



# NPH CAMPAIGN PLAN 2016

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The Non-Profit Housing Association of Northern California activates our members to make the Bay Area a place where everyone has an affordable and stable home. We are 750 affordable housing developers, advocates, community leaders and businesses, working to secure resources, promote good policy, educate the public and support affordable homes as the foundation for thriving individuals, families and neighborhoods.

As the backbone organization for the affordable homes community since 1979, NPH creates the environment and generates the essential elements – land, funding, supportive policies and political will – for developing, preserving and operating service-enriched affordable homes for low-income individuals and families, seniors, veterans and people with disabilities. NPH is a 501(c)3 not-for-profit public benefit corporation, incorporated in California. We support our members through:

## POLICY & ADVOCACY

- Legislative Advocacy at the Federal, State, Regional & Local Level
- Targeted, Focused Campaigns
- Policy Solutions
- Resources - News, Updates, Publications & Events
- Coalition and Consensus Building

## CAPACITY BUILDING

- Working Groups
- Brown Bag and Conference Trainings
- Leadership Development
- Networking, Events, and Peer-to-Peer Sharing of Best Practices.

**OUR NETWORK: IN ADDITION TO DEEP RELATIONSHIPS WITH OUR MEMBERS AND STATE PARTNERS, NPH AND OUR SUBREGIONAL PARTNERS ARE BUILDING CAPACITY AT THE REGIONAL LEVEL TO MOVE COORDINATED POLICY AND CAMPAIGNS FORWARD.**

Bay Area	<b>NPH:</b> <a href="http://www.nonprophousing.org">www.nonprophousing.org</a>
San Francisco	<b>COUNCIL OF COMMUNITY HOUSING ORGANIZATIONS (CCHO):</b> <a href="http://www.sfcho.org">www.sfcho.org</a>
Alameda & Contra Costa Counties	<b>EAST BAY HOUSING ORGANIZATIONS (EBHO):</b> <a href="http://www.ebho.org">www.ebho.org</a>
San Mateo County	<b>HOUSING LEADERSHIP COUNCIL OF SAN MATEO COUNTY (HLC):</b> <a href="http://www.hlcsmc.org">www.hlcsmc.org</a>
Santa Clara County	<b>SV@HOME:</b> <a href="http://siliconvalleyathome.org">siliconvalleyathome.org</a>



## OUR REACH

The result of our work is **tens of thousands of affordable homes, hundreds of thousands of lives enhanced** in the Bay Area and a regional affordable housing sector that is nationally recognized for its resilience, sophistication and effectiveness as advocates, developers and providers of affordable housing.



# NPH CAMPAIGN PLAN 2016

## GOALS

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NPH strives to build public support and political will to increase investment in the production and preservation of affordable homes, using the skills and expertise of mission-driven and non-profit developers, their resident services and property management teams, and other core partners such as faith-based organizations. Across the state, affordable housing development is a sustainable business, incorporating long-serving 501(c)3 charitable organizations, and a constellation of large and small companies and social enterprises, housing nearly one million low-income California residents.

However, drastic cuts in state and federal funding threaten the housing security of the people we serve, and the stability of their communities. Statewide, combined state and federal support has been cut 66% since 2008, or more than \$1.7 billion annually (CHPC, April 2016). Governor Brown's elimination of redevelopment funding has been followed by a steadfast refusal to address the crisis in housing affordability at the scope and scale necessary for success. California needs more than 1.5 million affordable rental homes to meet the needs of our lowest income renters (CHPC, April 2016).

NPH has developed and is aggressively pursuing an electoral strategy to generate resources for affordable homes. In addition to short-term campaigns across the Bay Area, we are building permanent infrastructure to lift up the voice of affordable homes residents and build power with regional and state partners that leverage long-term reinvestment and reframe housing as a fundamental part of achieving thriving, equitable and inclusive communities.

In 2016, our electoral goals include voter approval of over \$2 billion in new investment through two County general obligation bonds and one general sales tax – roughly five times the State's proposed budget allocation for 2016-17 (\$400 million), and approaching the scale of recent statewide ballot measures, Proposition 46 (\$2.1 billion, approved in 2002) and Proposition 1C (\$2.85 billion, approved in 2006.)

In addition to meeting the steep supermajority required for two of the measures, we are building a resident engagement program and community alliances that will support ongoing advocacy across Northern California and our state.

**NPH HAS DEVELOPED AND IS AGGRESSIVELY PURSUING AN  
ELECTORAL STRATEGY TO GENERATE RESOURCES FOR  
AFFORDABLE HOMES**

## STRATEGIC GOALS

- Seize the immediate opportunity of the crisis in housing affordability, when voters prioritize housing issues over education, health care, safety, *even traffic*, to build lasting advocacy infrastructure that incorporates best practices and current research
- Leverage affordable housing community assets to achieve 2/3 supermajority for Alameda County Affordable Housing Bond (\$580 million)
- Leverage affordable housing community assets to achieve 2/3 supermajority for Santa Clara County Homeless & Housing Bond (\$950 million)
- Leverage affordable housing community assets to achieve 50% plus 1 for San Mateo County general sales tax extension with affordable housing as the leading issue and impetus

## PROGRAMMATIC GOALS

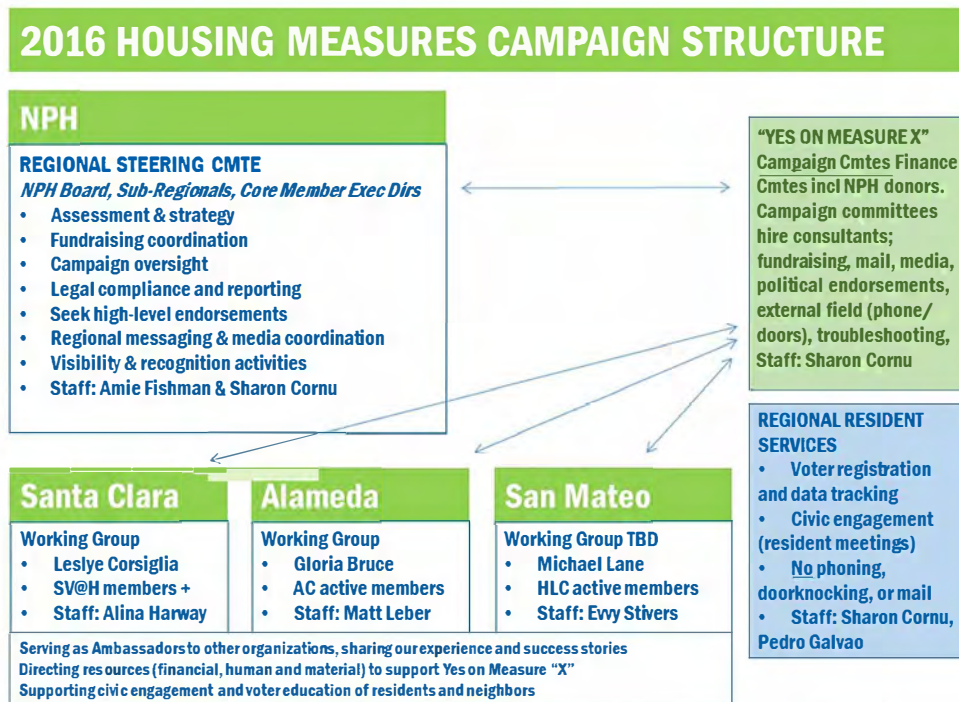
- Create an **Affordable Housing Working Group** in each County pursuing a revenue measure to develop leadership, enhance existing relationships, and build our capacity to share powerful narratives
  - o Alameda County June 2, July 14
  - o Santa Clara County July 14
  - o San Mateo County August TBD
- Build capacity of **Regional Resident Services Directors** to increase voter registration, education and participation among residents and families
  - o May 20
  - o July 25
  - o September 7
  - o October TBD
- Create, use and improve a **voter database** of residents in affordable homes (properties receiving trackable subsidies) for internal organizing. Match “unaffiliated” addresses to current owners/manager organizations
- Create, use and develop greater insight into a **voter profile** of general electorate voters likely to support or be persuaded to support investment in affordable homes
- Support NPH leaders in leveraging their expertise and relationships to secure resources for critically needed affordable housing

## NUMERIC GOALS

<b>3 Staff Trainings</b>	Support staff of sub-regional organizations (East Bay Housing Organizations, Housing Leadership Council of San Mateo County, SV@Home) with a training on political program, legal compliance, effective voter education
<b>15% increase and 7,836 new registrations</b>	<b>Increase our voter registration match</b> by 15% above initial level of 52,244 across nine Counties (7,836 new registrations, with 75% or 5,877 permanent absentee)
<b>5,000 pledge to vote surveys</b>	Collect Pledge-to-Vote Surveys asking what issues are most important and sharing voter education information. Reach 10% of residents (>5,000)
<b>3-6 Speakers Bureau Trainings</b>	Recruit, train and dispatch experienced, engaging affordable housing experts to share persuasive and motivational message about affordable homes and local initiatives. Sub-Regionals host, NPH provides training and materials.
<b>108 external presentations</b>	Recruit 20 leaders in each active County to Working Group meeting and Speakers Bureau trainings, and place 12 leaders in each County in a minimum of 3 speaking engagements
<b>2 earned media placements</b>	Augmenting with staff capacity, use consultant to produce voter education materials and earned media opportunities
<b>Fundraising</b>	Raise leadership gifts from regional members, industry partners and supporters to yield \$1 million for three campaigns. Create grassroots fundraising option through online giving that meets reporting requirements and simplifies giving to raise \$15,000.



# GOVERNANCE STRUCTURE & LEGAL CONTEXT



## REGIONAL STEERING COMMITTEE

NPH’s Executive Board forms the day-to-day decision-making body at the highest level, reviewing endorsements, policy proposals, budgets, legal compliance, staffing and coordination, as decided at the May 18 board meeting. In August, this plan and program updates will be circulated and presented to this group as requested.

NPH Board Members, Executive Directors of sub-regional organizations and core members will meet as the Regional Steering Committee to receive polling updates, track progress toward numeric goals, and ensure outreach and networking.

The Executive / Finance Committee jointly retain decision-making responsibility and authority between Board meetings. The full Board meets after a summer hiatus on September 21.

## SUB-REGIONAL WORKING GROUPS

In Counties with active revenue measure campaigns, Sub-Regional organizations are convening Working Groups between June and August. These Working Groups will engage affordable housing advocates (specifically members of the Sub-Regionals) who commit to engaging residents (internal program) and communicating with the public (external program).

NPH will provide meeting notices, agendas, materials, training, support and strategic assessment to assist Sub-Regional organizations in hosting successful Working Groups. Sub-Regional organizations will ensure diversity of representation and inclusion to reflect the community to the broadest extent and commit to convening the Working Group at least monthly.

Sub-Regional Working Groups may connect to revenue measure campaign committees through a Communications & Community Outreach or Field Committee. The Working Groups will provide affordable housing advocates with a head start and maximize the voice of the affordable housing community – while providing critically needed success stories and the human element to campaign outreach.



## LEGAL COMPLIANCE & COORDINATION WITH CAMPAIGN COMMITTEES

NPH has met with Sub-Regional organizations to offer access to legal resources for ensuring compliance with federal (IRS), state (FPPC) and local (FPPC/local) reporting requirements. NPH created and will maintain a 501(c)4 organization through the Tides Foundation (The Advocacy Fund/NPH Action) which will work with our attorney, Melissa Mikesell, to complete necessary reporting requirements for in-kind contributions of staff time, materials, etc., to each campaign committee.

Each Sub-Regional will choose its preferred attorney and path to legal compliance. NPH's program proposed to Sub-Regional and Member Organizations is consistent with IRS rules for 501(c)3 organizations, and organizations that follow the plan will not need to file campaign contributions reports, except for monetary contributions.

Under IRS rules, 501(c)3 organizations may dedicate up to 10% of their annual budget to advocacy activity. Local revenue measures are considered grassroots lobbying and staff time should be tracked to ensure the lobby limit is not exceeded. For legal information, our members should

visit [www.bolderadvocacy.org](http://www.bolderadvocacy.org). For specific legal advice, our attorney may consult or refer you to local resources.

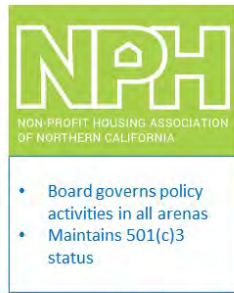
NPH’s Sharon Cornu will serve on campaign committees to represent NPH and as a liaison to NPH leaders and members given the importance of the affordable housing community to the success of local measures. Regular reports will be provided to NPH’s executive director and shared with the Executive Board and Regional Steering Committee.

## NPH ACTION FUND



NPH is recognized as a 501(c)3 charitable organization by the IRS.

For the purposes of electoral and legislative activity, NPH created the **NPH Action Fund**, a program of The Advocacy Fund (the 501(c)4 umbrella managed by the Tides Foundation) in 2016.



**NPH ACTION FUND**  
at  
**The Advocacy Fund**  
(Tides Foundation)

- Funds NPH lobbying activity (electoral or legislative)
- Raises funds for ballot measures
- Budget approved May 2016

**NPH Action Fund**  
FPPC # 1387772

- General Purpose Ballot Committee maintained by NPH Action Fund to report its contributions to revenue measure campaigns

The NPH Action Fund will raise funds to support NPH’s lobbying activities, whether grassroots lobbying in support of electoral activity or direct lobbying of policymakers. The NPH Action Fund will also raise funds from the affordable housing community to support campaign committees in counties with revenue measure campaigns.

NPH has created a General Purpose Ballot Committee, **NPH Action Fund** for the purposes of reporting California campaign activity, specifically contributions to local ballot measures.

NPH does not conduct campaign activity for candidates at any level of government.



# ASSETS

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## RELATIONSHIPS

NPH, NPH members, and partner Sub-Regional Organizations are recognized experts on affordable housing finance, development, operations, and advocacy, and maintain close working relationships in local communities across nine Bay Area counties. These relationships include local, regional and state policymakers; housing, social service and anti-poverty advocates; architects, contractors, attorneys and service providers; business leaders from the real estate community and other sectors; and a broad faith community network capturing multiple denominations.

NPH and its 750 members are strongly positioned to play leadership roles in influencing opinion leaders in diverse communities, and bringing resident voices forward to share impactful and persuasive stories of the impact of the crisis in housing affordability.

NPH is partnering with the League of Women Voters at the state and local level to support the League's resolutions on local funding for housing accessibility and security. We have support from the Sierra Club, Habitat for Humanity, Labor and traditional political advocacy organizations.

- Resident leaders in the East Bay Housing Organizations campaigned successfully for dedication of State “boomerang” funds to affordable homes, with scores of leaders participating in Leadership Academies since 2011. EBHO recruited members to attend 8 town halls, 2 stakeholder meetings, and 6 work sessions for 2016 Bond development, and sits on the Bond Campaign Committee.
- SV@Home, founded in 2015, has moved an aggressive policy program on impact fees, surplus land and regional coordination, and can tap member organizations and resident leaders for visibility. SV@H organized presentations by a dozen speakers and organizations as the County developed its Bond, serves as the convener of the Bond Outreach Committee, and has loaned its Communications Director to the campaign.
- Housing Leadership Council of San Mateo County was the first organization in California to secure re-direction of “boomerang” funds for affordable homes, and maintains a broad network of small business, labor, faith and social sector partners. HLC organized a persuasive panel of presenters to advocate for investment in housing, including small business and faith leaders. HLC is loaning its executive director as a campaign manager.

## COMMUNICATIONS CAPACITY

NPH and Sub-Regional Organizations have enhanced communications capacity, including e-mail lists for members and supporters in each county. These lists can be activated for civic engagement and voter education.

- NPH	4,000
- CCHO	1,000
- EBHO	7,500
- SV@H	2,000
- HLC	8,500

The NPH network activated communications capacity for #AHW2016, Affordable Housing Week, a month-long national focus on the sector's contributions to improved quality of life. #AHW2016 resulted in more than 50 events across the region, and media coverage in local and business press.

## DATA PROJECTS: RESIDENT REGISTRATION DATABASE AND VOTER PROFILE

Foundation funding allows NPH to undertake two innovative data projects. First, we matched a list of addresses of developments owned or managed by NPH member organizations to create a list of registered voters. Working with a non-partisan lens, we are able to identify more than 50,000 registered voters with a direct daily experience of the value of affordable housing. Coordinating with Resident Services Directors and the League of Women Voters, we will undertake a program of voter registration in August and September with the goal of increasing our matched voters by 15% – hoping to bring in more than 7,500 voters. Additional NPH staff work to improve data matching should also increase our counts.

<b>NPH RESIDENT VOTERS</b>	<b>Total</b>	<b>Perm Absentee</b>	<b>Latino *</b>	<b>Asian *</b>
ALAMEDA COUNTY	12,452	7,958	403	3,090
CONTRA COSTA	5,423	3,289	375	487
MARIN COUNTY	1,336	986	87	53
NAPA COUNTY	556	410	9	6
SAN FRANCISCO	14,248	9,047	724	4,435
SAN MATEO COUNTY	2,833	1,931	384	445
SANTA CLARA COUNTY	12,470	9,479	921	3,797
SOLANO COUNTY	2,926	1,853	114	309
SONOMA COUNTY	2,639	2,047	432	107
<b>Total</b>	<b>54,883</b>	<b>37,000</b>	<b>3,449</b>	<b>12,729</b>

*\* Demographic estimate from voter registration forms (birthplace, language preference)*

## CONTEXT AND RATIONAL FOR RESIDENT STRATEGY

In 2015, NPH conducted a pilot program on San Francisco Proposition A (\$310 million in affordable housing bonds, approved by more than 74%. We matched NPH member property addresses to the voter file, and found more than 12,000 registered voters.

### FROM 2015 MEMBER DEBRIEF ON SAN FRANCISCO PROP A WORK

**By the numbers:** NPH's small pilot program reached voters through presentations and limited phone bank contacts. Of 6,208 likely San Francisco voters, 5,008 cast ballots in November 2015 – 43.3% participation. Citywide, voters of all economic strata delivered 45.5% turnout. Most votes were cast by mail – especially by NPH voters. Some key take-aways from the group were:

- **Volunteer recruitment and mobilization:**
  - 70 NPH volunteers lined up
  - More planning and advance work is needed to mobilize volunteers
  - NPH was the first group to phone bank for Prop A
- **Media mattered:** TV/radio ads informed and motivated voters
- **NPH materials were a value-add** in English, Spanish, Chinese
- **Fundraising:** Our affordable housing community contributed approximately \$150,000 to the Prop A campaign plus funds for NPH activities
- **Additional components for future:** Voter registration, direct mail

Presentations were a more effective contact method than phone banking, even though volunteers used state-of-the-art predictive dialing equipment to maximize contacts. Many first-time volunteers persevered with the technology, learning the computer system, campaign messaging, and response coding at the same time – a tall order, and the reason why so many campaigns rely on paid or stipend phone bankers today.

NPH's members represent a multilingual community and contact requires careful attention to languages. Where our members have the right language capacity on-site, we will take advantage of that capacity.

In 2016, NPH mailed a postcard to our San Francisco residents to continue building constituency on housing issues, and protect the investment made in the 2015 program by continuing to communicate with our base. Further development of a regional base of affordable housing residents is intended to support non-partisan electoral and legislative activities, at the local or state levels, as well as ongoing

relationships with local policymakers. While our numbers start small, improved data collection and increased voter registration will build a base that contributes significantly to measures that pass with narrow margins and give us a constituency to mobilize for regional and state advocacy.

Our second data project is a predictive analytics project. Our vendor will conduct deep opinion research and develop a “score” (similar in use to a consumer credit score) that will reside in California’s top voter database service as a “flag” that can be turned on for campaigns we coordinate with. These scores will be available statewide in 2018 for NPH’s non-partisan, civic engagement work.

In Alameda County, dedicated foundation funding will allow NPH and EBHO to contract with a non-profit organization to conduct an outreach survey to a non-partisan sample of African American and Latino voters. (We are working to find a partner who can support outreach in Cantonese, using the same automated predictive dialer phones.) We anticipate contacting 2,000 residents to determine their priorities for housing solutions, and keeping these contacts informed about policy proposals. The same foundation funding allows NPH to engage civic engagement consultants to support outreach to local policymakers, faith organizations, and community leaders, in coordination with EBHO.

**NPH is seeking funding for parallel activities in other counties.**

These activities reflect current best practices in the field of electoral campaign management and organizing. Changing behavior patterns – unanswered telephone landlines, digital media, increasing no-party-preference registration – are reflected in changing campaign strategies and tactics. NPH has an asset many campaigns covet – voters residing in hard-to-access buildings, united by a sense of community and identifying with the mission-driven non-profit organization that works every day to provide the voter with a place to call home.



## POLITICAL CONTEXT & OPPORTUNITY

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While the November 2016 Presidential election is likely to offer continued surprises, we can estimate turnout by county and demographic groups, and review past results to target the impact of our program. In coordination with campaign committees, NPH staff will monitor voter turnout predictions and trends to position our work for the greatest success – meeting the challenge of steep 2/3 supermajority requirements for revenue measures.

NPH members’ leadership in campaign activity to reach the general electorate, particularly fundraising and public speaking engagements, will be critical to the measures’ success.

However, recent polling shows narrow margins, and the possibility that measures pass with margins of 1-2%. In these scenarios, increased voter registration and participation by NPH voters may make the difference between passage and a situation comparable to the November 2012 Measure B1 for transportation, which failed by 700 votes.

In particular, voter education to prevent “drop off” voting, where voters mark their ballot for President but fail to vote on “down ballot” (local issues that appear, literally, three or four pages “down” the ballot). Seventeen statewide propositions will appear on the November ballot, with regional BART, VTA, AC Transit and local measures as well.

RESIDENT VOTERS PROVIDE CRITICAL MARGIN IN VERY CLOSE ELECTIONS			
	NPH Voters*	% Total Electorate	If 80% Turnout, improvement potential for NPH program
REGION	52,244	1.4%	4,180
SAN FRANCISCO	14,248	3.1%	1,140
SANTA CLARA	12,470	1.6%	998
ALAMEDA	12,452	1.5%	996
SOLANO	2,926	1.4%	234
CONTRA COSTA	5,423	1.0%	434
MARIN	1,336	0.9%	107
SAN MATEO	2,833	0.8%	227
NAPA	556	0.8%	44
SONOMA	2,639	1.0%	211

\* From Initial May 2016 match, before data cleanup and registration campaigns

## PRIOR ELECTION RESULTS FOR LOCAL REVENUE MEASURES

### SANTA CLARA COUNTY

#### MEASURE A, November 2012 - PASSED

General Sales Tax (required 50% +1). 1/8th cent, \$458 million over 10 years

	<u>Percent</u>	<u>Votes</u>	<u>Drop Off</u>
<input checked="" type="checkbox"/> YES	56.61%	339,359	8.23%
NO	43.39%	260,141	

#### MEASURE A, November 2008 - PASSED

Valley Medical Center Emergency Care & Seismic \$840M Bond (required 2/3)  
Average cost \$5.40/month

	<u>Percent</u>	<u>Votes</u>	<u>Drop Off</u>
<input checked="" type="checkbox"/> YES	78.12%	475,882	10.16%
NO	21.88%	133,272	

### ALAMEDA COUNTY

#### MEASURE BB, November 2014 (Turnout 45%) - PASSED

Transportation Special Sales Tax – 1 cent (required 2/3)

	<u>Percent</u>	<u>Votes</u>	<u>Drop Off</u>
<input checked="" type="checkbox"/> YES	70.8%	240,557	7.26%
NO	29.2%	99,417	

#### MEASURE B1, November 2012 (Turnout 74%) - FAILED

Transportation Special Sales Tax – 1 cent (required 2/3)

	<u>Percent</u>	<u>Votes</u>	<u>Drop Off</u>
<input checked="" type="checkbox"/> YES	66.5%	350,899	12.5%
NO	33.5%	176,504	

### SAN MATEO COUNTY

#### MEASURE A, November 2012 - PASSED

General Sales Tax 1/2 cent over 10 years (required 50% +1)

	<u>Percent</u>	<u>Votes</u>	<u>Drop Off</u>
<input checked="" type="checkbox"/> YES	65.4%	169,661	10.1%
NO	34.6%	89,788	

#### MEASURE H, November 2014 - PASSED

Community College \$388 Bond (education district, required 55%) - \$8.22/\$100KAV

	<u>Percent</u>	<u>Votes</u>	<u>Drop Off</u>
<input checked="" type="checkbox"/> YES	66.4%	102,615	5.76%
NO	33.8%	52,350	

#### MEASURE H, November 2011 - FAILED

Community College \$564 Bond (education dist, required 55%) - \$12.92/\$100KAV

	<u>Percent</u>	<u>Votes</u>	<u>Drop Off</u>
<input checked="" type="checkbox"/> YES	53.1%	48,933	3.65%
NO	46.9%	43,238	

## EVALUATION

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While NPH and Sub-Regional partners have extensive experience in affordable housing and advocacy, this is the first regional foray for our electoral strategy. Our goal is to maintain consistent records about program activities, engage members and partners in setting goals and monitoring progress.

- We will incorporate evaluation surveys into program components and compile results after November.
- We will track voter registration statistics and report monthly to the Regional Steering Committee in August, September and October.
- We will track survey and pledge-to-vote statistics and report monthly to the Regional Steering Committee in September and October.
- We will provide reporting forms for Resident Services Directors to track resident meetings.
- Our data contract includes a match-back to determine participation by resident voters.

# APPENDIX 1 - MATERIALS

## MATERIALS AND MESSAGING

NPH will engage a communications consultant that has worked with Sub-Regional partners to produce resident materials in English, Spanish, Cantonese, Tagalog or Vietnamese as requested. We anticipate these materials including:

### **Voter registration flyer (August-September)**

- League of Women Voters EasyVoter materials – accompanies voting registration materials
- County Measure information from 501[c]3 perspective (2-3 varieties)

### **Voter information & education two-sided flyer (September-November)**

- “Voting Rights Information” – consistent front side using League of Women Voters EasyVoter materials – on voting mechanics
- County Measure information from 501[c]3 perspective (2-3 varieties)

### **Front desk signage (windows signs)**

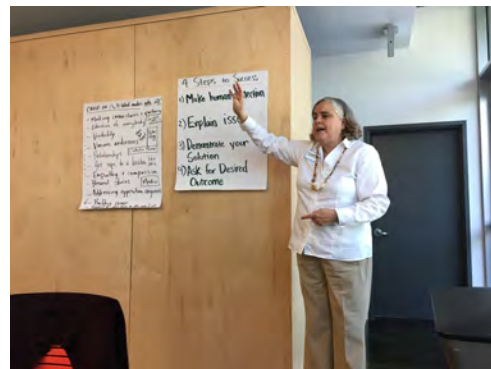
- Voting reminders and 501[c]3 motivational information



# APPENDIX 2 - TRAINING CURRICULA

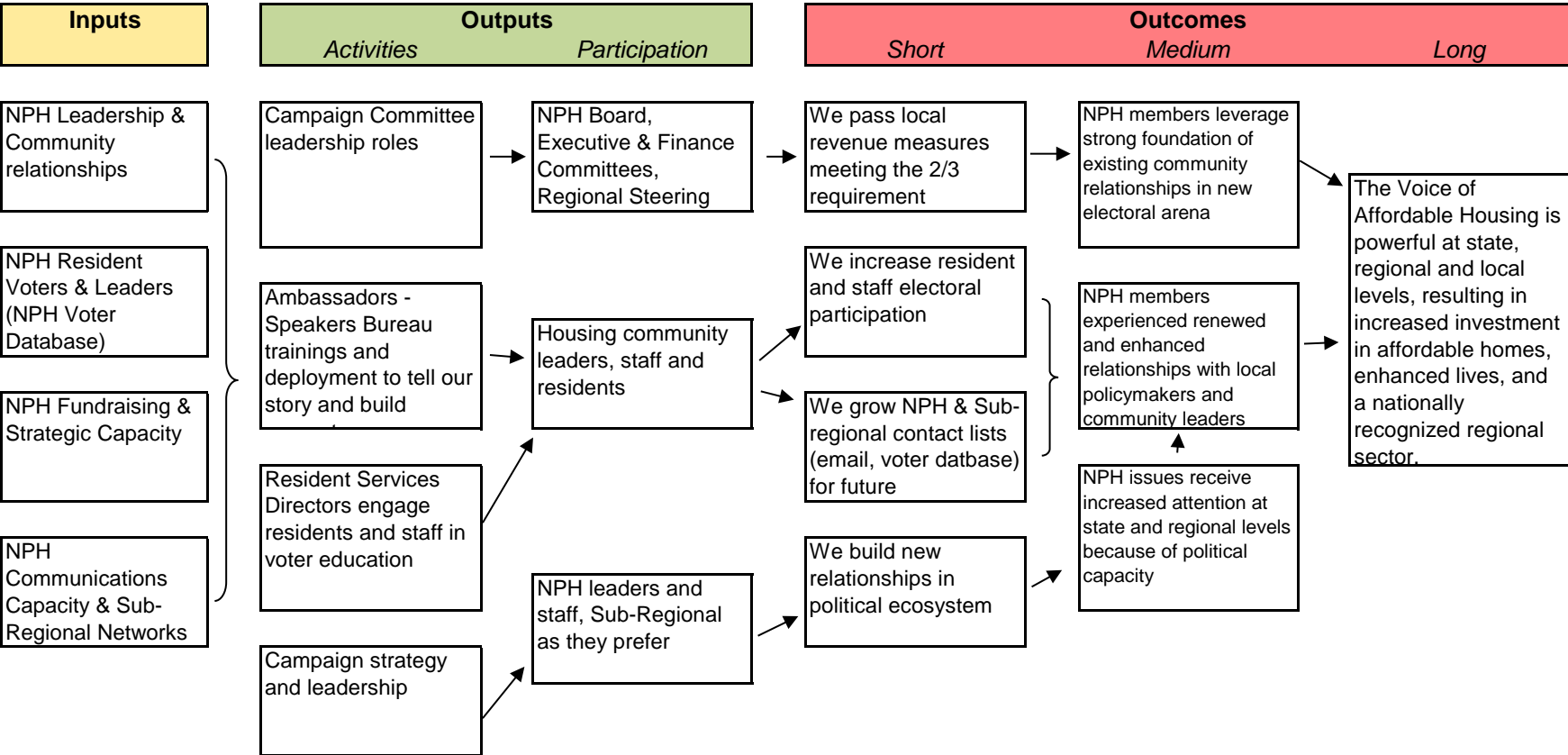
## TRAINING CURRICULA

- NPH & Sub-Regional Staff
  - What Campaign Activities Would You Prioritize? Timeline Exercise (May – June)
  - What is Our Plan? (July)
  - Legal refresher, voter registration & pledge-to-vote (August)
  - Tracking & Stats (September)
  
- Resident Services Directors
  - Orientation (May)
  - Voter Registration (July)
  - Voter Education (August)
  
- Sub-Regional Working Groups
  - Orientation (June – July)
  - What Campaign Activities Would You Prioritize? Timeline & What is Our Plan? (August)
  
- Speakers Bureaus / Ambassadors
  - Presenting to Community Groups
  - Leadership Asks: Editorial Boards, Major Donors, Community Leaders



# APPENDIX 3 - LOGIC MODEL

Program: NPH POLITICAL PROGRAM 2016



# APPENDIX 4 - CAMPAIGN TIMELINE

★ = NPH Priority   ★ = Sub-Reg Partners   ★ = "Yes on X" Campaign   7/2/16

	JUNE Supervisors vote	JULY Presidential Conventions, Cleveland 7/18-21 Philadelphia 7/25-28	AUGUST Filing deadline 8/12/16 Summer Olympics	SEPTEMBER	OCTOBER Ballots Mail 10/11/16	NOV. Tuesday 11/8/16
<b>LEADERSHIP</b>	★ ★ Fundraising! ★ ★ Working Group Meetings	★ ★ Working Group Meetings	★ ★ Regional Steering Cmte ★ ★ ★ Endorsement Interviews & editorial boards start	★ ★ Fundraising! ★ ★ Working Group Meetings	★ ★ Fundraising! ★ ★ Working Group Meetings	★ ★ Fundraising (wrap up)
<b>POLITICAL &amp; RESIDENT SERVICES</b>	★ ★ Polling ★ ★ June 2 – EBHO Working Group	★ ★ July 25 Reg Res Svcs Dir Working Groups ★ ★ July 14 – SV@H ★ ★ July 21 – EBHO	★ Finalize flyers & signs; training materials; meeting agendas; report forms ★ ★ Speakers Bureau & Train-the-Trainer Trainings ★ ★ Start voter registration 8/1	★ ★ Grassroots fundraising ★ ★ End voter registration 9/30 ★ ★ Issue education ★ ★ Speakers Bureau & Train-the-Trainer Trainings ★ ★ Resident meetings (1 for every 100?)	★ ★ Resident meetings (1 for every 100?) ★ ★ Move survey/pledge-to-vote (10% residents)	★ ★ Reports
<b>POLICY</b>	★ ★ Lobby Supes on ballot language	★ ★ Labor policy meetings	★ ★ ★ Make a chart comparing the measures (and using poll messaging)	★ ★ ELPN Action team – 1-2 walks per county maybe w Leadership	★ ★ ★ ELPN Action team – 1-2 walks per county maybe w Leadership	
<b>COMMS</b>	★ ★ Emails (and social/digital media – ongoing)	★ ★ Emails (and social/digital media – ongoing)	★ ★ ★ Endorsement Interviews & editorial boards start ★ ★ Emails	★ ★ ★ Editorial Board continue. Coordinate w campaign	★ ★ ★ News story, op-eds ★ ★ Emails (and social/digital media – ongoing)	
<b>ADMIN</b>	★ Set up C4	★ Set up tracking / filing systems, rosters	★ Maintain tracking / filing systems, rosters ★ ★ Meeting logistics	★ Maintain tracking / filing systems, rosters ★ ★ Meeting logistics	★ Maintain tracking / filing systems, rosters ★ ★ Meeting logistics	★ ★ Reports
<b>"Yes on X" Campaign</b>		★ File paperwork, get bank accounts, etc. ★ Hire consultant	★ Campaign plan & materials ★ ★ ★ Major Endorsements	★ ★ ★ Major Endorsements (finish before mail starts) ★ Digital Media ★ Phone banks. Mail ★ Tracking poll	★ Phone banks. Mail. ★ TV/Radio/Digital	★ GOTV ★ Close 12/31