
INTRODUCTION

The Latino Empowerment and Advocacy Project (LEAP) seeks to help increase Latino participation in the political process, focusing on unregistered, newly-registered, and infrequent voters, by:

- Training a multi state network of community-based organizations (CBOs) to organize field campaigns and promote sustained civic education and participation.
- Testing and documenting campaign strategies to identify the most effective models that can be used to reduce participation barriers and increase interest in the electoral process.
- Conducting research, policy analysis, and advocacy to promote policies, programs, and investments that support the growth of the Latino electorate.

In the short term, the project's leading goal is to help produce measurable increases in Latino electoral participation. Over the long term, the goal is to build local capacity to strengthen the nonpartisan foundation for participation and mobilization so that those increases are sustained, and to develop the linkages connecting immigrants to the naturalization process, citizens to voter registration, and potential voters to civic education and turnout activities.

Once voter registration has ended, CBOs can connect those activities and the voters they have registered with Get-Out-The-Vote (GOTV), which are outlined in this manual.

LEGAL GUIDELINES

SECTION 501(c)(3) ORGANIZATIONS

Section 501(c)(3) of the Internal Revenue Code (IRC) provides charitable organizations federal tax exemption. There is no tax on a 501(c)(3)'s operating income, investment tax, or business proxy tax on political expenses, and contributions made to these organizations are tax-deductible. However, they are absolutely prohibited from “intervening in any political campaign on behalf of (or in opposition to) any candidate for public office.”¹

In order to protect your tax-exempt status, special care should be taken when conducting voter registration and GOTV campaigns to remain nonpartisan at all times. Outlined below are some key Do's and Don'ts to keep in mind when planning the activities of your project.

Do

- **Educate** people about their right to vote and how to exercise it.
- **Conduct voter education forums** to instruct voters on the structure of government in your respective areas as well as on the federal government and how those posts impact their day-to-day lives.
- **Work with other nonprofits** to plan civic engagement activities.
- **Offer voter registration and transportation to the polls** on Election Day to people, regardless of their political preferences.

DO NOT

- **Tell people how to vote.**
- **Endorse candidates for office.** The phrase “candidates for office” is defined as persons “who offer themselves (or are proposed by others) as contestants for elective public office.” A person is also considered a candidate even if they have no “organized political campaign and do not have – or seek – a major party nomination...for tax purposes, even if he or she does nothing to promote their candidacy.”²
- **Contribute to candidates or parties.** This includes “in-kind” contributions such as publicity, staff time, and the use of your facilities or assets.
- **Make evaluations of candidates' positions.** For example, do not use scorecards in which the candidates are given ratings on their positions (positive or negative) in relation to issues of relevance to your organization. This could be perceived as attempting to influence the outcome of an election.
- **Coordinate activities with a campaign.**
- **Use language that could be interpreted as support for or opposition to** candidates in any verbal or written communications.
- **Publicize the views, personalities, or activities of candidates.**

Any activities you coordinate or participate in which violate any of these regulations could be perceived as “electioneering,” which is absolutely barred by the Internal Revenue Service (IRS). Penalties could include: (1) tax-exempt status being revoked; (2) a 10% excise tax on each “political expenditure” that the nonprofit makes; (3) a 2% excise tax, payable by the nonprofit manager personally on each “political expenditure” he or she knowingly approved of; or (4) an injunction to

close the organization down.³ The term “political expenditure” is defined by the IRC as “any amount paid or incurred by a Section 501(c)(3) organization in any participation in, or intervention in (including the publication or distribution of statements), any political campaign on behalf of (or in opposition to) any candidate for public office.”


GET-OUT-THE-VOTE

Get-Out-The-Vote (GOTV) is the most critical component of any voter campaign. Each activity you plan must provide you with the tools you will need to encourage voters to go to the polls. The numbers in which our targeted communities turn out to vote will be one vital mechanism for evaluating success. More importantly, you only have one shot at an opportunity for success – your deadline is when the polls close on Election Day.

LEAP GOTV OVERVIEW

There are three main components to the LEAP GOTV program: direct mail, phone banking, and field operations, which includes both door-to-door canvassing and Election Day activities. As a result, there are four basic elements to the budget which are further itemized to reflect the preparation and implementation of the GOTV project as a whole. Those elements are: (1) direct mail; (2) phone banking; (3) door-to-door canvassing; and (4) Election Day. Each of these elements is briefly discussed below and again in greater detail throughout the manual.



 1. **Direct Mail.** NCLR will secure direct mail services for each site in which LEAP operates and will distribute the same mail piece to partner organizations for their use at community events and during the door-to-door campaign. Voters who were registered through the LEAP voter registration phase will receive this mail piece, as will Latino registered voters in other parts of the country who were identified using the voter files.

2. **Phone Banking.** Organizations with the capacity can organize a volunteer phone banking operation that will use live callers to target “infrequent” Latino voters. If possible, the program should plan for each voter to be contacted twice in the ten days leading up to Election Day, and at the very least each voter should be contacted once.



3. **Field Operations.** This phase (also known as “Field GOTV”) has been designed to be very selective to maximize available resources. Field GOTV refers to both door-to-door canvassing and Election Day and, like phone banking, should focus on precincts that have a high concentration of Latinos, as well as “infrequent” Latino voters. For partner organizations, NCLR will obtain voter files to help prioritize precincts and voters accordingly. These voter files will be updated to include the voters who were registered during your organization’s LEAP voter registration drive.

Who is an “infrequent” voter?

“Infrequent” voters are those who have voted in zero, one, or two of the last four elections. NCLR puts a greater emphasis on these voters because they are the least likely to be contacted by traditional campaigns and, therefore, need additional encouragement to get them to the polls. The same is true for newly-registered voters.

How do we prioritize precincts? With the help of the voter file, we can identify precincts with the highest concentration of Latinos. The first priority should be precincts that have a 60% or higher concentration of Latinos, while precincts with the lowest percentage of Latinos – 40% or below – should be at the end of your list. These percentages may need to be adjusted depending on the community

What is a voter file? A voter file is a computer-generated list of registered voters in a precinct, town, county, region, or entire state. The voter file contains information about individual voters which is important for targeting – gender, age, race, ethnicity, district and precinct information, voter history, and Census data. Voter files can be purchased from vendors or, in some counties, obtained from the Board of Elections office. NCLR can assist local organizations in sorting the voter file by last name, so as to identify Latino registered voter. Voter file information is very helpful in determining the number of infrequent Latino registered voters in your area, which helps to determine the precincts that will be targeted during the Field GOTV operation.

DIRECT MAIL

Direct mail is a GOTV tool that should be used to complement all of the other GOTV activities you plan. It is direct communication between the project and the voters, so it should put out a call to action and motivate people to GO VOTE. Direct mail pieces should do the following:

- Send a brief, affirmative message encouraging Latino voters to go to the polls on Election Day.
- Present the location of polling places as well as the hours of operation.
- Announce the phone number to call for Election Day transportation, which can double as the volunteer recruitment number.
- When possible, inform people of their rights as voters.



As with every other GOTV activity you plan, timing is essential. Unfortunately, there is no way to know with certainty exactly when mail will be delivered. For that reason, it is important to develop a timeline for getting the mail piece out in time to land in mailboxes the Friday or Saturday before the election. Check with the post office to find out about what is required to get reduced-rate bulk-mail permits, and the restrictions on size and weight.

ADDITIONAL TIMELINE TIPS

You have only one GOTV deadline – Election Day. It is essential to know how many weeks you have to prepare the mail piece, get people to the polls, and everything in between. The timeline will provide a step-by-step guide to help you envision exactly how you will meet your GOTV goals.

Developing the Organization’s Timeline

Your timeline should reflect activities that your project will undertake one month from the election, the week before the election, pre-Election Day weekend, and Election Day. Reporting weekly volunteer recruitment totals, site check-ins, field trainings, and dates that pertain to elections in your local areas should be clearly marked on the timeline. However, each site will have a timeline that is written into their grant agreements.

Local Calendar

The timeline you develop should also include local events that you will tap into to leaflet and recruit volunteers. By picking up local newspapers, particularly those that have a large Latino readership, you can identify community events that you could attend and use as a resource for recruiting volunteers.



Budget Quick Check

- Each election year, NCLR develops and mails one bilingual mail piece – a voter preparedness piece that will be made available for local organizational use during GOTV.
- If you choose to develop your own mail piece, consider the cost of:
 - Design
 - Production/printing costs
 - Postage – Will you be using bulk mail or nonprofit rates?
 - Use of mail vendor services, if necessary

- Do the phoners need to be bilingual?
- Have they received sufficient training?

* If you need guidance on how to calculate the number of calls per hour, the number of volunteers needed, and the length of the volunteer shift, follow the explanation below provided by the National Association of Latino Elected and Appointed Officials (NALEO).



Volunteer Quick Check

- Recruit residents who live within the targeted precincts.
- Volunteers need proper training in how to deliver the message of the project, collect the pertinent information (transportation, poll information, etc.), and record the results of a call.

How many households and contacts? By

acquiring voter files we are able to ascertain the number of households the project needs to contact. Although the voter file will likely return a large number of phone number matches, only a certain number of contacts can be made in a specified time frame. In NALEO's experience, you can expect to place 20 calls per hour per volunteer, and actually make contact with ten of those 20 households called. Examples are provided below to demonstrate how to arrive at the number of households, phone matches, and contacts you can expect to make as well as the number of phones, volunteers, and shifts you will need.

Example: For the sake of this example, assume you have identified 5,000 households (HH) with phone numbers:

1. $5,000 \text{ (calls to be made)} / 20 \text{ (calls per volunteer per hour)} = 250 \text{ volunteer hours}$

Assume you plan to call each household once and you have ten phones available for three weeknights. Based on the need for 250 volunteer hours, calculate the volunteer shifts needed:

1. $250 \text{ (volunteer hours)} / 3 \text{ (weeknights)} = 83 \text{ volunteer hours per night}$
2. $3 \text{ (weeknights)} \times 10 \text{ (available phones)} = 30 \text{ phone shifts}$
3. $83 \text{ (volunteer hours per night)} / 30 \text{ (phone shifts)} = 3 \text{ hour shifts}$
4. $83 \text{ (volunteer hours per night)} / 3 \text{ (hour shifts)} = 28 \text{ volunteers per night}$



Summary: To make one round of 5,000 calls, if you work in three-hour shifts for three nights, you will need 28 volunteers per night. If your volunteers are working for free, remember to recruit **twice as many people** as there are phone shifts to compensate for people who may not show up.



Budget Quick Check

- How many volunteers will you need? Will they be paid?
 - If they are to be paid, how much?
 - If they are not being paid, will you offer food money?
 - Are there any state regulations that pertain to volunteers (wages, hours they can work, etc.)?
- How many phone lines are needed?
- Will the calls be long distance?

CANVASSING

Door-to-door canvassing is one of the most effective and personal GOTV techniques you can use. While it requires extensive planning, training, and supervision, it is the most effective way to remind voters how important their vote is. Canvassing should be well thought out and organized to take full advantage of volunteers and available time. The goals and results of an effective canvassing operation are very similar to those of a phone bank operation.

However, the planning and resources needed for a canvass operation are quite different. Use the following checklist to identify the canvass program components and needed resources:

Volunteers

The first and most essential component of canvassing is your volunteer network. This cannot be emphasized enough. Not only will you need a sufficient number of people to knock on doors, but you will also want volunteers to have the personalities and skills that facilitate a positive interaction with the target population and the canvass neighborhood. Moreover, since the project's mission is to turn out Latino voters, the operation will be enhanced if you can recruit volunteers who are able to speak Spanish.



Volunteer Quick Check

- Volunteers need to be properly trained on the following:
 - Safety while canvassing
 - Message delivery
 - Collection of pertinent information (transportation, poll info, etc.)
- Do your volunteers need to be bilingual for X precinct or X neighborhood?

Canvass Teams

Safety. Canvassers should never be sent out alone. The volunteers should be deployed in groups or teams for safety. It is important that the canvassers know the specific areas they are assigned to walk and that they are properly supervised. They should also be provided with maps, walk lists, water, and quarters for making check-in calls with headquarters. Canvass supervisors should have the names and phone numbers of all volunteers in their canvass team. It should be emphasized that **under no circumstances should canvassers go into a person's home.**

Size of Teams. The nature and size of each team will vary depending upon the voter file and precinct level data you have and the size of the area to be walked. For example, areas for which no voter file is used to identify specific addresses are "blind pull" areas. Blind pulls require large teams in order to knock on every door in a given area. These teams should consist of at least one supervisor, one driver, and eight canvassers for a total of ten per team. In contrast, areas where households with registered voters whose addresses have been specifically identified are called "selective pull" areas and can be covered with smaller teams.

Training. Canvass teams should be assembled and trained by the canvass supervisors well in advance of Election Day. Instructions, walk lists, and maps should be provided as well as a designated time and place to meet in the area they will walk. As opposed to meeting at headquarters, meeting on-site will save transportation time.

Supervisors

The supervisors are responsible for managing the teams on Election Day. They are to ride with the teams to each area and ensure that the designated walk areas are being covered in a timely manner, and that the appropriate materials are being dispersed throughout the precincts. The walk teams report directly to the canvass supervisor.

Maps and Materials

For the field: You can obtain maps and other walk list materials from your local election board. Likewise, you can also ask local letter carriers and firefighters to help draw those maps out. When drawing the maps, remember that walk areas should be targeted in priority order and canvassers should be equipped with packets that include: 1) street-ordered lists that show street names and numbers; 2) maps of the precincts; and 3) directions to the project headquarters. Supervisor packets should include all of the same materials, plus each of the volunteers' names, addresses, and phone numbers. Master copies of all maps and materials should be kept at headquarters. Canvassers should also be provided with the proper materials: pencils, clipboards, an organizational identifier (shirt, button, sticker, etc.), and instructions and scripts for visiting homes.

For the office: Headquarters should have wall maps with precincts drawn in and color-coded according to Latino density. For example, precincts that are more than 60% Latino should be coded red, more than 50% green, etc. It is recommended, however, that in precincts with more than 60% Latino density, you forego obtaining maps and plan on a blind pull for canvassing.

Computers and Technology

An in-house computer with basic applications such as word processor, spreadsheet program, or database such as Microsoft Access is the best method for maintaining your GOTV records. These applications will assist you in updating the voter files and tracking the contacts the canvassers make when going door-to-door.

Local Board of Elections

Establishing a relationship with your local Board of Elections will become very important as Election Day draws near. You should make them aware of your project and ask for their help in obtaining copies of state and local laws and regulations that pertain to nonpartisan organizational involvement in elections. Ask about trainings or other forums their office has available to educate your project about local election formalities, such as polling site rules and procedures for obtaining poll checker credentials (explained in "Election Day" section).

You should also ask the Board of Elections to give you precinct maps, street indexes, and other materials that you will need to coordinate your door-to-door canvassing operation.



Budget Quick Check

- How many volunteers will you need? Will they be paid?
 - If they are to be paid, how much?
 - If they are not being paid, will you offer food money?
 - Are there any state regulations that pertain to volunteers (wages, hours they can work, etc.)?
- Will you pay your supervisors?
- How much will it cost to obtain the walk list materials, including maps, organizational identifiers, phone money, etc.?
- How much money will be spent subgranting to other partners?

ELECTION DAY ACTIVITIES



Direct mail, phone banking, and canvassing all lead up to the final day of GOTV – Election Day. Election Day activities will be a condensed version of your phone bank and canvassing operation and, in addition, you should consider adding the following strategies to your campaign.

ACTIVITIES

Canvassing or Phone Banking

Consult the previous sections for a more detailed description of these activities. In general, remember that time is short on Election Day, and your efforts should be focused in the precincts with the greatest Latino density and/or on the infrequent voters. Be flexible and adjust your efforts if you find that many of the people in your first priority precinct have already voted. Make sure resources permit you to carry out an effective Election Day canvassing and/ or phone banking operation, but if funds are not available, “Transportation” and “Poll Monitoring” provide you with two cost-effective Election Day strategies.

Transportation

Transportation will be vital on Election Day, not only for offering rides to voters but for transporting supervisors and volunteers. You need to determine how many cars, vans, and/or buses the project has available, and for how long.

You should also consider including public transit users in your operation. Go to public transportation depots and offer rides to the polls and back to anyone who wants to vote. There are programs you can contact to organize a transportation program centered on public transportation depots. One example is Transit Vote, which is a nonpartisan effort to mobilize transit riders around the country to participate in the political process. To learn more about Transit Vote, visit <http://www.ctaa.org/transitvote/>.

Poll Monitoring

Assigning volunteers to monitor specific polling places is a critical Election Protection strategy. Your program should recruit volunteers who will be observe the polls on Election Day, watching for and recording irregularities of poll workers distributing provisional ballots and requiring voters to present identification. Many times, voter discrimination will be specific to your community and/or is determined by the issues of importance in your state, so each project coordinator needs to educate poll monitors on what to look for.



It is also critical that poll monitors remain at the polls until *after* they close to ensure that voters waiting in line when the polls close are allowed to cast a ballot (so long as they *remain* in line). It is your responsibility to keep those potential voters in line. Use whatever talent

and resources you have to entertain and feed them. Redirect canvassers to polling places at the end of the day to help keep those voters interested and motivated to cast their votes.

Poll Checking

Poll checkers sit at the polls or visit them at designated times to check if the people the project has registered or contacted turned out to vote, and to determine who needs follow-up phone calls. In most states, poll checkers need credentials in order to gain access to numbers at the polling place, so make sure you clear things with the election officials. Once the number are collected, teams should call into headquarters, where the program coordinators can use the data to determine who needs additional GOTV phone calls, or if resources need to be shifted to another location. For example, if during the course of Election Day turnout for priority precinct X has fallen short of your goals and projections, then canvassers or calls need to be rerouted into that precinct to get people to the polls.

Things to consider if you want to have checkers:

- Do you have the ability to update phone lists quickly with checker information?
- Each checker is one less person to monitor phones, carry out door-to-door activities, and watch for irregularities at the polls. Do you have people to spare for this?

Creating Visibility

High visibility GOTV activities usually commence the Friday before Election Day, if time and resources permit. Positioning people at high traffic areas such as busy intersections and transit stops within the targeted precincts encouraging people to vote are basic visibility strategies. Some typical visibility tools are listed below, and additional media training materials are available by contacting NCLR.

Media. Attending a community event that has generated media coverage is an excellent way to gain some extra visibility for your project.

Signs. There are some basic types of signs that can be used for visibility: lawn signs, window signs, billboards, and stickers. Whatever method used, it is recommended that you check your local and state laws governing the use of signs.

RESOURCES

Volunteers

Enthusiastic volunteers are needed for each of the Election Day activities listed above. Keep in mind that Election Day is not a holiday in most states, so you may lose some of your evening and weekend volunteers who have to work. Election Day is your last chance to communicate with voters, so make sure your volunteers are well-organized and well-trained for their responsibilities and tasks.

Election Day Canvassing Shifts (*if resources permit*). The two most important shifts for canvass teams are between 7 a.m. and 9 a.m. and again between 3 p.m. and 7 p.m. During

the first shift, door hangers can be left on every door which reflect the location of polling places, the hours the polls remain open, and the phone number to headquarters for transportation to and from the polls. The second shift of canvass teams should be sent to knock on the doors where voters, whom your poll checkers identified, have not yet cast their ballots. Throughout the day, turnout assessments should be made to determine where resources should be shifted.



Volunteer Quick Check

- How many volunteers will you need for all the work that needs to be done on Election Day? Will they be paid?
 - If they are to be paid, how much?
 - Keep in mind that volunteers will be missing work to help the project.
 - If they are not being paid, will you offer food money?
- Are there any state regulations that pertain to volunteers (wages, hours they can work, etc.)?
- Equip the poll monitor volunteers with the necessary information to assist voters at the polls (poll closing information, Bill of Rights, etc.).
- Volunteers need proper training in how to deliver the message of the project and collect the pertinent information (transportation, poll info, etc.).

Drivers

The drivers transport the supervisors and volunteers in addition to giving voters rides to the polls on Election Day. Drivers should be knowledgeable of the canvass neighborhoods and the locations of the various polling places. They are to report directly to the supervisors.

Please note that the process of identifying drivers for your transportation operation includes some preliminary work to ensure that competent and skilled drivers will be utilized. You will need to verify each driver's insurance policy by calling their carrier, and keep a copy of each driver's license and proof of insurance. This applies to individuals who are driving rented vehicles, as well as volunteers who are using their own cars.

As a precaution, you should ask the following questions to make certain you protect your organization's interests as well as your reputation in the community:

- Do the drivers (including project staff and/or volunteers) have medical coverage in their own auto insurance policy?
- Do they have clean driving records?
- Do they have a valid driver's license issued by your state?
- Do they have any points on their driver's license?
- What type of driving experience do they have?
- What type of insurance policy do they have, and is it sufficient?

Rental Vehicles: If your site will be leasing vehicles from rental agencies, you should prepare ahead of time by making copies of the driver's licenses and providing supplemental insurance information. It is strongly recommended that at the time the contract is signed you purchase additional liability insurance, a collision damage waiver, and property coverage. Some charge card carriers, such as American Express, cover items like collision damage waivers. Check with your organization's charge card carrier to see if you need to purchase a collision damage waiver; in the event that they offer that coverage, ask them to send a letter stating so. If you are using buses or vehicles that have been donated to the project by churches, you need to make certain that they are properly insured.

Volunteers' Vehicles: Likewise, if you have recruited volunteers who will be using their own vehicles to transport voters on Election Day, measures should be taken by each site to ensure that each driver meets liability and insurance requirements. You should inspect the condition of the car and note the number of passenger seats available. You should not, under any circumstances, use cars that have candidate stickers or other partisan paraphernalia on them.

Headquarters

Headquarters will be the heart and soul of all the activities planned for Field GOTV and Election Day. You will need to determine where headquarters will be located, and if you need additional sites (i.e., if you are coordinating multi-county activities). Prior to canvassing for your Election Day operation, you should identify a central location in each GOTV county, a place where volunteers can drop off maps, supplies, and other materials.

Communication and Technology. Your communications infrastructure will be essential on Election Day. Volunteers, as well as supervisors and drivers, need to call into headquarters throughout the day. With the developments in wireless communications, costs have significantly dropped for cell phones and two-way radios. However, renting or purchasing these tools may not be an option if the budget is tight. A more economical alternative is to provide quarters for volunteers and those who may not need extensive communication capacity.

Local Board of Elections

For Election Day, you should consult with your local election board to resolve issues pertaining to laws that require employers to give their employees time off to vote, laws governing the closing of polls and the rights of groups to observe that process, as well as laws that pertain to voter assistance services (e.g., helping senior citizens into the voting booth, curbside voting, and language assistance). Another important matter you should discuss with the election board is which court has jurisdiction over Election Day disputes. It would also be worthwhile to find out if there are any other organizations operating similar GOTV programs, so you do not duplicate efforts (e.g. monitoring the same polling place as another organization).

VOLUNTEERS

Volunteers are valuable resources for GOTV programming and a crucial element of a successful GOTV campaign. GOTV programs are time and labor intensive, so you need to think about how to best utilize existing volunteers and how to keep them coming back. You need to ask yourself four basic questions when allocating volunteers:

- How many do you have available for GOTV? How many more do you need?
- Where do they live?
- What do you need them to do? (And what activity is each interested in doing?)
- Where will they do it?

These questions will likely lead to a myriad of other issues that pertain to volunteers including recruitment, payment, training, and management.

Volunteer Coordinator

The process of recruiting a good team of volunteers will begin with the Volunteer Coordinator. Volunteer Coordinators need to possess several qualities to ensure that they will be able to manage and maintain a core group of volunteers efficiently. Among those qualities are good organization skills, superior people-skills, an even-tempered and optimistic outlook and, above all, adaptability to changing environments.

Recruitment Strategy

There are a number of things to consider while developing your volunteer recruitment strategy. In most cases, volunteers are not paid, and for that reason it is likely that you will lose at least half of the people you had initially recruited for your event. In that scenario, your Volunteer Coordinator needs to solicit a sufficient number of people to control for that loss. Examine every aspect of your event before recruiting volunteers to make certain you have enough people for the event, to ensure that you are prepared to efficiently manage and utilize *all* of your volunteers, and to maximize resources to the fullest extent possible.

Where and How to Find Volunteers

Your community is the best place to recruit volunteers for voter registration and GOTV activities, as well as supporters of the project in general. An excellent place to recruit volunteers is from the neighborhoods in the precincts where your efforts will be concentrated. There is no person better suited to encourage folks to vote than someone who knows the neighborhood and who stands to benefit just as much from their community's civic participation. You can also recruit volunteers by placing volunteer sign-up cards at every event your organization coordinates or attends. An alternate approach to recruiting volunteers is to have volunteers enlisted by the Volunteer Coordinator to recruit more volunteers by asking them to bring people with them. Most importantly, your Volunteer Coordinator should make a list of all the resources available to you in your community to recruit volunteers. The list should include, but not be limited to:

- Civic groups
- Veterans' groups
- Church groups
- Senior citizens organizations
- Local businesses
- Fraternal organizations
- Youth clubs
- People registered through the project
- Schools
- Alumni associations
- Neighborhood associations
- Sports organizations
- Minority or ethnic organizations
- Student organizations
- Volunteer fire companies
- Personal friends and family

Recruiting volunteers will prove to be very challenging, especially recruiting the number of volunteers you will need on a weekly basis and for Election Day. In some sites as many as 100 people will be needed for Field GOTV and Election Day, so you should take advantage of every opportunity that presents itself to recruit volunteers.

Gathering Information. Aside from volunteers, the organizations listed above can provide a number of other very valuable services for the project. Be sure to ask for the following when engaging in dialogue with all organizations, whether or not they become a source for volunteers:

- Is there a calendar of community events (that they sponsor or are sponsored by other organizations like theirs) that they can share with you?
- Are they willing to let you set up a GOTV rally at any of their events?
- Can you display a sign or banner about the project at their place of business?
- Are they willing to organize an event to promote voter registration or GOTV?

Paying Volunteers. If you choose to pay your volunteers, a system of documenting payments should be established. Records should be kept which contain the volunteer's name, address, Social Security Number (or date of birth if no SSN is available), their assignment, shift or time they worked, pay rate, and the amount paid to them. For accountability purposes, you must have volunteers sign in at the beginning and end of their shifts. For proof of payment, you can have volunteers sign the payment sheet. It is recommended that you pay your volunteers by check. However, if you are paying in cash make sure you provide a receipt.



Budget Quick Check

- How many volunteers will you need? Will they be paid?
 - If they are to be paid, how much?
 - Keep in mind that volunteers will be missing work to help the project.
 - If they are not being paid, will you offer food money?
 - Are there any state regulations that pertain to volunteers (wages, hours they can work, etc.)?
 - How will you keep track of each volunteer's hours worked?
- If you choose to throw an appreciation after-party, remember to include it in your budget.

☑ Getting Volunteers to Come Back

Providing for Your Volunteers. Volunteers need to remain focused on the tasks assigned to them. To help them do this you must keep in mind their personal needs. If you have recruited volunteers for Election Day, you must ensure that they have had a chance to cast their vote in advance, by absentee ballot, before undertaking any assignments, or between shifts. Likewise, if you have recruited volunteers for door-to-door canvassing, you must provide them with water and quarters for phone calls – this is especially true for volunteers who will be going door-to-door. They must always have a means of communicating with headquarters or with their supervisors. Equally important is providing food for your volunteers. It is recommended that you take food to your volunteers as opposed to having them leave their assigned duties to buy lunch. Finally, your volunteers need to be made familiar with their surroundings. For example, volunteers who are going to spend all day at a polling place need to know where facilities such as restrooms and phones are located.

Volunteer Assignments. The tasks that your volunteers will be assigned need to be given special consideration. For example, volunteers should be provided with written instructions and the tools they will need for every assignment they are delegated. Volunteers should not be given duties that are not likely to be completed in the time they are contributing to the project. Another important point to remember is to give volunteers duties that will be fun and interesting to them, as well as something they will be comfortable with. Keeping your volunteers happy will motivate them to come back! Also, if you explain the dynamics of the program and keep them abreast of developments, it will help them feel that they are contributing to the overall success of the project.

Appreciation. Finally, you should always show gratitude for your volunteers' time. Volunteers should be thanked when they sign up and after they have completed their duties. This is especially important for long and tedious projects like canvassing or GOTV activities. One suggestion is having a night out or an after-party for your volunteers – this is a great way of showing your appreciation.

ENDNOTES

1. “The Rules of the Game: An Election Year Legal Guide for Nonprofit Organizations,” The Alliance for Justice, 1996.
2. “Playing by the Rules: Handbook on Voter Participation and Education Work for 501(c)(3) Organizations,” Independent Sector, 1998.
3. *Ibid.*

ADDITIONAL RESOURCES

Each **Secretary of State** office has an elections division where vital electoral information is maintained. Below are just a few examples of the types of information that can be obtained from the Secretary of State's office.

- Finding your polling place
- Candidate information
- Upcoming elections
- Election results
- Financial disclosure and campaign information
- Redistricting/new precinct info.
- Approved voting booths and voting systems
- District maps
- Ballot measures
- Lobbying information

This information is typically available online at your respective Secretary of State's website. For a complete listing of Secretaries of State you can visit the National Association of Secretaries of State's website at www.nass.org.

The **Election Assistance Commission** (EAC) is a good resource for finding election statistics and information on voting-age populations, the National Voter Registration Form, history and statistics, the Electoral College, and voting systems.

Election Assistance Commission
1225 New York Ave., NW, Suite 1100
Washington, DC 20005
Phone: (202) 566-3105
Web: <http://www.eac.gov>

Independent Sector offers resources on nonprofit lobbying and nonprofit work in public policy.

Independent Sector
1200 18th Street, NW
Suite 200
Washington, DC 20036
Phone: (202) 467-6100
Web: <http://www.indepsec.org>

The **Internal Revenue Service** has released a report entitled, "Election Year Issues," which has very detailed descriptions of the rules that pertain to 501 (c)(3) organizations participating in election activities. The report is accessible online at: <http://www.irs.ustreas.gov/pub/irs-utl/topici02.pdf>.

To find the IRS office nearest you visit the IRS on the Web at: <http://www.irs.gov>

For more on nonpartisan GOTV campaigns, contact the **National Association of Latino Elected and Appointed Officials** Educational Fund.

NALEO Educational Fund
1122 West Washington Blvd., 3rd Floor
Los Angeles, CA 90015
Phone: (323) 720-1932
Web: <http://www.naleo.org>

For more information on nonpartisan GOTV campaigns, please refer to the **NAACP National Voter Fund**.

NAACP National Voter Fund
2001 L Street NW, Suite 1050
Washington, DC 20036
Phone: (202) 898-0960
Web: <http://www.naacpnvf.org>

The Alliance for Justice provides technical and strategic assistance to community groups to enhance their capacity to conduct voter education and voter participation activities.

The Alliance for Justice
11 Dupont Circle, NW
Suite 200
Washington, DC 20036
Phone: (202) 822-6070
Web: <http://www.afj.org>

Equally as valuable is the **U.S. Census Bureau** for population statistics and for finding your state data center. Log on to the Census website for a complete listing of divisions and phone numbers.

U.S. Census Bureau
Washington, DC 20233
Web: <http://www.census.gov>.

The National Council of La Raza website offers voter registration and a GOTV tool kit and training materials in English and Spanish.

The National Council of La Raza
Raul Yzaguirre Building
1126 16th St., NW
Washington, DC 20036
Phone: (202) 785-1670
Web: www.nclr.org