

## Chapter 42: Electing & Retaining Decision-Makers Committed To Responsible Growth Management

I get more than a dozen calls a week from people throughout the country concerned about proposed development projects or growth in general. A question common to these conversations is:

*How can I guarantee that growth will be managed responsibly in the future?*

My answer is always the same:

*About the closest thing to a guarantee is to elect decision-makers who are committed to responsible growth management then provide them with the support they need to do their job.*

By *responsible* growth management I mean a set of laws and policies designed to ensure that development preserves and enhances quality of life for current and future residents. This is actually the first part of my definition of responsible growth management.

The second and most critical part is electing a local legislative body, a mayor, a county executive, and other decision-makers who are firmly committed to administering and enforcing these laws and policies in a way that preserves and enhances quality of life. Without decision-makers committed to responsible growth management, you and other citizens will continually be plagued by the occasional fatally-flawed project along with poorly-planned growth in general. There just isn't a set of laws, policies, or programs that can be put in place which will deliver responsible growth management as assuredly as electing good decision-makers and then supporting them aggressively throughout their term in office.

### INVEST IN ELECTIONS NOT LAWYERS

If you are considering a commitment of \$5,000 or \$10,000 to hire a lawyer and fight a development project, yet you are really concerned about how growth is being managed throughout your area - not just one project - then consider using a portion or all of these funds to help elect a pro-growth-management decision-maker. Since most growth-management decisions are made at the local level and local elections are relatively inexpensive to win, the pooled resources of you and your allies could make a big difference. For example, a study of the 2004 elections in 50 New Jersey municipalities (towns-cities) showed candidates raised an average of \$16,645 with businesses and business PACs contributing an average of \$1,315<sup>238</sup>. In 2005, the median amount spent by winning

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<sup>238</sup> *Local Campaign Financing: an Analysis of Trends in Communities Large and Small*, published December 2005 by State of New Jersey Election Law Enforcement Commission, P.O. Box 185, Trenton, NJ 08625-0185, available online at: [http://www.elec.state.nj.us/pdf/White\\_Papers/white18.pdf](http://www.elec.state.nj.us/pdf/White_Papers/white18.pdf)

candidates who ran for mayor in 38 Massachusetts cities was \$38,751, with a range of \$607 to \$2,361,830 (Boston)<sup>239</sup>.

Most of us live in towns where local elections are won for the average amount spent in New Jersey - \$16,645 or we live in larger cities and counties where a winning candidate will spend about \$40,000 to win a seat on the local legislative body.

Citizens will usually spend \$20,000 to \$50,000 opposing a single development at the administrative hearing level then into the appellate courts. If these same funds were applied to a local election, citizens might get one or two pro-growth-management candidates into decision-making positions. So if your goal is to improve growth management throughout your town, city, or county consider instead investing your time and money in the electoral process.

### **CAN RESPONSIBLE GROWTH-MANAGEMENT CANDIDATES WIN?**

The answer to this question is, of course, a resounding *yes!*

American voters strongly support Smart Growth and other responsible growth management policies. According to the [Land Trust Alliance](#) and [The Trust for Public Land](#), voters have supported 75% to 80% of the open space preservation measures on ballots throughout the United States in elections since 2001. In 2006 alone, voters approved a record \$6.03 billion nationally for local conservation spending.

It is not just ballot measures voters support but responsible growth-management candidates too. In 2002, land use attorney and citizen advocate Tom Dernoga won a seat on the County Council of Prince George's County, Maryland based on a responsible growth management platform. Also in 2002, Michigan governor Jennifer M. Granholm won her election in part because she has been a leading Smart Growth advocate. Republican Mitt Romney did the same when he won the 2002 governor's race in Massachusetts.

In 2004, voters in Volusia County, Florida supported a measure to adopt an urban growth boundary to protect rural lands and wetland. In 2006, Democrat Timothy M. Kaine was elected Governor of Virginia. Shortly after the election he announced that his first priority would be to give local decision-makers the authority to limit growth to prevent sprawl from aggravating traffic congestion. Clearly, candidates committed to responsible growth management can win local and statewide races.

In 2006, the Bush administration's generally perceived poor land use policies hurt 37% of candidates running for U.S. Senate seats in Washington state. It even now appears that responsible growth management may be a key issue in the 2008 Presidential elections.

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<sup>239</sup> *Campaign Finance Activity by Mayoral Candidates in Massachusetts*, published in 2005 by the Massachusetts Office of Campaign and Political Finance, One Ashburton Place, Room 411, Boston, Massachusetts 02108, (617) 727-8352, available online at: <http://www.mass.gov/ocpf/mayors05.pdf>

## FINDING GOOD CANDIDATES

Who makes the best candidate:

*Those with a long history of commitment to managing growth responsibly.*

Beware of candidates who lack such a history or only recently became advocates of responsible growth management. You may find that once in office their lip-service is paid to Smart Growth but their vote always goes to development interests.

The best candidates and those who remain fully committed once in office are those who lead efforts to protect their neighbors from a flawed development proposal or from poorly planned growth in general. In fact, many of our former clients now sit on the local and statewide decision-maker bodies overseeing growth management. First we help them defeat a flawed project then we help them become responsible growth management decision-makers.

It used to be that democrats were more supportive of responsible growth management when compared to republicans. Fortunately, that just isn't true anymore. In fact, one of the most effective elected officials I know is a Republican.

Baltimore County Councilman T. Bryan McIntire has probably preserved more rural land than any other local elected official in the United States. Since this Republican was first elected to the Council in 1994, he has preserved more than **90,000 acres of farm and forest land!** He has also won passage of measures to help farm owners recover substantial equity from their land while also preserving it from development.

So how do you determine if a candidate truly is committed to managing growth responsibly? Well, there is no fool-proof test but the best place to begin is to have a long conversation with the candidate. What you will be looking for is indications of how much thought they have given to responsible growth management. Hopefully they have specific ideas about what they want to accomplish and a strategy for how to pull the accomplishment off once in office. Following are some other good indicators.

1. Will the candidate go on record as supporting the specific changes to law or the new growth-management programs you are advocating? By *on record* I mean will the candidate make a formal, public announcement that they supports your position. If the candidate feels your approach may not be the best way to improve growth management, do they have an equally effective alternative? If yes, will the candidate then go on record supporting the alternative?
2. Do the candidate's campaign finance records show significant contributions from development companies, real estate interests, or others who traditionally have not supported responsible growth management?
3. Has the candidate been endorsed by development companies, real estate interests, or others that do not support responsible growth management?

#### 4. Have pro-growth-management groups like the Sierra Club endorsed the candidate?

It is rare that a candidate can win an election running on just one issue, even growth management. But candidates who support responsible growth management tend to support other issues which have broad appeal among voters. So when searching for candidates to back do not become fixated on their growth-management position. Instead, consider the compatibility of their entire platform with their position on growth management. If a significant conflict exists then the warning bells should sound. In the end an ideal candidate is one who impresses you as fully committed to responsible growth management and is the most electable given their position on all other campaign issues.

#### **SETTING THE GROWTH-MANAGEMENT AGENDA IN THE NEXT ELECTION**

To get candidates elected who are committed to responsible growth management, you must make this one of the hottest issue in the next election. To make growth-management a hot campaign issue you must show voters how:

- the current approach to growth-management has harmed their quality of life; and
- how responsible growth-management could prevent further harm and enhance the quality of life most voters enjoy.

It is far more likely you will make growth-management a hot topic on the campaign trail if you focus not on your pet peeves but those growth issues voters find most disturbing or compelling. For example, you may be concerned about how a proposed development project will increase through-traffic on your residential street. Your goal may be to change local law to limit how much traffic can be added to residential streets. If a large percentage of voters live on streets where through traffic is an issue, then this may be a good topic to organize around. However, it is likely that a larger portion of voters view rush-hour traffic congestion as a more critical issue. A candidate who pledges to deal with traffic congestion would likely garner more votes than one focusing on through-traffic.

How do you determine which growth related issues are of greatest concern to voters? Following are some of the many ways for answering this question.

1. You could talk to your friends on the local legislative body and ask what issues tend to result in the largest turnout at hearings and what issues they get the most calls about.
2. Review past issues of local newspapers to gain an insight into the issues which get the most coverage or those which tend to generate the greatest number of *Letters To The Editor*.
3. Look at past elections and any growth-related issues candidates ran on; both winning and losing candidates. Try to determine which issues tended to be associated with the candidates who won their election.

While the three preceding approaches will give you an indication of the issues voters feel most strongly about, polling voters directly is the best approach.

### **Polling to Identify Hot-Button Issues**

Past voter polling on growth management usually shows five issues rank among the top: traffic congestion, school overcrowding, loss of open space, other environmental issues, and property taxes. In rural areas the loss of small-town atmosphere tends to be the most strongly felt growth impact.

A poll is the most effective way of learning what issues voters presently care about and how to frame your proposed solution to maximize voter support. For example, it may be your perception that voters in your small town are against a proposed big-box store because of added traffic congestion. However, a poll might reveal that while many voters express some concern about traffic, they are more deeply troubled by the impact of the big-box on main street businesses and the loss of the friendly atmosphere in their small-town.

Polling data can also indicate how new issues might be framed to capture voter attention. Continuing with the big-box example, the poll might show that voters believe these stores add hundreds of new car trips a day to local roads. When they learn the increase is more on the order of 3,000 to 12,000 trips per day<sup>240</sup> voters may move this impact to first place on their list of *reasons why our town is better off without a big-box store*.

The professionals in the business recommend polling no less 200 voters, preferably 400-500<sup>241</sup>. By polling I do not mean simply calling 200 phone numbers, but actually completing the survey questionnaire with 200 randomly selected voters. If you have a long questionnaire then you may only complete two or three surveys per hour. But for a survey focused on one topic, like growth management, the questionnaire could be shorter. Even then you likely will complete no more than four or five surveys per hour. Completing 200 questionnaires would require 40- to 100-volunteer hours. Surveys are best done where multiple phone lines are present in one location, such as a large office. If you have, say, five volunteers calling from 6:00 to 9:00 P.M. on weekday evenings then it would take three to seven evenings to get 200 completed questionnaires.

Before going to the considerable effort involved in conducting your own poll see what data already exists. First of all, there is a good chance the candidate or their party already has polling data or plans to survey voters. If growth management questions were not included in the last poll, then push to make them part of the next.

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<sup>240</sup> See *Impact of Big-Box Stores on Traffic* at: <http://69.36.183.145/images/pdf/Traffic.pdf>

<sup>241</sup> *Public Opinion Polling: A Handbook For Public Interest And Citizen Advocacy Groups*, written by Celinda Lake and published in 1987 by Island Press.

Following are several examples of public opinion polls focusing on growth management. Use the questions in these three examples as a guide to the type of questions you might include in your survey.

- *Attitudes and Perceptions about Land Use on the Eastern Shore* [Maryland]  
<http://www.eslc.org/pdf/fullpublicreport.pdf>
- *A digest of California public opinion on...Growth and Development*  
<http://www.field.com/fieldpollonline/subscribers/COI-02-May-Population.pdf>
- *Vermonters Awareness of and Attitudes Towards Sprawl Development in 2002*  
<http://crs.uvm.edu/vtrpoll/2002/sprawl.html>

Following are some other possible sources of polling data.

- A number of local or regional governments will conduct a public opinion survey among residents at various times, such as when a master plan is up for revision. So check with the local planning office or the legislative body to see if polling data is available.
- State government also conducts polls. Search the website for the following state agencies for polling data: land planning; housing or community development; economic development; or natural resources, conservation, and environmental protection.
- A regional or statewide smart growth advocacy group may have conducted a recent survey as well. You will find several of these groups for your state on the *CEDS State-By-State Resources* webpage: <http://www.ceds.org/links>
- Check with faculty at state universities to see if they have relevant polling data. Begin with planning and political science departments, Also ask if there is anyone on the faculty who has expertise in public opinion polling. You may wish to tap this professor for help in drafting a questionnaire and other tasks critical to accurate polling.

Polling, like many of the other topics addressed in this book, requires a fair degree of expertise to be done well. However, if you are operating on a shoe-string budget and existing polling results are inadequate, then consider conducting your own survey. Advice on how to put a poll together can be found in *Public Opinion Polling: A Handbook For Public Interest And Citizen Advocacy Groups*<sup>242</sup>.

If you need further advice or you decide to hire someone to put the poll together for you then please contact me at 1-800-773-4571 or [Rklein@ceds.org](mailto:Rklein@ceds.org). There are several professional polling firms in the CEDS network.

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<sup>242</sup> *Public Opinion Polling: A Handbook For Public Interest And Citizen Advocacy Groups*, written by Celinda Lake and published in 1987 by Island Press.

Your poll should focus on registered voters who meet the following criteria:

- they meet the definition of a *frequent* voter by voting in three or four of the last four elections;
- they are registered in high priority precincts;
- if your candidate will face a challenger in a primary election, then focus on voters affiliated with your candidate's party; and
- if you are focusing on the general election, then concentrate on voters who have a history of supporting candidates in addition to those from their party (e.g. a Republican who has voted for Democrats and Republicans).

**Frequent Voters:** Those who have voted in three or four of the past four elections are particularly important since they are the voters most likely to show up at the next election. These *frequent* voters also tend to be the people who donate hours and dollars to political campaigns as well as causes such as responsible growth management.

To identify frequent voters obtain the registered voters list from the local elections office. Request a file containing all of the registered voters located within the precincts where your candidate(s) will be running. If you are asked why you want the list, be honest, of course. Say you will use the list to educate voters about issues in the upcoming election. Many local election offices will not release a voter list if they think you are using it for some purpose other than electoral activity, like selling something other than a candidate or law. If asked whether you want the full record for each voter or just the walking list, ask for full records. Finally, if given the choice of electronic or paper format, get the electronic version.

**High Priority Precincts:** These precincts are described below in the section on *Where To Focus Your Efforts* and *Analysis of Past Election Results*. It will be these election precincts where your efforts will produce the greatest number of votes for your candidate. Therefore, polling should be concentrated first in the high priority precincts.

**Party Affiliation:** In a primary race only those who belong to the same party as your candidate can cast a vote for (or against) the person you support. It makes no sense to poll someone who cannot vote for your candidate. If you are focused on the general election, then concentrate your polling on voters who are affiliated with your candidate's party or have a history of swing-voting - supporting candidates from parties other than their own. There is no point in polling someone who never votes for members of your candidate's party.

Your initial or *benchmark* poll will tell you how voters perceive various growth management issues. These results should allow you to focus in on those issues of greatest concern to voters. During the benchmark poll you should also get voter attitudes towards various ways of resolving each issue. This data will allow you to craft solutions which fully address your concerns and are favored by a large percentage of voters.

Continued polling (*tracking polls*) throughout the weeks and months leading up to the election will tell you whether other growth issues have gained greater importance among voters or if voter perception of the effectiveness of your proposed solution has changed. Therefore, continued polling is essential to detecting the need to adjust your preferred approach to growth management to maximize voter support and, therefore, the likelihood your candidate(s) will win.

### **Issues Contrasting Pro-Development vs. Responsible Growth-Management Candidates**

Throughout the campaign you should engage in a series of activities intended to help an ever greater number of voters appreciate the need to elect candidates committed to responsible growth management. Of course, the activities should focus on the growth issues of greatest concern to voters while demonstrating how your preferred solution will not only resolve negative effects but enhance those quality of life elements affected by each issue.

From *Chapter 35: Researching Strategy Options*, you should know what solutions are available for resolving each issue voters view as a priority. From the results of the polling suggested above, you should know what issues voters view as most critical to their quality of life and what solutions they perceive as most effective, desirable.

Otto von Bismarck said: “*Politics is the art of the possible.*” If the Chancellor was managing an election he would likely say: *Focus on the issues which make it possible for your candidate to win.* These issues, of course, are those which voters care about the most. In other words, resist the temptation to focus on your pet issues and solutions. Instead, focus on issues which will be most effective in getting responsible growth management candidates elected. Of course, you can press each candidate for a commitment to address your core issue through your preferred solution while devoting your voter education resources to those issues-solutions most likely to get good candidates elected. So, again, focus on those issues-solutions which make it possible to get responsible growth-management candidates elected.

Generally, the best campaign issues are those voters already care about. These will be the issues voters have been reading and hearing about in the media. But the issues they will care most about are those voters *perceive* as affecting them directly. It will be easier to make one of these issues into a hot campaign topic compared to issues which indirectly affect voters or have received little media coverage. Polling results should reveal which issues are most strongly felt among voters in your area.

Once you have a list of potentially hot issues, focus on those issue-solution combinations which will most clearly contrast responsible growth management candidates with those who favor development interests. For instance, let’s say traffic congestion is a hot issue among frequent voters. Your responsible growth management solution might be to prohibit any development that would cause the degree of traffic congestion to cross a threshold voters view as intolerable (see *Measuring Congestion* in *Chapter 23: Traffic*), while requiring developers to pay into a fund to improve mass transit and other measures which will reduce traffic congestion. Pro-development candidates might espouse concern about this same issue, but would favor only payment into a fund with no restriction

on further growth. Questions regarding these two solutions should be included in the next poll to determine if voters see a clear contrast and favor candidates supporting your responsible growth management solution.

### **PRESS CANDIDATES FOR SPECIFIC COMMITMENTS DURING THE CAMPAIGN**

Its time to press candidates for a commitment when you have issues-solutions supported by a large percentage of voters. Meet with each candidate identified through *Finding Good Candidates* above. Share your polling results which show substantial voter support for each issue-solution beginning with that which is most important to you. Pose the following questions to each candidate:

*Do you view this issue as a major threat to quality of life in our community?*

If they answer yes, then the next question is:

*If elected will you introduce a bill implementing our preferred solution then work to convince a majority of other legislators to support the bill?*

If a candidate answers yes to both questions, then ask that they go on record by making a press announcement, including the issue-solution in stump speeches, adding it to campaign literature, their website, etc. You should be open to several *yes, but...* responses.

- **Yes, but** the candidate believes that if you frame (word) the issue-solution in a different way you will win greater voter support. An extreme example would be...

**Your Wording:** *We want to stop greedy developers from making traffic congestion worse by banning growth near overcrowded roads.*

**Candidate's Wording:** *I pledge to keep traffic congestion from growing worse by steering growth to those portions of our community with mass transit service and roads with excess capacity.*

The candidate's wording addresses the same issue and presents the same solution but in a way that will likely appeal to a larger percentage of voters, particularly the moderate majority. Of course, this should be okay with you. But if you are in doubt then do a poll on both ways of framing the issue-solution;

- **Yes, but** the candidate feels another solution is available which is just as effective as your's but is more appealing to voters. If you are satisfied that the candidate's solution will be just as effective, then this should be okay too.
- **Yes, but** the candidate feels their announcement of support for the issue-solution should be delayed for a number of potentially good reasons. For example, their next stump speech may be before an audience which would have little interest in traffic congestion. Their next press

release may be locked into focusing on another issue important to voters. A short delay should be okay for these and other good reasons. But if the candidate keeps finding reasons to delay an announcement of support for your issue-solution, then they may not be committed to responsible growth management.

If the candidate agrees to support your first (most important) issue-solution, then ask for a commitment to any other issues-solutions you have developed. Avoid the temptation to press for commitments on too many issues. The goal, after all, is to get candidates elected who are committed to managing growth responsibly. Think of your request for commitments of support on specific issues-solutions as sort of a litmus test. If a candidate is willing to support your top two or three issues-solutions then they will likely support other responsible growth management measures once they are elected.

### **WINNING LOCAL ELECTIONS WITH GROWTH MANAGEMENT ISSUES**

It is not enough to win a commitment from candidates that they will support your issues and solutions. You need to get enough candidates elected so the local legislative body is dominated by decision-makers committed to responsible growth management. If your local government has an elected chief executive (mayor, county executive, etc.) then you must help a responsible growth management candidate win this office too. Mobilizing voter support aggressively, but wisely, is the key to achieving these goals.

#### **Identifying High Priority Precincts**

If you live in a very small town, then perhaps it doesn't matter where you focus your energies. However, if your town is large or you live in a county or city, then it is unlikely you can cover all areas fully. Precinct analysis is a tool to help you prioritize voter education efforts.

In some areas candidates for the local legislative body run by district, each of which covers a portion of the jurisdiction. Only voters registered in a district may vote for candidates running for the seat on the local legislative body representing that district. In other localities candidates are elected at-large and everyone casts their votes for the same slate of candidates. Some local legislative bodies are a mix of candidates elected by district and at-large. To make this even more complex, in some jurisdictions all seats on the local legislative body are up for election at the same time. In other localities terms are staggered so each year one or two seats are up for reelection. Of course, a chief executive is elected at-large.

A local jurisdiction will be divided into districts or wards. The districts and wards are composed of precincts. The number of precincts will vary depending upon the area covered by the district or ward. A county with a large population might contain more than two hundred precincts, while election districts within the county consist of 20 or 30 precincts.

A precinct-by-precinct analysis of past voting patterns will show you where voters are most likely to support responsible growth management candidates. Polling results will show you the precincts

where voters are likely to be most responsive to the issues-solutions supported by your candidate(s).

The precincts where:

- past election results show support for candidates similar to your's; and
- where growth management concerns coincide with your issues-solutions

will become the *priority precincts* for your voter education efforts.

**Analysis of Past Election Results:** Will your candidate(s) be running against a challenger in the primary election? If yes, then the precinct analysis will focus first on past primaries, then the general election. If your candidate is unchallenged in the primary then apply the following advice to an analysis of general election results.

Begin with the most recent election resembling the upcoming race. If your candidate faces a contest in the primary election then focus on the most recent primary. Additionally, if your candidate is running during a presidential election year then look back to the last presidential election year primary.

Now, take a look at the candidates who ran in the most recent similar election. You will be looking for candidates who closely resemble your's. By *resemble* I mean the candidate:

- ran for the same office your candidate is seeking;
- was of the same gender as your candidate;
- belonged to the same party as your candidate; and
- their political ideology was similar to that of your candidate.

How do you get these four items of information about past candidates? If you have a friend on the local legislative body, then they should be familiar with past candidates. Also try others active in local politics. The local elections office can provide you with the first three items of information. You can also research candidate ideology by looking at newspapers published during the last similar election, a voters guide from that election, and candidate websites (assuming they are still up). Of course, determining the ideology of winning candidates is simple; you just look at their record.

If you cannot find a candidate who ran for the same office in the similar election, then look for one that had the other three common characteristics: gender, party affiliation, and political ideology. Should a candidate matching these three characteristics prove elusive then begin looking at elections in other years. Also, take a look at any issues related to growth management that were on the ballot during the similar year.

Now you are ready to begin the precinct analysis. But first you must obtain the voting results from the similar election. In many localities election results are available online. In others you must

request the results from the local or state elections board. If given the choice, request the results in electronic format. While at the elections office obtain maps showing the boundary of the precincts where your candidate is running. If your candidate will be running at-large, then you will need maps of all precincts within your town, city, or county. Other wise, just get the maps for the appropriate district or ward.

Again, the goal of this phase of the analysis is to identify those precincts where your limited resources will garner the greatest number of votes for your candidate. The high priority precincts will be those where the similar candidate received a large percentage of the vote, but voter turnout was low to medium. The large percentage of support indicates that voters in the precinct are inclined to favor a candidate like your's. Had the candidate put more effort into the precinct during the past election they might have won by getting more voters to the polls.

The precincts where the similar candidate had low support in the past election, but voter turnout was high, should be avoided like a toxic waste dump. The voters in these low-support, high-turnout precincts are inclined to vote against a candidate like your's. The last thing you want to do is to divert resources from high support precincts to one of these low-support areas. The only thing the diversion will produce is to get more people to the polls so they can vote for your candidate's opponent.

An example of the precinct analysis is provided in the tables on the two pages following this one. These tables are headed:

*Sample Precinct Tabulation - Candidate Smith's 2006 Primary*

*Precinct Targeting Worksheets - Candidate Smith's 2006 Primary*

In this example, the similar candidate is Smith and the similar election was the 2006 primary. There are 32 precincts in the district where Smith ran. The precinct identifier appears in the left-hand column of the two tables you will find on the page headed *Sample Precinct Tabulation - Candidate Smith's 2006 Primary*. In the table on the left the *Votes Cast* column is a total of the votes Smith received along with those cast for all other challengers in the 2006 primary. *Percent Support* is, of course, the percentage of all votes cast which were *for* Smith. The table on the right side shows the percentage of all registered voters who came out for the 2006 primary election. After compiling the data, the left-hand table was sorted in descending order for percent support then the right-hand table was sorted in descending order of percent turnout.

The data from the *Sample Precinct Tabulation* was then transferred to the *Precinct Targeting Worksheets - Candidate Smith's 2006 Primary*. The left worksheet groups the 32 precincts into six categories: low, medium, and high for percent support and percent turnout. The six categories are identified with two letter codes as follows: Low Support (LS), Medium Support (MS), High Support (HS), Low Turnout (LT), Medium Turnout (MT), and High Turnout (HT).

**SAMPLE PRECINCT TABULATION - CANDIDATE SMITH'S 2006 PRIMARY**

Precinct	Votes Cast	Votes for Smith	Percent Support
11-004	196	82	41.84%
9-020	407	170	41.77%
11-008	353	142	40.23%
9-006	358	131	36.59%
9-028	309	113	36.57%
9-023	471	170	36.09%
9-003	443	151	34.09%
11-014	392	132	33.67%
11-020	24	8	33.33%
11-005	649	216	33.28%
11-007	324	105	32.41%
11-017	414	133	32.13%
9-021	543	172	31.68%
9-016	185	58	31.35%
11-018	256	80	31.25%
9-019	349	109	31.23%
11-019	296	90	30.41%
9-015	454	138	30.40%
11-010	412	125	30.34%
11-012	547	165	30.16%
9-018	308	92	29.87%
9-025	333	98	29.43%
9-014	486	143	29.42%
9-012	320	91	28.44%
9-005	553	157	28.39%
9-010	559	158	28.26%
9-026	168	47	27.98%
9-004	558	153	27.42%
11-006	299	82	27.42%
9-017	234	64	27.35%
9-011	340	89	26.18%
9-013	547	128	23.40%

Precinct	Registered Voters	Votes Cast	Percent Turnout
9-013	1166	547	46.91%
9-014	1191	486	40.81%
9-003	1124	443	39.41%
9-005	1434	553	38.56%
9-012	859	320	37.25%
9-026	455	168	36.92%
9-016	517	185	35.78%
9-010	1587	559	35.22%
11-005	1864	649	34.82%
11-007	948	324	34.18%
9-021	1611	543	33.71%
11-018	760	256	33.68%
9-004	1660	558	33.61%
11-020	72	24	33.33%
9-015	1369	454	33.16%
9-017	706	234	33.14%
11-012	1661	547	32.93%
9-023	1470	471	32.04%
9-025	1041	333	31.99%
11-006	946	299	31.61%
11-010	1306	412	31.55%
9-019	1107	349	31.53%
11-008	1140	353	30.96%
9-018	996	308	30.92%
11-014	1277	392	30.70%
11-017	1421	414	29.13%
9-006	1255	358	28.53%
9-011	1230	340	27.64%
11-004	729	196	26.89%
11-019	1102	296	26.86%
9-028	1190	309	25.97%
9-020	1897	407	21.45%

These two tables are modeled after Figures 6.2 in *The Campaign Manager: Running and Winning Local Elections*, by Catherine M. Shaw, published in 2004 by the Westview Press.

## PRECINCT TARGETING WORKSHEETS - CANDIDATE SMITH'S 2006 PRIMARY

<b>High Support (HS)</b> 11-040 9-020 11-008 9-006 9-028 9-023 9-003 11-014 11-020 11-005	<b>High Turnout (HT)</b> 9-013 9-014 9-003 9-005 9-012 9-026 9-016 9-010 11-005 11-007
<b>Medium Support (MS)</b> 11-007 11-017 9-021 9-016 11-018 9-019 11-019 9-015 11-010 11-012	<b>Medium Turnout (MT)</b> 9-021 11-018 9-004 11-020 9-015 9-017 11-012 9-023 9-025 11-006 9-019
<b>Low Support (LS)</b> 9-018      9-013 9-025      9-011 9-014      9-017 9-012 9-005 9-010 9-026 9-004 11-006	<b>Low Turnout (LT)</b> 9-020      11-008 11-010      9-018 11-014 11-017 9-006 9-011 11-004 11-019 9-028

<b>(1) HS + LT = High Priority</b> 9-020 11-008 9-006 9-028 11-014	<b>(6) MS + HT = Medium Priority</b> 11-007 9-016
<b>(2) HS + MT = High Priority</b> 9-023 11-020	<b>(7) LS + LT = Low Priority</b> 9-018 9-011 11-010
<b>(3) MS + LT = High Priority</b> 11-017 11-019	<b>(8) LS + MT = Low Priority</b> 9-025 9-004 11-006 9-017
<b>(4) MS + MT = Medium Priority</b> 9-021 11-018 9-019 9-015 11-012	<b>(9) LS + HT = Low Priority</b> 9-013 9-014 9-012 9-005 9-010 9-026
<b>(5) HS + HT = Medium Priority</b> 11-005	These two worksheets are modeled after Figure 6.3 and 6.4 in <i>The Campaign Manager: Running &amp; Winning Local Elections</i> , by Catherine M. Shaw, 2004, Westview Press.

These two worksheets are modeled after Figures 6.3 and 6.4 in *The Campaign Manager: Running and Winning Local Elections*, by Catherine M. Shaw, published in 2004 by the Westview Press.

The right worksheet groups the precincts into nine categories, with (1) precincts being the highest priority for where you should focus your efforts. As stated above, the highest priority precincts are those where the similar candidate from the last similar election received high support and voter turnout was low. The low priority precincts are those where the similar candidate received low support and turnout was high. Your efforts to first educate voters then get them to the polls would begin with the HS+LT precincts, then move on to the HS+MT precincts, then MS+LT precincts, and so on.

So why are *High Support + High Turnout* precincts in the fifth (5) priority category? Well, voters in these precincts are likely to support your candidate anyway. These voters are also likely to come to the polls in large numbers. So each hour or dollar invested in the HS+HT precincts will likely result in fewer additional votes compared to the HS+LT precincts. This does not mean HS+HT precincts should be ignored; just that your candidate is more likely to win if you devote your resources first to the (1) to (4) precincts.

To further illustrate the benefits of precinct analysis, consider that in the Smith example there are more than 37,000 registered voters in the 32 precincts. In the 2006 primary, a total of 12,087 votes were cast. To win the 2006 primary a candidate needed 6,044 votes (assuming just two contenders).

As shown in the table to the left (*Potential Votes in High-Support + Low-Turnout Precincts*), there

**Potential Votes in High-Support + Low-Turnout Precincts**

Precinct	Registered Voters	Maximum Turnout	Potential Votes
9-020	1,897	47%	892
11-008	996	47%	468
9-006	1,255	47%	590
9-028	1,190	47%	559
11-014	1,277	47%	600
<b>Total</b>	6,615		3,109

are 6,615 registered voters in the five highest priority precincts. The *Sample Precinct Tabulation* shows that in 2006, the highest turnout rate was 47%. If you succeeded in generating an equivalent turnout rate your candidate might win 3,109 votes in these five precincts, which is more than half (51%) of what would be needed to win a two candidate race. Of course, this also assumes 100% of the votes were cast in favor of your candidate, which would never happen. Instead, your candidate might win 60% to 70% of the votes, which means you need to focus on the top seven or nine

precincts. For further detail on analyzing precinct voting results see *The Campaign Manager: Running and Winning Local Elections*<sup>243</sup>.

**Factoring Polling Data Into Precinct Analysis:** Voter attitudes can change considerably from one election cycle to the next. You may even encounter apparent contradictions like the following:

<sup>243</sup> *The Campaign Manager: Running and Winning Local Elections*, by Catherine M. Shaw, published 2004 by the Westview Press.

Your voting history analysis showed low support for a similar candidate in a given precinct during an election two- or four-years ago, yet your polling data shows a high-percentage of voters in the precinct are now deeply concerned about growth management. Voters in the precinct now express high support for a candidate resembling that they rejected in the past election.

This apparent conflict can likely be explained by an event during the intervening years which educated voters on the need to adopt a more responsible approach to growth management. For instance, many of the voters may have participated in an effort to keep a severely flawed development project out of their neighborhood. Or perhaps a large development project in an adjacent precinct has caused school overcrowding or traffic congestion to reach epic proportions.

If polling data shows high support for responsible growth management then consider elevating a precinct on the priority list even if the similar candidate did not do so well in the prior election. Raising precinct priority would be particularly appropriate if voter turnout was low in the last similar election.

### **Mobilizing Support Among Groups Active in High Priority Precincts**

Once you have identified high priority precincts, the next step is to analyze growth management issues within these precincts. The goal is to identify those precincts where responsible growth management issues will generate the greatest number of votes for your candidate.

Earlier in this chapter I suggested that you poll frequent voters registered in the high priority precincts. I then suggested that you focus on growth management issues which:

- appeal to a large percentage of frequent voters;
- contrast your candidate with other candidates who are not committed to responsible growth management; and
- involve solutions your candidate has agreed to support.

The polling results will reveal those precincts where voters are already concerned about these issues. Following is advice on how to identify those high priority precincts where support for your candidate can be increased by educating voters about these issues.

Most precincts are relatively small with respect to area and population. While a rural precinct may cover a 40-square mile area, many suburban and urban precincts encompass less than a square mile and are frequently under 100 acres. A 100-acre precinct would equal a square measuring 2,000 feet on a side. The *Sample Precinct Tabulation* table showed that the number of registered voters in the 32 precincts ranges from 72 to 1,897. As shown in the *Potential Votes in High-Support + Low-Turnout Precincts* table above, there are just 6,759 registered voters in the five highest priority precincts. The relatively small area and population of most precincts means that the impact-zone of one poorly conceived development project could easily touch everyone who lives within one or more precincts. Or the parents of children attending an overcrowded school may compose a large percentage of voters in a precinct.

The most efficient means of increasing voter support is through groups which have a substantial membership in a high priority precinct. Following is advice on how to identify then request the support of three types of groups likely to support a responsible growth management candidate:

- those who are fighting a flawed project now or did so in the last year or two;
- those who are concerned about a specific impact of growth as opposed to a specific project; and
- a group with a large number of members who live near sites where a flawed development project could be proposed.

In addition to organized groups, advice will be offered later in this section on educating individual, frequent voters about the benefits of supporting your candidate.

**Current or Recent Development Battles:** If the citizens opposing a development project have been following the advice given in this book, they should have dozens, hundreds, perhaps more than a thousand supporters. Helping the leaders of this effort appreciate the benefits of electing responsible growth management candidates, like your's, could easily get you overwhelming support in one or more precincts.

How do you determine if there is or has been a citizen group opposing a project in the high priority voting precincts?

If you live in a small town and you are active with others advocating responsible growth management, then you likely know of the project proposals opposed by nearby residents. In fact, you could probably look at maps of the high priority precincts and identify those where citizens have fought or are currently opposing poorly planned development projects. In larger jurisdictions you can learn of current or recent battles in the high priority precincts by:

- reviewing past issues of local newspapers;
- contacting community or neighborhood association leaders;
- speaking with the leaders of groups focused on the environment, historic preservation, etc.;
- talking with friends on the local legislative body;
- asking local planning commission members or their staff;
- searching the internet using keywords like the name of your area and sprawl, development, oppose, hearing, etc.; or
- talking with local attorneys who specialize in representing citizens in land use cases.

Once you have identified current or recent battles in high priority precincts, contact the citizens who led each campaign. Explain how supporting your candidate will reduce the likelihood that they and others will be threatened by similarly flawed development proposals in the future. Specifically, ask

the group to urge their members who live in a high priority precinct to support your candidate. The enthusiasm with which the group approaches this task will increase considerably if you can honestly answer two questions with a *yes*:

Can your candidate take office quickly enough to vote against the project (*Chapter 35*), change the law (*see Chapter 41*), or take some other action beneficial to the citizens fighting the project?

Has the candidate agreed to actually take any of these steps?

Again, if the answer is yes to both questions, then make certain the citizens fighting the flawed project are aware of this. Chances are this will become the best and least expensive strategy option for resolving citizen concerns about the flawed project.

Finally, check with the candidate to see if they would like a formal endorsement from the group. Since growth is but one of several, perhaps many, issues in a campaign, there are situations where an endorsement from one group may turn-off voters concerned about some other issue. But if your candidate see an endorsement by the group as beneficial, then press the group to formally endorse the candidate. Ask the group for approval to mention their endorsement on campaign brochures, in letters, in press releases, etc.

**Groups Concerned About Specific Growth Impacts:** If your area has been suffering from years of poorly managed growth, then there will likely be groups in the high priority precincts who are frustrated by specific impacts, not specific projects. Results of polling conducted within each precinct should reveal which impacts voters detest the most. With a little imagination it should be easy to identify groups particularly sensitive to each impact.

For example, if school additions and new construction has not kept up with growth then class sizes may have swelled to the point where student performance has declined and discipline problems have escalated. Many students may spend their day in drafty, poorly lit portable classrooms. In this situation the school PTA may enthusiastically embrace a candidate who promises to introduce legislation to:

- enact adequate public facility requirements prohibiting further development in the service area of any overcrowded school;
- require developers to pay an impact fee designed to offset the cost of increasing school capacity;
- shift the cost burden of building new roads, sewers, and other infrastructure from the taxpayers to developers then allocate these funds to school improvements; or
- a combination of these and other options.

While a PTA may be prohibited from formally endorsing a candidate, there are a number of ways they can let their members know which candidate they prefer. For instance, community associations

representing neighborhoods near an overcrowded school would likely be dominated by members whose children attend the overcrowded school. These members can likely convince the association to support a candidate promising to improve the school situation. Many teacher unions formally endorse candidates and mail to parents just before an election.

In addition to overcrowded schools, the area is probably suffering from other quality of life impacts, such as congested roads, loss of open space, a paucity of park and recreation facilities, and on the list could go. Community, neighborhood, or homeowner associations representing those suffering from these impacts would likely support a candidate promising legislation to first halt the decline, then reverse the effects of mismanaged growth.

As suggested above for groups fighting specific projects, ask the candidate if they would like a formal endorsement from groups concerned about specific growth impacts. Ask the group if they could schedule a meeting before the election where the candidate could speak about his plans to resolve growth impacts as well as other issues of concern to group members. Finally, ask if a group leader would be willing to join the candidate in knocking on doors at the home of their members.

**Future Flawed Development Sites:** What do you do when there haven't been any recent development battles and the effects of growth mismanagement have yet to be felt in a high priority precinct? Well, there's a good chance frequent voters in the precinct are aware of how poorly planned growth is moving towards them. In fact, many residents may have moved to the precinct to escape the mismanaged growth that degraded quality of life in their former precinct. But the level of support generated by the *theory* of creeping sprawl is an order of magnitude lower than that caused by a development notice posted on vacant property next to a neighborhood.

One way to make the specter of growth mismanagement more real is to identify the vacant properties within a high priority precinct then alert groups representing nearby residents of all the incompatible uses presently permitted on the property. For example, if your area has been plagued by a proliferation of big-box stores, landfills, or other uses incompatible with a residential neighborhood, then look for vacant property abutting neighborhoods where these uses might be proposed.

A big-box store of the super variety requires a 7- to 15-acre site. So, identify all of the vacant properties seven-acre or more that are next to an existing neighborhood within high priority precincts. Include sites even if they are not completely vacant. If the cost of removing existing buildings and other structures is insignificant compared to the profit of developing the site, then rest assured the property could be developed as a big-box store. We even had one case where a developer proposed taking down an aging seven-story hospital to develop a site.

The possibility of a big-box will be more plausible if a site has zoning permitting this use. But don't exclude a site because it lacks the right zoning. If incumbent decision-makers are very development-oriented then they may be easily swayed to rezone the property.

Once possible big-box sites are identified then contact the association representing neighborhoods within the potential impact zone. Explain why you believe the site could be developed as a big-box store, but make it clear that you have no reason to believe that the property owner or anyone else is actually planning to develop the site in this manner. Next, describe how the measure your candidate supports will reduce the likelihood that a big-box store could be built on the site affecting association members.

If the association agrees to support your candidate then ask the candidate if they would like a formal endorsement. Ask the group if they could schedule a meeting before the election where the candidate could speak about his plans to prevent big-box stores and other incompatible uses on the vacant property. The candidate should also describe any measures he is considering which would increase the probability that the site is only developed in ways that preserve and enhance quality of life for association members. Ask also if a group leader would be willing to join the candidate in knocking on doors of their members.

The big-box scenario presented above is but one example of a land use which would degrade quality of life if placed next to a residential neighborhood. Of course, there are many other uses which are also incompatible, even though they may offer many benefits.

We have developed an approach for ensuring that vacant lands near a neighborhood are only developed with compatible uses. This approach is known as *Proactive Neighborhood Planning*. Click on the following link to learn more about how our approach can be used for identifying potentially incompatible uses on vacant sites in high priority precincts or anywhere else:

<http://www.ceds.org/pnp>

### **Educating Individual Voters**

In some parts of the country nearly every neighborhood has an association and there are numerous groups focusing on the specific issues affected by growth. In areas such as this it is easy to identify, then contact these groups. But this is not the case in many other localities. If this is the situation in your area then your first point of contact becomes the individual voter, not the leadership of a group representing the voter and their neighbors.

Frequent voters should be the first folks you contact, beginning with those most directly impacted by poorly managed growth. Frequent voters are the folks who came to the polls in three or four of the last four elections. They are the most likely voters to show up at the next election. Also, frequent voters tend to be the most active residents of their neighborhoods. They also account for an inordinately large share of the volunteer hours and dollars contributed to candidates and other causes.

Earlier in this section I explained how to identify frequent voters from the registered voters list obtained from the local elections office. I suggest concentrating on frequent voters who:

- belong to the candidate's party; or
- who have a history of swing voting (Democrats who occasionally vote for Republicans, etc.); and

***who live near:***

- sites where a flawed development project is or was recently opposed by citizens; or
- locations where the impacts of poorly planned growth are particularly acute, such an area with overcrowded schools, residential streets with high volumes of through-traffic, etc.; or
- vacant sites where development incompatible with nearby neighborhoods may be proposed.

Of course, suggestions for identifying these three focal points of poorly planned growth were provided earlier in this section under the headings of: *Current or Recent Development Battles*, *Groups Concerned About Specific Growth Impacts*, and *Future Flawed Development Sites*.

The first frequent voters to contact will be those living near any of the three focal points. The first contact should be made by way of a letter. In the letter describe the focal point and why you believe it has (or will) impact the voter's quality of life. Explain what your candidate will do, if elected, to prevent similar growth mismanagement in the future and any measures your candidate supports for reversing the effects of past flawed development. End the letter with a request that the voter support the candidate> Provide a phone number and/or e-mail address if the voter wishes further information. Finally, say you or another volunteer will call in the next day or two to see if the voter has any questions and ask whether they would like to speak with your candidate. Verify that you have the frequent voters phone number before saying you will call. If you or one of your supporters lives nearby then have them sign the letter and make the follow-up call. The neighbor should begin the letter with something like...

*Dear Mr. Smith:*

*I am a neighbor of yours.*

*I live two blocks away on...*

*Like me you are probably deeply troubled by...*

The purpose of the letter and follow-up call goes beyond winning one vote. You are also looking for prospective leaders; folks who are willing to help their neighbors appreciate the importance of electing responsible growth management candidates. The prospective leaders would be asked to:

- hold a coffee in their home so their neighbors can meet the candidate;
- join the candidate when they knock on the doors of other voters in their neighborhood; or

- help organize a large responsible growth management rally in the precinct just before the election. The rally would be organized similar to the *Citizen Public Meeting* described in Chapter 36.

### **Making Potential Growth Impacts More Real**

While continued growth mismanagement may pose a very real threat to quality of life, voters may view this as just another bad thing which might happen, but probably won't. There are a number of steps you can take to make the future impact of poor growth planning more real. Following are a couple of examples.

**Through-Traffic:** If continued growth in your area will increase through traffic on residential streets, then arrange a demonstration. For instance, let's say current traffic volume on the street is about 50 vehicles during morning rush hour and your projections show that with continued growth mismanagement it could quadruple to 200 vehicles, which is excessive for most residential streets. Recruit twenty people to participate in the demonstrate. Simulate *existing* peak-hour traffic volume by having five of the drivers travel the street during a six-minute period. Next, simulate 200 vehicles per hour by having all 20 volunteers drive their car along the street in a six-minute period.

The demonstration should occur at a time when most of those who live on the street are home, like between 9:00 and 10:00 A.M. on a Saturday morning. Of course, you should announce the demonstration well in advance. Make certain the local police department and the community association is okay with the event. Ask all those who live on the street to be out on the sidewalk to view the demonstration. Alert the press that you will be staging the event. And of course make certain your candidate is on hand to explain what they will do, if elected, to prevent through traffic from growing worse on this and other residential streets.

**Noise:** A number of the land uses which are particularly incompatible with neighborhoods are noisy. These activities include mining, landfills, or any other activity that generates substantial heavy truck traffic. Other land uses generate noise from sources besides trucks, such as a variety of manufacturing operations or even all night big-box stores oriented towards home improvement and construction. We have received calls from people around the country complaining about hammering and sawing occurring all night long at some of these big-boxes.

To simulate a noisy land use get a boom box and a sound meter. Record the sound emitted at a location whether the noisy land use presently operates. Using the sound meter note the noise level (in decibels) at varying distances from the source. Set the boom box up on the vacant site where noise would be emitted. Set the volume so the sound level (decibels) are about the same at those measured varying distances from the original source. If you cannot set up on the site then place the boom box at the nearest location you can access. Set the volume level so the sound level is again about the same as it would be if the boom box were at the point on the site where the noise would be emitted.

If the noise will come from heavy trucks rumbling along a residential street use the same basic approach as described above, only mount the boom box on luggage rack on top of a car and set the volume to simulate the decibel output of the truck.

Do a test before the actual demonstration regardless of whether you place the boom box on the site, nearby, or mount it on a car. The test may reveal problems which make a demonstration impractical. But more likely, the test will allow you to optimize the impact of the demonstration.

As with through traffic, the noise demonstration should occur when most of those who live near the vacant site or on the affected street will be home. Of course, you should announce the demonstration well in advance. Again, make certain the local police department and the community association is okay with the event. Ask all those who live near the site or on the street to be outside for the demonstration. Alert the press that you will be staging the event. And, again, make certain your candidate is on hand to explain what they will do, if elected, to prevent the noisy land use or increased truck traffic.

Again, these are just two examples of the many ways the impact of future growth mismanagement could be made real. If you'd like to explore ideas for how to demonstrate other impact, then contact me at 1-800-773-4571 or [Help@ceds.org](mailto:Help@ceds.org).

### **Get Out The Vote**

It doesn't do much good to have high voter support within a precinct if the turnout at the polls is low. *Get Out The Vote* (GOTV) activities are intended to motivate voters to come out on election day. GOTV activities traditionally range from a literature drop the day before an election to phone calls to driving voters to their polling place. The activities described above for making growth impacts more real could also serve to get out the vote if staged a day or two before an election. Talk with the candidate(s) you are supporting about employing the activities described above to GOTV.

### **Coordinate With The Candidate**

Growth management will likely be but one of a number of issues voters will consider in deciding who they will support in the upcoming election. It may frequently be a major issue, sometimes number one, but in some high priority precincts the candidate's support for responsible growth management might even cost some votes. Because of these larger considerations it is critical that you closely coordinate your efforts with those of the candidate(s) you are supporting.

The candidate's campaign manager may have a preference as to the timing of specific activities, such as the announcement of endorsements and the candidate's support of specific growth management measures. Both the candidate and their manager can verify your analysis of precinct priorities. In fact, you would likely do the polling and precinct analysis in concert with the manager and candidate. If you have chosen a candidate truly committed to responsible growth management then it should be easy to resolve your differences.

Offer to ask your supporters for those willing to help with campaign tasks like canvassing neighborhoods, staffing phone banks, stuffing envelopes, and the dozens of other tasks critical to a successful election effort. Also consider offering to help organize fund raisers among your supporters. Hopefully, the volunteers you found through growth management will soon become active members of the campaign of the candidate(s) you are supporting. The more each candidate feels their election victory was due to you and your allies, the more likely it will be that they can shift growth management in a more responsible direction once in office.

### **SUPPORTING GOOD CANDIDATES AFTER THE ELECTION**

Life would be nice if you could walk away from a hard-won election victory confident all would be well now that you have a solid majority of responsible growth management candidates dominating local decision-making bodies. Unfortunately, the moment your responsible growth management candidates are elected pro-development interests begin wooing, lobbying, and cajoling. I've seen more than one candidate I swore was solid begin reversing their position once in office. But more common is the situation where good candidates lack the on-going public support needed to get good growth management reforms enacted in a way that delivers the desired result.

Ongoing public support takes a variety of forms.

- As the newly elected candidate begins formulating their strategy for winning passage of the legislation implementing responsible growth management measures, you and your allies should employ the suggestions presented in *Chapter 41: Changing The Law* for encouraging full support among all members of the local legislative body as well as the mayor or other chief executive;
- When a hearing is held or a vote taken on each piece of legislation you and your allies should be there in standing-room-only numbers;
- You should establish a scorecard or some other system for measuring the effectiveness of each incumbent (including those you supported) in moving the jurisdiction towards responsible growth management;
- A system should also be put in place for evaluating how well staff are implementing the specific provisions that make up responsible growth management; and
- In four years you need to repeat all the steps suggested above for getting incumbents reelected, provided they succeeded in pushing growth management towards a more responsible approach during their first term in office.

Providing these and other forms of support will be much easier if you channel the momentum generated by the election campaign into an ongoing responsible growth management organization. In other words, consider designing a series of activities, like those presented above, which allow

those who supported your candidate to continue working on behalf of responsible growth management under the umbrella of an established organization or a new group.

As stated previously in this chapter, frequent voters are far more likely to support social causes, like a Citizens for Responsible Growth Management, with volunteer hours and dollars. So begin by talking with the frequent voters who supported your candidate about their interest in seeing a membership organization established which focuses on improving growth management in your area. I suspect you will find a great deal of enthusiasm for such a movement.

#### **HOW CEDS CAN HELP YOU ELECT RESPONSIBLE GROWTH MANAGEMENT CANDIDATES**

First of all, if you have any questions about the topics presented in this chapter, then please contact me at 1-800-773-4571 or [Help@ceds.org](mailto:Help@ceds.org). Our advice is available free to citizens working to elect responsible growth management candidates.

Within the CEDS network we have people with extensive experience in campaign management. So, if you wish we can discuss how CEDS can carry-out any of the tasks for you. We frequently find that our clients are surprised at how inexpensive our services are. We can also explain how you can quickly raise the funds to cover the cost of our help plus other expenses associated with getting good candidates elected.