitment to continually improving teamwork, problem solving, and decision-making skills through a conscious program of board development.

INDICATORS

- . The board participates in board development activities to enhance their governance skills.
- . Individual board members report the results of those activities to other board members and the community during board meetings.
- . Board members attend and fully participate in all board development functions paid for by district funds.
- . The board takes responsibility for the orientation of new members.

5.3 Expenditures for board activities are clearly identified in the budget, related to the district vision, and open to public scrutiny.

INDICATORS

- . The budget for all board expenditures is easily identifiable.
- . All board expenditures are compared against “IS IT GOOD FOR KIDS” criteria.
- . The board invites the public to review and comment on expenditures for all board activities and functions.



BOARD & SUPERINTENDENT

Roles & Responsibilities



association of
ALASKA
school boards

1111 W. 9th St.
Juneau, AK 99801

(907) 463-1660 phone | (907) 586-2995 fax

roles & responsibilities

GENERAL FUNCTIONS

Tool Kit Page 86 of 157

the BOARD

Governs the district; hires the superintendent, establishes expectations, and evaluates self and the Superintendent

1. Represents public education and serves as a liaison between the schools and community.
2. Elected policy-making body and is required by law to establish rules to govern the schools and students.
3. Recruits and hires the superintendent, establishes and approves contract, gives direction through written goals, evaluates based on goals.
4. Invests the superintendent with those powers and duties it may legally delegate in accordance with board policy and state/federal laws.
5. Hires and empowers the superintendent to be the educational leader of the district.
6. Requires professional leadership from the superintendent.
7. Attends educational conferences, workshops and trainings to increase governance skills and better understand role as a board member.
8. Approves a planning process that includes stakeholders in development of a comprehensive long-range plan for student achievement.

the SUPERINTENDENT

Advises the Board, is the executive of the district, is the Boards only employee

1. Serves as the chief executive officer of the board and is responsible to the board for implementing boards policies and carrying out its direction.
2. Is employed at the pleasure of the board.
3. Administers the district in accordance with board policies and guidelines, rules, regulations, state and federal requirements.
4. Delegates authority to other staff members but at all times has the final responsibility for carrying out the man-
5. Provides educational leadership to the board staff, students and community.
6. Responsible for the overall operation of the schools, supervision of the instructional program, and management of all personnel.
7. Recommends to the board the district organizational structure.
8. Identifies needs of the district and reports them to the board.
9. Is aware of and tracks state and national educational developments and reports these to the board.
10. Participates with appropriate professional associations, attends conferences, workshops and other professional development opportunities to upgrade their professional knowledge and qualifications.
11. Implements the comprehensive long range plan focused on student achievement.

EXPECTATIONS & RELATIONSHIPS

the BOARD Governs

1. Establishes criteria for the selection of superintendent, recruits, interviews, hires and evaluates.
2. Establishes contract provisions for superintendent.
3. Provides the superintendent with written goals of expectation of performance upon which s/he will be evaluated.
4. Evaluates the superintendent at least once a year.
5. Demonstrates trust and respect for the professional judgment of the superintendent.
6. Conducts annual self-evaluation of the board's effectiveness in conducting the business of the board.
7. Demonstrates trust and respect for the superintendent and for his/her right to have opinions that may differ from theirs.

the SUPERINTENDENT Manages

1. Provides the board with materials as requested from the board as a whole.
2. Assures that personal professional qualifications meet the criteria established by the board.
3. Holds a valid superintendent's certificate and maintains certificate or is a qualified chief school administrator.
4. Provides board with written goals and objectives to meet the boards expectations and defines his/her goals for the district.
5. Demonstrates trust and respect for the board members and for their right to have opinions that may differ from theirs.
6. Responsible for the overall operation of the schools, supervision of the instructional program, and management of all personnel.
7. Works together with the board for the good of the district and student achievement.
8. Acts as advisor to the board in areas needing policy development and revision.

POLICY

the BOARD

Reviews suggestions from Superintendent, debates and adopts

1. Adopts policies for the governance and management of the school district.
2. Clearly defines for the superintendent the intent of the board and actions necessary for implementation.
3. Reviews administrative procedures, rules and regulations which implement the board's policy.
4. Reviews and evaluates board policy on a regular annual basis.

the SUPERINTENDENT

Responsible for ensuring policies are current, and recommending and implementing policy.

1. Acts as advisor to the board in areas needing policy development or revision.
2. Drafts written policy and provides board with data and information supporting the policy recommendation.
3. Maintains current, up-to-date written manual of district policies; ensures policies are accessible to all school employees and community members.
4. Implements district policies and assures that the staff, student and community are aware of the intent and importance of those policies.
5. Develops and implements rules, administrative regulations and procedures necessary to implement the board's policies.
6. Assists the board to evaluate policies by identifying areas where the board should revise or rewrite policies as needs of the district or laws and regulations change.

BUDGETS / FINANCE

the BOARD Adopts and monitors

1. Establishes priorities for the fiscal management of the district.
2. Provides the superintendent with the Board's priorities in the development of the budget.
3. When used, appoints the budget committee.
4. Approves, adopts and monitors an annual budget.
5. Provides leadership in securing community support for budget.
6. Reviews and approves warrants to pay bills, purchase supplies, equipment or services in accordance with board policy.
7. Adopts policies for the accounting of all school funds, and for the reporting of fiscal information to the board.
8. Recruits, interviews and hires an external auditor who is directly responsible to the board.
9. Receives the audit report from the auditor and with them, explores the internal controls of the district, major changes in fiscal procedures, adequacy of budget preparation and other concerns of the board and the auditor.

the SUPERINTENDENT Prepares, administers, monitors, audits details

1. Serves as the district budget officer.
2. Prepares a detailed budget based on the board's priorities and parameters.
3. Presents a budget to the board and budget committee for their consideration and approval.
4. Administers the budget and assures that expenditures of district funds are within the legal requirements of the budget.
5. Provides rationale and coordinates efforts to obtain community support for district financing.
6. Seeks board approval for expenditures according to board policy.
7. Oversees monthly financial report and presentation.
8. Reports to the board on a regular basis the financial condition of the district.
9. Obtains board approval to transfer funds exceeding amount set by board policy.
10. Provides the board with a list of bidders for purchases exceeding amounts established by law or district policy.
11. Assists the auditor by collecting appropriate records and assuring that staff and appropriate information are available on request.
12. Acts as a resource to the board.
13. Report to board on grants, local, state and federal funding.

CURRICULUM & INSTRUCTIONAL MATERIAL

the **BOARD** Establishes criteria, approves, monitors

1. Establishes an educational philosophy and goals for the instructional programs of the district.
2. Adopts and/or changes standards and instructional programs as necessary or as recommended by the superintendent.
3. Follows state standards
4. Regularly reviews student achievement data.
5. Reports to the community on the status of education in the district.
6. Identifies and adopts graduation requirements.
7. Periodically requests reports from professional staff relative to assessments and instructional programs.
8. Adopts instructional material.
9. Uses school climate data in decision-making.

the **SUPERINTENDENT** Recommends, oversees staffs' efforts, evaluates

1. Advises the board on the educational needs of the students, the requirements of DEED and other directives.
2. Provides leadership to the staff and board in the continuous development, implementation, and evaluation of the instructional programs and recommends additions or changes.
3. Reports to the community on the status of education in the district.
4. Recommends assessments to the board. Implements testing program appropriate to the educational objectives.
5. Recommends appropriate graduation standards and methods to measure their attainment.
6. Assigns staff to instructional areas.
7. Regularly schedules presentations and reports by staff on various segments of the instructional program.
8. Recommends policy for the selection of curricula and other instructional materials and equipment in accordance with state standards, legal requirements and sound instructional practices.
9. Recommends instructional material for adoption to board.

roles & responsibilities PERSONNEL

Tool Kit Page 91 of 157

the BOARD The What

1. Employs certificated staff members based on the recommendation of the superintendent.
2. Establishes criteria to be used in hiring.
3. Adopts policies for personnel management.
4. Ensures job descriptions are in place for classified staff.
5. On appeals upholds or set aside disciplinary actions or terminations of staff after thorough review of supporting documentation.
6. Promotes good working relations with staff and maintain lines of communication with staff as appropriate.
7. Adopts policy on the evaluation of personnel.
8. Approves staff evaluation procedures.
9. Receives and acts on personnel recommendations from the superintendent.
10. Conducts an annual evaluation of the superintendent, the Board's only employee.

the SUPERINTENDENT The How

1. Recommends to the Board the employment, promotion, transfer, retirement or dismissal of all certified and classified staff.
2. Responsible for the supervision of all employees of the district.
3. Establishes job descriptions for all positions.
4. Establishes procedures for the recruitment, hiring and assignment of staff and establishes expectations for staff.
5. Recommend staff disciplinary actions to the board in accordance with board policies and legal requirements.
6. Serves as the board's liaison with staff. Notifies personnel of the board's actions.
7. Fosters good working relationships with staff and maintains lines of communication with individual staff members and employee organizations.
8. Develops with the Board and staff a systematic plan for evaluating the performance of all district staff.
9. Delegates authority to staff members, as appropriate.
10. Supervises the evaluation of all staff and conducts or supervises evaluations of administrators under his/her supervision.
11. Documents recommendations for tenure, retention, or dismissal. Identifies corrective actions taken on proposals and verifies full compliance with legal requirements and board policy.
12. Provides the board with information regarding employee work assignments.

COLLECTIVE BARGAINING

the **BOARD** Provides guidelines, ratifies contracts

1. Grants recognition to bargaining units in the district.
2. Designates bargaining unit as the exclusive negotiating representative of the employees in the unit.
3. Determines district issues to be presented for negotiations.
4. Establishes guidelines and criteria for the collective bargaining process for all units.
5. Selects negotiator; appoints negotiating team.
6. Approves contracts.

the **SUPERINTENDENT** Monitors process within guidelines

1. Provides the board with job titles included in the composition of the unit.
2. Verifies that the bargaining unit represents a majority of the employees in that unit.
3. Acts in a support role for the board.
4. Serves as advisor to negotiating team; normally is not on the team.
5. Normally is not the negotiator.
6. Administers and ensures compliance of contracts.
7. Provides recommendation to the Board for Negotiation Team Members for the District.

STUDENTS

the **BOARD** Adopts policies for care and control

1. Adopts policies for provision of student services including admission, attendance, rights and responsibilities, safety, harassment, discipline and welfare.
2. Adopts policies necessary to cover student special needs and challenges.
3. Adopts policies necessary to assure appropriate safety and health needs of students.
4. Reviews student handbooks on an annual basis.
5. On appeals upholds or sets aside disciplinary actions following due process steps established in Board Policy.

the **SUPERINTENDENT** Recommends, implements, directs

1. Implements student policies adopted by the board.
2. Recommends appropriate policy and rules to maintain adequate services and appropriate control of students.
3. Directs and supervises all student activities, instructional, extra-curricular and co-curricular.
4. Develops and implement programs which provide for special needs students.
5. Develops and implements written procedures to deal with health and safety emergencies.

the BOARD Develops policies on use

1. Establishes policies for the appropriate use and the proper operation and maintenance of school district building and ground.
2. Adopts policy governing use of district facilities, grounds and equipment.
3. Works with the City or Borough to identify appropriate school sites when applicable.
4. Approves the hiring of architects or other consultants as necessary.
5. Decides on the consolidation and closings of schools.
6. Collaborates with the municipality/borough on the issuance and sale of bonds to fund construction projects where applicable.
7. Determines projects to be submitted for consideration by DEED for construction.

the SUPERINTENDENT Implements policy, writes procedures, makes recommendations

1. Provides for the proper upkeep of facilities and maintenance of equipment.
2. Prioritizes long-rang plans for preventive maintenance of buildings, equipment and ground.
3. Assigns and supervises staff.
4. Recommends and supervises the public use of building, facilities and equipment.
5. Collects information and makes recommendation to the board.
6. Works with architects, staff and consultants.
7. Acts in advisory capacity to board in planning and construction.
8. Submits application to DEED for construction and /or major maintenance projects.

the BOARD President or chairperson is in charge of meetings

1. Meets together to transact all business of the district.
2. All duties imposed upon the board must be performed at an officially called meeting.
3. Establish, through policy, the operational procedures for maintaining control of the board meeting.
4. Has clear protocol for inclusion of items onto an agenda.
5. The board president, in consultation with the superintendent, develops the agenda for the board meeting.
6. Identifies for the superintendent the amount of information expected for good decision-making.
7. Complies with Open Government Law (Open Meeting Laws) and refrains from misuse of Executive Sessions.

the SUPERINTENDENT Serves as a resource to the board

1. Serves as an advisor and ex-officio member to the board.
2. Assures compliance with all legal requirements relative to posting of notices and maintenance of meeting records.
3. Identifies areas of business which boards must address at meetings and works with the board president in development of the agenda.
4. Provides Board members, in advance of the meeting, with sufficient information and data to assist them in making informed decisions.
5. Implements board decisions and instructions developed at meetings.
6. Notifies staff and students of boards' actions relevant to them.
7. Assures that the scheduling and holding of board meetings meets the requirements of the law.
8. Advises board on Open Meeting Act and legalities of entering into executive session.

COMMUNITY ENGAGEMENT & RELATIONS

the **BOARD** Creates a positive image of the district

1. Acts as liaison between the schools and the community.
2. Maintains awareness of community attitudes, values and interests.
3. Actively participates in programs that build good community relationships.
4. Represents the schools at community functions and school functions.
5. Outlines the responsibilities or advisory or parent committees and in REAA's ensures that the elected advisory boards understand their role.
6. Cooperates with the news media for dissemination of information.
7. Channels complaints or grievances through the appropriate channels.
8. Support district and schools to meaningfully engage families.
9. Ensure opportunities for youth to take a leadership role in decision-making, governance, climate-building, and school improvement.
10. Encourages the community to follow appropriate channels for expressing ideas or concerns for the district via the superintendent.

the **SUPERINTENDENT** Creates a positive image for the district and directs communication

1. Informs the community about its schools.
2. Recommends community relations activities.
3. Works with parent groups and other organizations to share about district programs and activities.
4. Serves as the board's liaison with advisory/parent committees.
5. Establishes a working relationship with the news media.
6. Serves as the liaison with the community to resolve complaints or grievances, makes recommendations to the board for resolution of such issues that cannot be solved at the administrative level.
7. Offers the board opportunities on how the district can and does engage families.
8. Provides opportunities for the community to welcome and support district/school staff.
9. Ensures engagement measures are built into annual accountability structures.
10. Builds bridges between the district, key organizations, community leaders, and governmental representatives.

Association of Alaska School Boards

SERVICES & ACTIVITIES



association of
ALASKA
school boards

WHO ARE WE?

The mission of AASB is to advocate for children and youth by assisting school boards in providing quality public education, focused on student achievement, through effective local governance.

AASB helps school board members advocate on behalf of youth by promoting family, community and social service commitment to the shared responsibility of educating all children and youth.

The Association of Alaska School Boards is a non-profit organization representing membership from among Alaska's school boards.

For more information about these services and activities, visit www.aasb.org or contact Timi Tullis at 907-463-1660 or e-mail her at ttullis@aasb.org.

AASB'S SERVICES & ACTIVITIES

POLICY SERVICES

Legally vetted sample policies, as well as expert consultation when Boards need to review or revise their current manual.

POLICY AUDIT

Monitoring of local policy manual for missing or outdated policies with suggestions for a course of action for correction.

SUPERINTENDENT SEARCH SERVICES

Expert facilitation of the entire search process, including identifying the needs of the district, recruiting candidates and facilitating interviews.

SCHOOL IMPROVEMENT WORKSHOPS

Data Informed Decision Making, Curriculum Review & Development, Goal Setting and Planning, Community Engagement, and Facilitation & Coaching Services.

STRATEGIC PLANNING & MISSION

AASB facilitates workshops to help Boards establish a mission and vision for the district and develop specific action plans that benefit student learning in measurable ways.

SALARY & BENEFITS REPORTS

AASB is the only source for comparative information on teacher, classified and administrator salaries and benefits.

COMMUNITY ENGAGEMENT

Engage community members, Tribes, families and more in supporting youth success— enlist adults in building assets; engage community organizations in actively supporting youth; build family and community support for schools and student success.

PAPERLESS MEETINGS (BOARDBOOK)

A web-based paperless meeting service developed by the Texas School Boards Association. Easy to use, flexible, intuitive, and very affordable!

SCHOOL CLIMATE & CONNECTEDNESS SURVEY (SCCS)

Useful tool to collect and use school climate data for students, staff, and families, to improve and strengthen school environments, relationships and connections between students & staff. SCCS's survey platform make survey administration, reporting and analysis interactive and user-friendly.

YOUTH ADVOCACY INSTITUTE (YAI)

This event takes place in February alongside the AASB's Fly-in in Juneau. Students work with school board members, legislators, and peers to build advocacy and leadership skills. Students practice and use these skills with legislators increasing student understanding of the legislative process.



CONSORTIUM FOR DIGITAL LEARNING (CDL)

CDL offers a full menu of services to school districts in project management, professional development, development of digital resources and other services which support the needed critical factors of digital learning environments which help assure student success.

BOARDSMANSHIP ACADEMIES

Held three times a year- Fall, Winter, and Spring. Topics include: School Law, School Finance, Policy Development and Curriculum as well as workshops to improve knowledge of issues affecting schools in Alaska.

LEGISLATIVE FLY-INS

Held twice each session, these trainings equip members with legislative basics, opportunity to discuss current education issues, and help members connect with their legislative delegation.

SCHOOL BOARD SELF-ASSESSMENT

Based on Board Standards, AASB staff can facilitate the assessment and help boards develop self-improvement plans.

CUSTOMIZED WORKSHOPS

AASB provides in-district workshops on topics such as Robert's Rules, Board/Superintendent Relations, School Board Self-Evaluation, Goal Setting, and Budgeting.

ANNUAL CONFERENCE

Each November, this event is a gathering of education leaders bringing together most of the School Board members in the state. Conference programs feature renowned speakers, education sectionals and a resolution session that gives the Association its direction.

YOUTH LEADERSHIP INSTITUTE (YLI)

This event takes place in November alongside the AASB's Annual Conference in Anchorage. YLI is focused on building student leadership skills and personal leadership style, increasing youth communication and advocacy skills and awareness of issues faced by Alaska schools.

LEADERSHIP CONFERENCE

This session held in January or February helps Board Presidents and officers develop skills. This top quality program is an opportunity for members to hone their communication skills and become a more effective and productive leader.

ADVISORY & CHARTER SCHOOL TRAININGS

Having a well trained advisory board (in REAAs) and APCs in Charter Schools can make all the difference in effective governance for the schools. We provide a number of optional trainings for these boards.

COMMENTARY & THE SESSION

Published regularly, these digital communications help keep education leaders, professionals and stakeholders abreast of developments in our state and the U.S. Congress and Legislature.

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.



Table of Contents

Purpose of Primer.....	Page 3
Cities.....	Pages 4-5
Boroughs.....	Pages 6-9
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

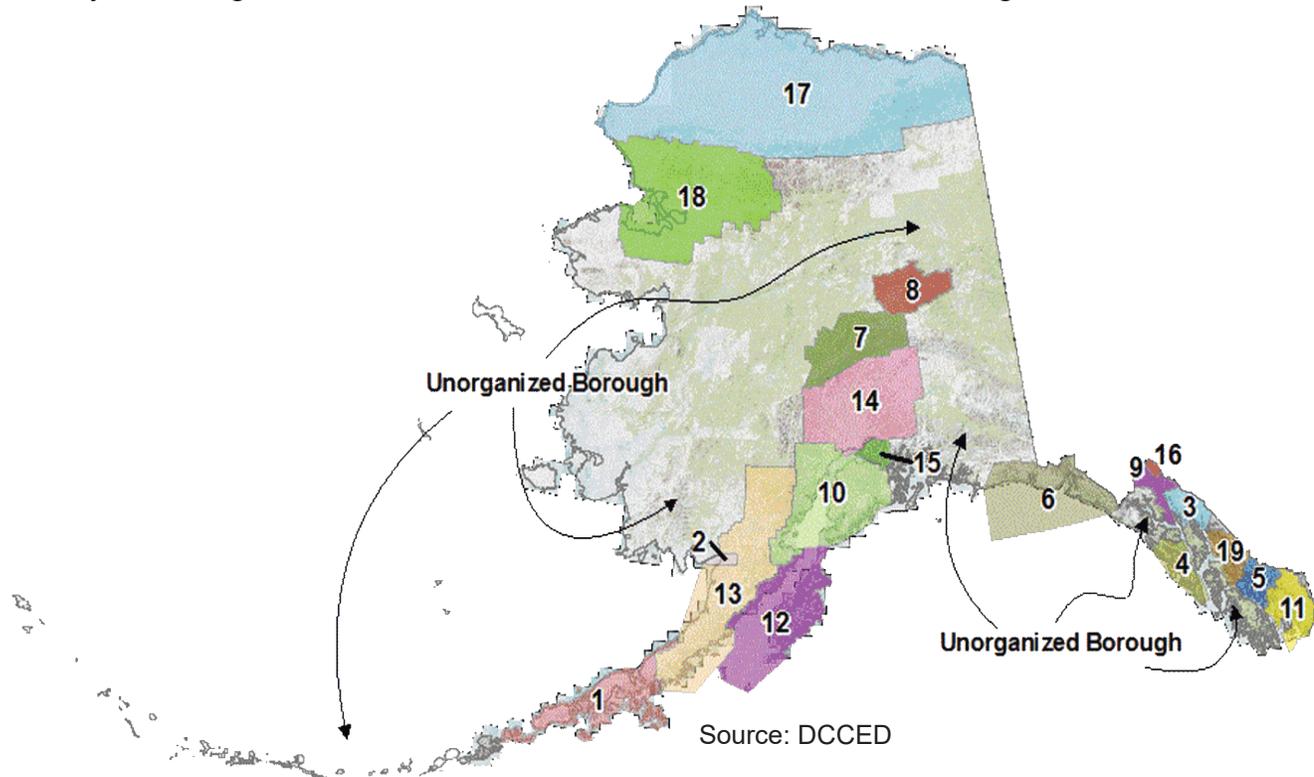
Source: DCCED

BOROUGHES

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 | |

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 (REAs).

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

HOME RULE

Cordova
Fairbanks
Kenai
Ketchikan
Kodiak
Nenana
North Pole
Palmer
Seward
Soldotna
Valdez

FIRST CLASS

Craig
Dillingham
Galena
Homer
Hoonah
Hydaburg
Kake
King Cove
Klawock
Nome
Pelican
Saint Mary's
Sand Point
Seldovia
Tanana
Unalaska
Utqiagvik
Wasilla

SECOND CLASS

Adak
Akhiok
Akiak
Akutan
Alakanuk
Aleknagik
Allakaket
Ambler
Anaktuvuk Pass
Anderson
Angoon
Aniak
Anvik
Atka
Atkasuk
Bethel
Bettles
Brevig Mission
Buckland
Chefornak
Chevak
Chignik
Chuathbaluk
Clark's Point
Coffman Cove
Cold Bay
Deering
Delta Junction
Diomedea
Eagle
Edna Bay
Eek
Egegik
Ekwok
Elim
Emmonak
False Pass
Fort Yukon
Gambell

SECOND CLASS

Golovin
Goodnews Bay
Grayling
Gustavus
Holy Cross
Hooper Bay
Houston
Hughes
Huslia
Kachemak
Kaktovik
Kaltag
Kasaan
Kiana
Kivalina
Kobuk
Kotlik
Kotzebue
Koyuk
Koyukuk
Kupreanof
Kwethluk
Larsen Bay
Lower Kalskag
Manokotak
Marshall
McGrath
Mekoryuk
Mountain Village
Napakiak
Napaskiak
New Stuyahok
Newhalen
Nightmute
Nikolai
Nondalton
Noorvik
Nuiqsut
Nulato

SECOND CLASS

Nunam Iqua
Nunapitchuk
Old Harbor
Ouzinkie
Pilot Point
Pilot Station
Platinum
Point Hope
Port Alexander
Port Heiden
Port Lions
Quinhagak
Ruby
Russian Mission
Saint George
Saint Michael
Saint Paul
Savoonga
Saxman
Scammon Bay
Selawik
Shageluk
Shaktoolik
Shishmaref
Shungnak
Stebbins
Teller
Tenakee Springs
Thorne Bay
Togiak
Toksook Bay
Unalakleet
Upper Kalskag
Wainwright
Wales
White Mountain
Whittier

ORGANIZED UNDER FEDERAL LAW

Metlakatla Indian Community

ORGANIZED BOROUGHS - UNIFIED MUNICIPALITIES

	<u>Classification</u>
Aleutians East Borough.....	Second Class
Municipality of Anchorage.....	Unified Home Rule
Bristol Bay Borough.....	Second Class
Denali Borough.....	Home Rule
Fairbanks North Star Borough.....	Second Class
Haines Borough.....	Home Rule
City & Borough of Juneau.....	Unified Home Rule
Kenai Peninsula Borough.....	Second Class
Ketchikan Gateway Borough.....	Second Class

	<u>Classification</u>
Kodiak Island Borough.....	Second Class
Lake & Peninsula Borough.....	Home Rule
Matanuska-Susitna Borough.....	Second Class
North Slope Borough.....	Home Rule
Northwest Arctic Borough.....	Home Rule
Petersburg Borough.....	Home Rule
City & Borough of Sitka.....	Unified Home Rule
Municipality of Skagway.....	First Class
City & Borough of Wrangell.....	Home Rule
City & Borough of Yakutat.....	Home Rule

How to Run for Local Office

Campaign Basics



CAMPAIGNING FOR ELECTION

Basics of a Local Campaign

How to Run for Local Office Workshop 2018

CANDIDATE QUALIFICATIONS

- A Person of Integrity
- A Good Listener
- Has a Strong Work Ethic
- Is Empathetic and has a Caring Heart

How to Run for Local Office Workshop 2018

STAGES OF A CAMPAIGN

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

How to Run for Local Office Workshop 2018

DECIDING TO RUN

- 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?

How to Run for Local Office Workshop 2018

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
- Speak truth to power – give you honest feedback

How to Run for Local Office Workshop 2018

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 by precinct, turnout from prior elections
- What about opposition?
 - Who will it be?
 - Strengths and weaknesses
- Compare them with your own strengths and weaknesses

How to Run for Local Office Workshop 2018

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?

How to Run for Local Office Workshop 2018

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)?

How to Run for Local Office Workshop 2018

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

How to Run for Local Office Workshop 2018

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

How to Run for Local Office Workshop 2018

DEVELOP A STRATEGY

- Define the message
- Choose the best marketing techniques
- Focus your resources
- Organize!

How to Run for Local Office Workshop 2018

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)

How to Run for Local Office Workshop 2018

CAMPAIGN JOBS

- Campaign Manager
 - Works with candidate to plan and oversee all campaign activities
 - 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

How to Run for Local Office Workshop 2018

CAMPAIGN MESSAGE

- 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

How to Run for Local Office Workshop 2018

CONVEYING THE MESSAGE

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

How to Run for Local Office Workshop 2018

SOCIAL MEDIA

- Facebook, Twitter, Instagram, YouTube, email
- Using it effectively has a cost
 - It takes skill, time, and often money
 - Activity must be monitored for misuse or negativity
 - Consider hiring someone if you don't have a competent volunteer
- Success = # of followers, engagement, reach
 - Cultivate and know your followers
 - Use analytics
- Create content that followers watch and/or share
 - Follow best practices for each media
 - Use photos, images, live videos
 - Advertise
 - Take advantage of each platform's tools

How to Run for Local Office Workshop 2018

CAMPAIGN SECURITY

- Risks
 - Moles
 - Fake news
 - Physical threats
- Prevention
 - Know your weak spots
 - Be prepared
 - Vet volunteers
 - Cybersecurity
- Mitigation
 - Have a response plan

How to Run for Local Office Workshop 2018

RESPONDING TO THREATS

- Threat Types
 - Trolling
 - Harassment (especially if you are female)
 - Hate and Death Threats
- Preparation
 - Know it's out there
 - Prepare mentally
 - Cybersecurity and blocking
- Respond
 - Share with your support team
 - Call it out immediately in the same media
 - Report safety threats to law enforcement
 - Make a joke about it or use humor or sarcasm in the same media
 - Write op-ed articles

How to Run for Local Office Workshop 2018

CYBER SECURITY

- Do your homework – study the issue
- Assess Vulnerability, Threats, Risk
 - Vulnerabilities: Information or systems susceptible to theft, alteration, or destruction
 - Threats: People with the capability to exploit those vulnerabilities
- Prepare, Protect, and Persist
- Review the Checklist
 - Set the Tone
 - Use the Cloud
 - Use Two-factor Authentication
 - Use Long Strong Passwords
 - Plan What If, and Prepare

How to Run for Local Office Workshop 2018

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

How to Run for Local Office Workshop 2018

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 2018

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*

How to Run for Local Office Workshop 2018

TURNOUT (GOTV)

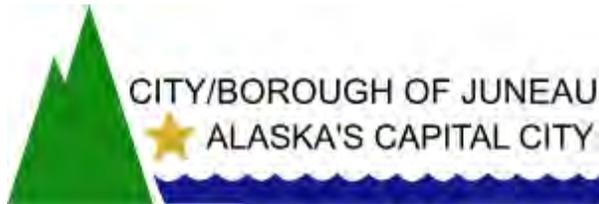
- Efforts driven by targeting analytics
- GOTV activities
 - Plan and organize ahead of time
 - Voter ID and Voter Registration
 - List management and maintenance
 - Activate and motivate voters and supporters
 - Absentee and early voting
 - Poll watching

How to Run for Local Office Workshop 2018

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 2018



City and Borough of Juneau
155 S. Seward Street
Juneau, Alaska 99801
tel. 907-586-5240
fax 907-586-5385
<http://www.juneau.org>

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!

CAMPAIGN 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



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 eliminate separate set-up fees. Also, the more imprints you order, the lower the price per imprint.



ANNOUNCING Your Campaign

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.



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 Councilperson
- 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.



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.



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.

How to Use Facebook Live on a Page
Follow this guide to start a Facebook Live stream from your Facebook page
Adapted from Article By [Brandy Shaul](#)¹

If you've yet to try Facebook Live for yourself, here's how to start a livestream on your Facebook page from your mobile device.

For your Personal FB page

Step 1: In the Facebook mobile application, go to your personal Facebook page.

Step 2: Tap the "Live" button at the top of your News Feed

Alternatively, for a page you manage

Step 1: Tap the "Publish" button located under the page's profile picture.

Step 2: Tap "Live Video" in the new window that appears.

Step 3 (*may not be necessary*): If you have yet to give the Facebook app access to your device's camera and microphone, tap "OK" on the two prompts that appear. You may also be presented with a Facebook Live tutorial video, which can be watched or skipped.

Step 4 (*optional*): Tap "Describe your live video ..." to add a text description to your stream.

Step 5: When you're done streaming, tap "Finish" in the bottom-right corner of the screen to end the video.

When you're finished streaming, you will have the option to post a replay of the stream to your Facebook page, or to delete the video. You will also be able to download the video to your own device.

Plan Ahead and Be Prepared.

1. Have a clear goal for the video
2. Write an intriguing description before going live.
3. Tell people on Facebook ahead of time when you're going to broadcast.
4. Make sure you have a strong connection when you go live.
5. Ask your viewers to follow you and receive notifications when you go live.
6. Respond to viewers comments.
7. Try doing a live video ahead of time and practice until you are comfortable with it.

¹ <http://www.adweek.com/digital/heres-how-to-use-facebook-live-on-a-page/>



What Every Campaign Staffer Should Know About Cybersecurity

Congratulations, you're a cyber target.

Whether you're an intern or the campaign manager, cyber criminals are trying to break into your accounts and steal the campaign's information. Everyone has a responsibility to protect themselves and the campaign. That includes you.

There are simple things you **must** do to avoid making yourself and the campaign a victim.



1. **Activate Two-Factor Authentication**

Adding two-factor authentication to your email, file storage, and social media accounts is the most important step you can take to secure your information and it's really simple to set up. Your campaign will tell you which two-factor method to use. Two-factor authentication makes it a lot harder for the bad guys to get into your account, even if they steal your password.



2. **Create Strong Passwords**

Make your password as long as possible. Think of it more as a "pass-sentence" than a password. Less than 8 characters is too short. 12 or longer is much better. Contrary to popular belief, it should not include requirements for numbers, special characters, or capitalization. `SOMETHINGLIKETHISPASSWORDHERE` is actually harder to hack than `s0m3TH!n6L1k$`. String a set of words together that are easy for you to remember. Don't write your password down where someone can find it. If you have even a faint suspicion that someone might know your password, change it immediately.



3. **Keep work on your work accounts**

Never use your personal email or storage services for campaign work. Foreign agents have hacked people's personal email accounts in the past to steal information. To keep your personal life secure, use strong passwords and two-factor authentication.

(Continued on back)



4. Secure your personal accounts

Make sure you have two-factor and strong passwords on your personal accounts, just in case someone tries to hack your personal life. If you are on Gmail, there's a service for personal accounts called Advanced Protection that uses physical keys to give you extra protection from someone else logging onto your accounts. There is also a Chrome extension you can download that helps protect Gmail accounts against phishing.



5. Watch out...

- a. **Clicking links.** Avoid clicking links in emails; go directly to a site through your browser instead. Just clicking a malicious link can install malware on your computer. Be especially careful of links that ask for your password or personal information. If you see something suspicious, contact us immediately!
- b. **Trust your gut.** If an email looks funny or has strange grammar, don't click anything or open any attachments. If a co-worker seems to be sending a strange request, or asking you to share something sensitive over email, pick up the phone and call them to make sure it's legit. Never click links, open attachments, or send sensitive information in response to emails from people you don't know or addresses you don't recognize. If you see something suspicious or aren't sure what to do, just say so!
- c. **Downloading apps.** Only download apps from the official Apple or Android store on your device. Avoid downloading apps you don't need, since adversaries will sometimes spy on your computer or phone by creating apps disguised as games or helpful tools.
- d. **Social media.** Your social media accounts contain a wealth of information about you and your whereabouts that hackers can use to send you sophisticated phishing emails. Limit the information you share by default and select security settings that allow only accepted friends to see personal information. Don't accept friend requests from people you don't know.

CYBER SECURITY PLAYBOOK SUMMARY¹

TOP FIVE CHECKLIST

1. **Set the Tone:** Take cybersecurity seriously. Take responsibility for reducing risk, train your staff, and set the example. Human error is the number one cause of breaches.
2. **Use the Cloud:** A big, commercial cloud service will be much more secure than anything you can set up. Use a cloud-based office suite like GSuite or Microsoft365 that will provide all your basic office functions and a safe place to store information.
3. **Use 2FA:** Require two-factor authentication for all important accounts, including your office suite, any other email or storage services, and your social media accounts. Use a mobile app or physical key for your second factor, not text messaging.
4. **Use Long Strong Passwords:** For your passwords, create a really long string, not something short like Th1\$. A long string of random words without symbols is more difficult to break than something short, with L0t\$ 0f \$ymb01\$. A password manager can help, too.
5. **Plan and Prepare:** Have a plan in case your security is compromised. Know whom to call for technical help, understand your legal obligations, and be ready to communicate internally and externally as rapidly as possible.

VULNERABILITIES, THREATS AND RISKS

- **Vulnerabilities:** weaknesses in your campaign that make information susceptible to theft, alteration, or destruction. Vulnerabilities can originate in hardware, software, processes, and in the vigilance of you and your staff.
- **Threats:** the people, hackers, state and nonstate groups with the capability to exploit your vulnerabilities.
- **Risk:** Where opponents have capacity and are motivated to attack your vulnerabilities

SECURING THE CAMPAIGN

1. **Prepare:** The success of nearly every one of the Playbook's recommendations depends on the campaign manager creating a culture of security vigilance that minimizes weak links. That means establishing clear ground rules that are enforced from the top down and are embraced from the bottom up.
2. **Protect:** Protection is critical. When you discover you have a security problem, it is already too late. Building the strongest defenses that time and money allow is key to reducing risk. Internet and data security works best in layers: there is no single, bulletproof technology or product. A few basic measures used in combination can make a campaign's digital architecture more difficult to breach and more resilient if compromised.

¹ Summarized and Quoted from the online Campaign Cybersecurity Playbook:
<https://www.belfercenter.org/cyberplaybook>

3. **Persist:** Campaigns now face adversaries with ever-increasing levels of resources and expertise; even the most vigilant culture and the toughest infrastructure may not prevent a security breach. Campaigns need to develop a plan ahead of time to deal with a breach if one occurs.

STEPS TO SECURING YOUR CAMPAIGN

- Understand the human element
- Onboard and train everyone
- Set an example
- Vet staff, volunteers and helpers
- Define what's sensitive information
- Control access
- Educating about phishing

PLANNING AND PREPARING

1. Know what to report to law enforcement
2. Know who you will call for technical assistance
3. Identify a lawyer to help if needed
4. Brainstorm potential damage scenarios
5. Develop some boilerplate PR language to use in case
 - What happened?
 - How did it happen?
 - Who did it?
 - What was stolen or damaged?
 - Was anyone's personal information stolen? What are you doing to protect them?
 - How did the hackers do it?
 - Are the hackers out of your system?
 - How long were they in your system?
 - What security measures did you have in place? Why weren't they effective?
 - Shouldn't you have known this would happen? Why weren't your systems better secured?
 - Are you working with law enforcement? Has law enforcement contacted you?
 - In a ransomware breach, you'll be asked: Did you pay the ransom and why or why not?

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 "Official Election Pamphlet," 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/ej_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	<p>Available on the internet:</p> <p>http://www.elections.alaska.gov/vi_vrs.php</p>	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:</p> <p>http://www.elections.alaska.gov/pub.php</p>	No charge.

	Column Heading	Description
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: 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 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. For example: P = Voted in person at the polls E = Early Ballot A = Absentee Ballot Q = Questioned Ballot</p>

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://voterunlead.org> According to its website, VoteRunLead’s mission is to educate diverse women to unleash their independent political power, seek public office and transform American democracy. It works to equip women with the right know-how, trainings and how-to’s to help them enter politics with a purpose.

<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://aristotle.com>web-based services to help campaigns effectively track supporters, voters, fundraising, and volunteers....CompleteCampaigns 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?
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

The Political Campaign Desk Reference: A Guide for Campaign Managers, Professionals and Candidates Running for Office by Michael McNamara. **Publisher:** Outskirts Press (May 24, 2012). **ISBN-13:** 978-1432787325

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.

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

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? 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



RUNNING FOR PUBLIC OFFICE

Step One:

Are You Ready?

Find out by taking this quick self-assessment quiz.

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



SELF ASSESSMENT¹

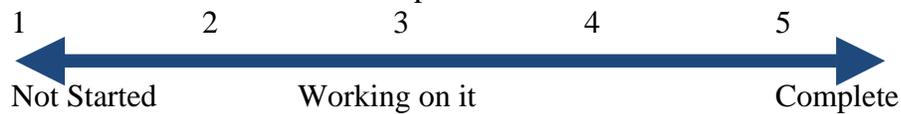
Conduct the self-assessment below to evaluate where you are now and to think through some of the work you will have to do to get the support you need to organize an electoral campaign. Below is a list of tasks you will have to complete in order to run for office. Rate your level of preparedness for each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

Step 1: Quantitative Assessment

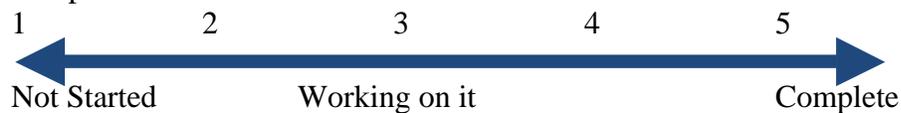
1. I know why I want to run for office.



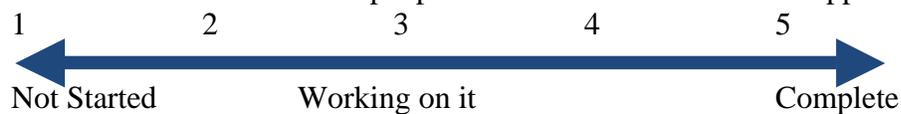
2. I know what I want to accomplish while in elected office.



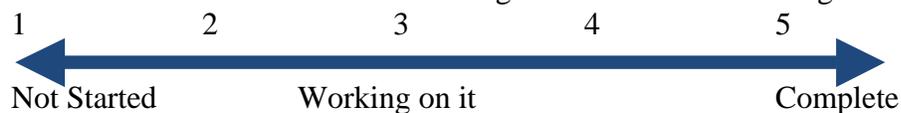
3. I can accurately describe the social, economic and demographic breakdown of the area I hope to represent.



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.



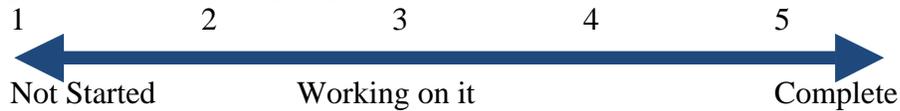
¹ Adapted from NDI's Regional Campaign School Middle East and North Africa Module #11: Getting on a List

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.



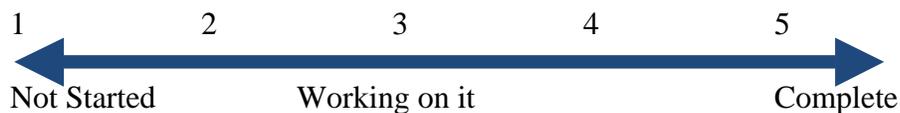
8. I have conducted a voter analysis of the area and have identified the priority issues and the positions that the majority of voters take on them.



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.



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?
