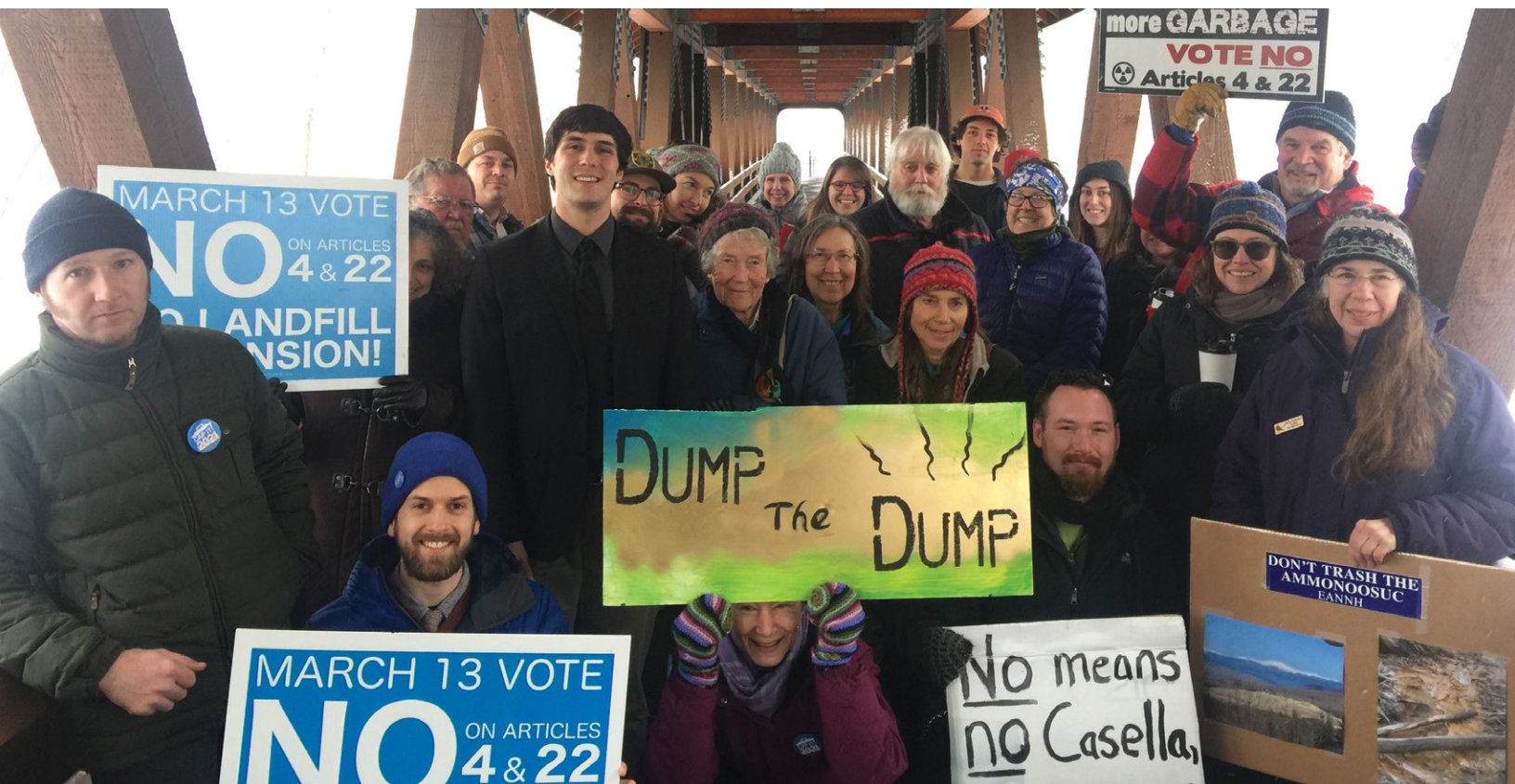




Confront polluters. Seed solutions.



WORKSHOP
COMMUNITY VOTES

COMMUNITY VOTES WORKSHOP

WORKSHOP GOAL

To develop a plan that will win your community vote.

AGENDA

- Introductions
- Principles of Winning Community Votes
- Steps to Winning a Community Vote
 - Step 1: Goals, Vision, and Strategy
 - Step 2: The Question(s)
 - Step 3: Get Out the Vote
 - Step 4: Influences
 - Step 5: Tactics and Plan
- Evaluation and Next Workshops

APPENDICES

- Calculate Voters Needed to Win
- Sample Pledge Card
- Sample Call Script/Canvass Rap
- Sample Letter to the Editor
- Sample Digital Organizing Tactics to Win Community Votes
- Sample Social Media Memes
- Sample Website
- Sample Photo Petition
- Sample Lawn Signs
- Sample Flyer

PRINCIPLES OF WINNING COMMUNITY VOTES

1. Ground Your Work to Win the Community Vote in Your Vision for Your Community

Zoom out and think about your big picture vision for the world you want. Your long-term goals are winning your demands for your right to a healthy environment and holding polluters accountable. Short-term goals are the many campaigns it may take to get there, including winning your community vote. As you work towards winning your community vote, how can you better position your community for long-term change?

2. Your Community has the Power to Make the Rules

If your group builds enough people power, you can set the rules in your community. If a polluter puts a question on the ballot, you can fight it and win—even if that polluter has a lot of money and resources. If your group puts your own question on the ballot, you can build the support you need to win the vote—you just need to make sure that your question is legally binding.

If you are working to pass a legally binding resolution, you want to have an attorney review the wording to make sure it can become law. Your group may also choose to pass a non-binding resolution to demonstrate and build your people power, in which case you don't need an attorney to review.

3. Win Your Vote and Build Your Group with People Power

To make the change you want for your community, you need a group with people power. Turning out voters can be a great first step towards bringing people into your group and building your power for the long haul. Keeping that vision in mind can look like inviting people who signed a pledge card or put up a sign to your next meeting or action and bringing them into the fight. Always collect phone numbers and emails so you can follow up later!

4. Make your Campaign Visible

Having signs, buttons, letters to the editor, social media, and other visibility tactics show that your group is powerful and reminds people how to vote. This is especially important if your opposition is running a highly visible campaign, or if the wording of the question is confusing. Your visibility helps people remember what they want to vote for.

5. Demonstrate the Support of Influential People

There may be influential people in your community and their support can help you reach more people. You can show your community that influential people in town are voting your way by asking them to speak at events, write op-eds, by sending mailings with quotes showing their support, and more.

PRINCIPLES OF WINNING COMMUNITY VOTES

6. Lead with a Message that is Compelling, Concise, Consistent, and Controls the Issue

To win, you need people power, and you can get people involved by sharing your message and telling your story. We are told to believe that numbers, statistics, and reports alone are enough—and they're not. The best messages are short enough for a grocery line conversation, repeated throughout your campaign, share your values and emotional connection to the work, and frame the conversation on your terms (not your opposition's).

Learn more in the Messaging workshop.

7. Create a Buzz that Peaks on Election Day

You want to escalate your tactics to build your momentum up until voting day. In the best campaigns, your media presence, visibility in town and online, and door-to-door campaign is strongest the day of the vote.

8. Be Aware of the Opposition

You want to be aware of what your opposition is doing to affect the community vote so you can plan for it.

STEPS TO WINNING A COMMUNITY VOTE

STEP 1: GOALS, VISION, AND STRATEGY

Short-Term Goals

This is what you want to achieve in your current campaign.

Long-Term Goals

This could take multiple campaigns to complete.

Vision

What do you desire for your community?

STEP 1: GOALS, VISION, AND STRATEGY

Strategy Fill-in-the-Blank

Now you have all the pieces you need to write out your strategy: your theory for how you will win! Put the pieces together, and do a gut check to see if you need to make any changes.

_____ has the power to _____
PRIORITY DECISION-MAKER NAME[S] GOAL

by _____
PROCESS

We believe we can get _____
DECISION-MAKER NAME[S]

to do the right thing if we show support from _____
INFLUENCES AND TACTICS

We will build people power by organizing in _____
OTHER PROCESSES

STEP 2: THE QUESTION(S)

A community vote can be held in two ways: on a municipal-wide ballot or on a town meeting warrant (either direct or representational). These votes can be binding (ordinance) or nonbinding (resolution).

A question is placed on the ballot or town meeting warrant in one of three ways—through a citizen’s petition, by the chief municipal officer, or by a vote of the main elected body (City Council, Selectboard, or Board of Alderman).

If you are fighting against a question (a “No” vote), skip to Step 3!

Choose a Process

1. What process are you using?

2. What are the steps in that process?

STEP 3: GET OUT THE VOTE

How many voters do you need to win?

How are you going to identify the _____ supportive voters?

For each of these options, figure out how many votes you need to identify. Then figure out how you will reach them.

Option 1: Broadcast Method

Through door-knocking, phone calling, etc.

Option 2: Selective Identification

Through existing lists, contacting groups, and reaching out to people you know are concerned.

How will you get out the vote?

Once you have identified who your supporters are, you can make a plan to reach them and follow up at least three times throughout your campaign.

Get Out the Vote

Most campaigns want to make three personal “touches” with each voter, in addition to any visibility work you do. An example of a “touch” is getting a voter to sign a pledge card or making a phone call to remind them to vote right before the election.

STEP 4: INFLUENCES

Picking Primary Influences and Tactics

The following is a list of people and groups that often influence voters. Brainstorm first about a likely voter in your town/community and then prioritize 2-3 categories.

Influence Chart: Who is potentially on our side?

Influence Category	Who: Who on our side influences the likely voter?	How: What tactic would you use to show support?
The Public	<i>Example: Voters in town</i>	<i>Example: Petitions</i>
Other Organizations		
Media		
Elected Officials		
Personal Contacts/ Friends and Family		
Influential People/ Financial Influences		
Experts/Information		

What is the opposition likely to do?

How can we plan for that?

STEP 5: TACTICS AND PLAN

Primary Influence	Tactics	Who	Date
Events			
Voter Pledge and Get Out the Vote (GOTV)			
Visibility			
Influential People			
Social Media			
Fundraising			
Core Group Meeting			

Date	Date	Date	Goals

EVALUATION AND NEXT WORKSHOPS

What went well about this workshop?

What can change about this workshop?

Do you need workshops for things like:

- Campaign Planning
- Messaging
- Media Events
- Group Building
- Fundraising
- Planning for an Upcoming Hearing
- Re-evaluating and Updating Your Campaign Plan

Do you need training on other campaign skills:

- Knocking on doors
- Starting an online petition
- Holding your own meetings
- Pitching reporters
- Using social media
- Recruiting supporters online
- Public speaking
- Other: _____

Next Workshop: _____

Appendix 1: How Many Voters do You Need to Win?

Average the turnout in the last three comparable votes and multiply by the percent you need to win. That is how many votes you'll need.

If you need a simple majority, multiply by 60%. If you need 67% or 34%, multiply by that instead.

_____ **Average Turnout X 60% = Voters**

Note: The following sample materials come from a campaign led by community groups in Bethlehem, NH to stop the expansion of a polluting landfill in their town.

Appendix 2: Sample Pledge Card

Let's Build A Better Bethlehem—NOT a Bigger Dump.
VOTE NO to articles 4 & 22 on landfill expansion and **YES to 20 & 25, March 13.**
Learn more at: buildabetterbethlehem.org

On March 13th,
I pledge to vote:

WARRANT ARTICLES:

- NO on 4**
to NOT expand the Landfill District to a massive 161 acres.
- YES on 20**
to set aside funds for our own transfer station
- NO on 22**
to NOT sign a new 20 year agreement for a 161-acre massive dump!
- YES on 25**
to Protect Your Democratic Right to Vote if 22 passes!

Signature:

Email:

Phone:

PLACE
STAMP
HERE

Name:

Address:

Appendix 3: Sample Call Script/Canvass Rap

Greeting	"Hi, How are you?" ("Is this ____?" if calling by phone)
Intro	"My name is _____, and I'm with Build a Better Bethlehem."
Purpose	"Right now, we're working to stop the landfill expansion in town."
Problem	"For much of Bethlehem's history, we've hosted a large landfill owned by Casella Waste Management polluting the Ammonoosuc River."
Solution	"A massive landfill should not define our town. We want to embrace a more sustainable future and a Bethlehem that attracts more small businesses and welcomes new homeowners."
Urgency	"With a court-sanctioned Settlement Agreement with Casella in place, we can cap and close the landfill for good. But to make that happen, we need to win at the ballot at Town Meeting Day March 13th."

Hand Over Materials	"Here, take a look (<i>hand over clipboard</i>). Here is some more information about the campaign." (<i>Skip if calling by phone, pause for questions</i>)
Action	"Can you pledge to vote No on Warrant articles 4 and 22, and Yes on Warrant Articles 20 and 25?"
If "Yes"	"Great! Thank you so much. Here's the pledge card to fill out. We'll mail it back to you a few days before the election." (<i>If calling by phone, "Can I get you to fill out a pledge card over the phone? Let me get some information from you."</i>) "What's your plan to vote? Do you know your polling location? How are you going to get there? Who will you go with? At what time?" "Are you interested in taking more action on the campaign? Are you interested in volunteering?"
If "No"	"Thank you for your time!"

Quick Guide on Writing a Letter to the Editor

1. Start with a headline that references your campaign.
Example: “Groundhog Day in Bethlehem” or something that has “landfill” or “Bethlehem” or “Casella” in the headline.
2. Make it personal. Tell your story and address the current issue.
Keep it short.
3. End the letter with what you want readers to do and when.
Example: Please vote No on Warrant articles 4 and 22, and Yes on Warrant Articles 20 and 25 on March 13.
4. End the letter with your name, street address, town/state and daytime phone number. Street addresses and daytime phone numbers won’t be printed but they are needed for verification. Papers usually contact letter writers to verify they are the person who wrote the letter. If you can only take calls at certain times of the day, include that information.
5. Cut and paste your letter directly into an email to the editor.

Economic impact of landfill on Bethlehem

To the Editor:

Some residents are framing a 20-year agreement for a 100-acre landfill expansion in terms of taxes. The issue is economic, but I see it as broader than taxes. The main currency of Bethlehem is its location next to the White Mountains National Forest, its elevation, and its air quality. As important economically, the town benefits from its image as a place of natural beauty.

Now we are asked to sell that image for a few dollar and become “The Town with the Enormous Landfill.” But it’s important to realize that we aren’t getting something for nothing. Instead of Bethlehem as we know it, we’ll have a little more cash in the short term, but we’ll be much less attractive to others. We can expect a hit in real estate values and tourism, and in the esteem we have for our town.

The income won’t last, however. The few jobs created will over time net out to job losses because of

hits to tourism and construction and future growth.

I’m not willing to accept this trade, to become the largest trash heap in New Hampshire, a place to shun rather than a place thousands of people are attracted to as they are now. In the long run, we will be better off financially if we strive to support our inns and restaurants, our building and real estate industries, our recreational assets. That’s where the potential is to stabilize taxes.

Bethlehem has a long history, and probably a long future, but as what? Will we be as proud of our future as we are of our past? Do we want a 161-acre landfill to be our legacy to the people of Bethlehem forever? This should not be a hard decision. We must not let ourselves be fooled by a big corporation that thinks their money can buy our principles and love for our town. I believe in Bethlehem, not in a landfill.

*Leslie Dreier
Bethlehem*

Bethlehem landfill — true facts

To the Editor:

My Dad told me to always tell the truth. Honesty is always the best policy. In recent weeks I have been reminded of his advice. Bethlehem residents have been receiving mailings from the North Country Environmental Services Inc. (NCES) stating that “79 percent of Bethlehem voters want \$54 million landfill agreement.”

That is not a true statement!

A recent check of the facts reveals that there are some 1,976 voters on the voter list. Seventy-nine percent of that total is some 1,560. Yet, we were told that 227 voters responded to the NCES questionnaire upon which the false claim quoted above was made. So there is no way the claim can be true. I also know

that all of the respondents did not agree with the claim of wanting the proposed landfill agreement. I know that because I was one of those 227, and I voted “No!”

Residents of Bethlehem who are eligible to vote must be sure they are registered and that they go to vote on March 13. Vote yes on the article requiring a town wide ballot to approve or reject any agreement between the Town of Bethlehem and NCES. Vote no on the article directing the Select Board to negotiate a 20 year landfill agreement with NCES. Vote no on a change to zoning regulation for District V.

*Sincerely,
Len Reed
Bethlehem*

Appendix 5: Sample Digital Organizing Tactics to Win Community Votes

Online Petition

Sharing an online petition, or an online “pledge” to vote, is a good way to get the names of people who care about your issue, agree with you, and are likely to vote. Also, asking your current supporters to share the petition on social media or with their friends gets them more invested in your campaign and can help identify more potential voters. Many popular online petition sites don’t let you keep all the information from people who sign on—which is a major disadvantage, because without contact information, you can’t follow up with people to remind them to vote. We recommend Action Network—contact us to learn how we can help you get started.

Email

Sending emails to your supporters is an easy way to keep them updated, ask them to amplify your efforts, and remind them to vote. Make sure you collect email addresses from everyone who pledges to vote.

Texting

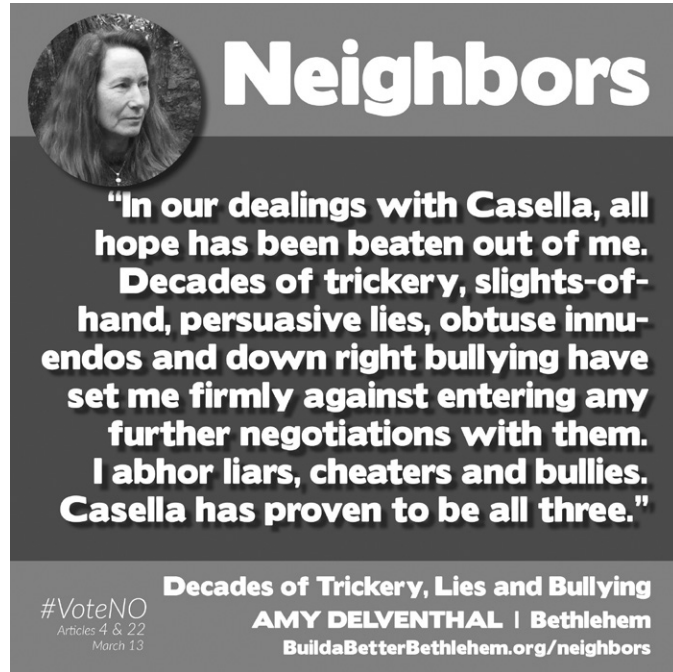
Sending text messages to your supporters is a great way to remind them to vote. Text messages have a far higher open rate than emails, so make sure you collect cell phone numbers from supporters. We can help you set up a fun and easy way to send dozens of text messages in under 10 minutes!

Social Media

The two key ways that social media can amplify your efforts are by increasing visibility and reminding people to vote. There are several social media tactics that can be helpful.

- **Asking Supporters to Share Your Petition.** Asking supporters to share your petition or “pledge” to vote is a great way to increase visibility and to spread the petition to other people who might sign on.
- **Graphics.** Your posts on social media are more likely to do well if you attach an image. Making a series of graphics that you can share with facts about why people should vote (and the date, etc.) is a great way to share updates, increase visibility, and keep the vote in your supporters’ minds.
- **Event Page.** Create an event page on Facebook and invite everyone you know to attend. You can post updates on the event page, which will send everyone attending a notification and remind them of the upcoming vote.

Appendix 6: Sample Social Media Memes

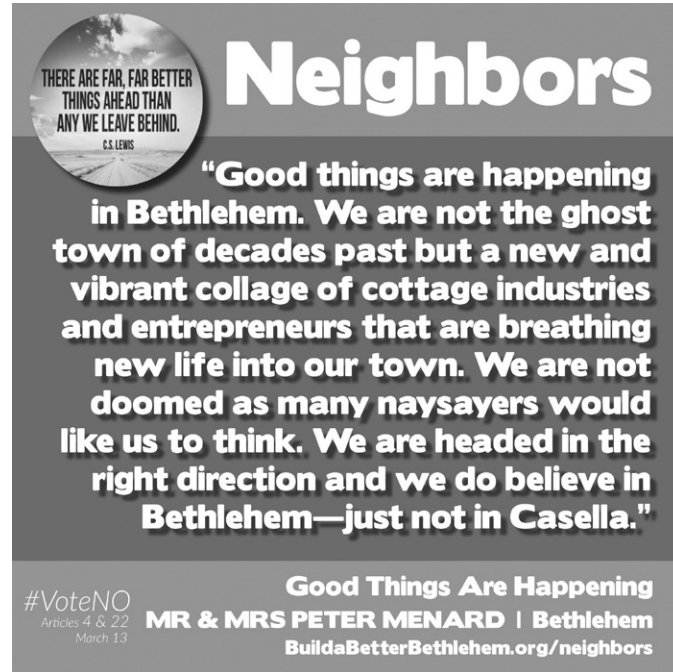


Neighbors

"In our dealings with Casella, all hope has been beaten out of me. Decades of trickery, slights-of-hand, persuasive lies, obtuse innuendos and down right bullying have set me firmly against entering any further negotiations with them. I abhor liars, cheaters and bullies. Casella has proven to be all three."

Decades of Trickery, Lies and Bullying
AMY DELVENTHAL | Bethlehem
BuildaBetterBethlehem.org/neighbors

#VoteNO
 Articles 4 & 22
 March 13



Neighbors

"Good things are happening in Bethlehem. We are not the ghost town of decades past but a new and vibrant collage of cottage industries and entrepreneurs that are breathing new life into our town. We are not doomed as many naysayers would like us to think. We are headed in the right direction and we do believe in Bethlehem—just not in Casella."

Good Things Are Happening
MR & MRS PETER MENARD | Bethlehem
BuildaBetterBethlehem.org/neighbors

#VoteNO
 Articles 4 & 22
 March 13

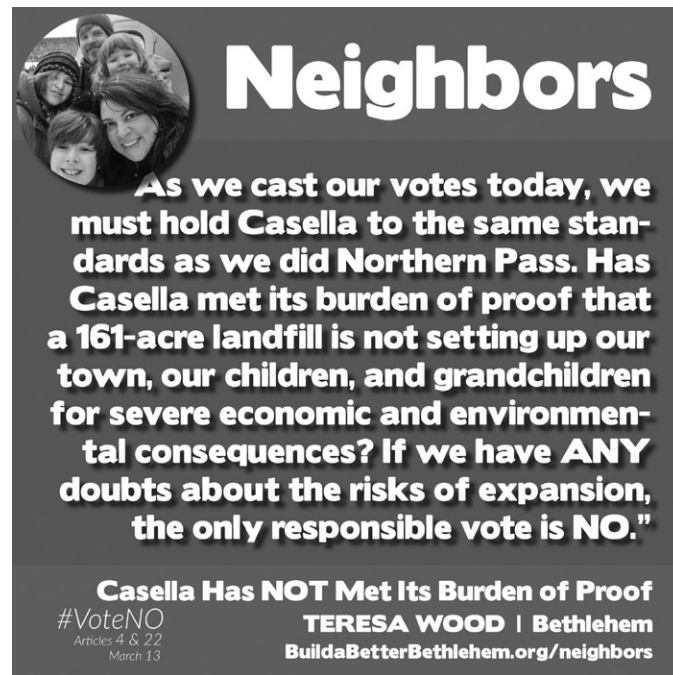


Neighbors

"Great things happening in our town! There is amazing forward momentum in our community that many NH towns would be envious of. Don't believe everything Casella says, that we are nothing without them. Our town is so much more than they want us to believe. Let's dream big and create a town that is strong, sustainable and independent!"

Let's Grow, Prosper and Redefine!
HEIDI COOK | Bethlehem
BuildaBetterBethlehem.org/neighbors

#VoteNO
 Articles 4 & 22
 March 13




Neighbors

"As we cast our votes today, we must hold Casella to the same standards as we did Northern Pass. Has Casella met its burden of proof that a 161-acre landfill is not setting up our town, our children, and grandchildren for severe economic and environmental consequences? If we have ANY doubts about the risks of expansion, the only responsible vote is NO."

Casella Has NOT Met Its Burden of Proof
TERESA WOOD | Bethlehem
BuildaBetterBethlehem.org/neighbors

#VoteNO
 Articles 4 & 22
 March 13

Appendix 7: Sample Website



Home The Plan Neighbors Voices Events Contact f t Instagram YouTube

Build a Better Bethlehem
 NOT A BIGGER DUMP

Facebook Twitter

Imagine Better
 Envision a beautiful, thriving town in the heart of the White Mountains. Not a "dump town" but a proud town, with healthy, sustainable, diversified growth, new businesses, and a new, brighter and better tomorrow!

Do Better
 To Be Better, We Must Dream Bigger. Imagine greater. Work harder. A massive landfill hosted by parasitic corporation is NOT right for us. We must keep VOTING NO! And continue Building a Better Bethlehem!

Grow Better
 Amazing things are happening in Bethlehem. Rising up again is an economy based on our stunning beauty and natural resources. Let's cultivate these businesses and grow new ones that lift up our town—instead of burying it in garbage.

Appendix 8: Sample Photo Petition



Appendix 9: Sample Lawn Signs

Build A Better Bethlehem
NOT A BIGGER DUMP!

Learn More: BuildABetterBethlehem.org

Vote NO on Articles 4 & 22

20 YEARS + 20 MILLION TONS more GARBAGE

VOTE NO

Articles 4 & 22



Appendix 10: Sample Flyer



Imagine Better...
 Envision a beautiful, thriving town in the heart of the White Mountains. Not a "dump town" but a proud town, with healthy, sustainable, diversified growth, new businesses, and a new, brighter and better tomorrow!

Do Better...
 To Be Better, We Must Dream Bigger. Imagine greater. Work harder. Don't "Believe" in a corporate-sponsored agenda and lies. Do Better Instead: Vote NO to a massive, 161-acre, 20-year dump expansion. And let's get to work!

Grow Better...
 Amazing things are happening in Bethlehem. Rising up again is an economy based on our stunning beauty and natural resources. Let's cultivate these businesses and grow new ones that lift up our town—instead of burying it in garbage.

Build A Better Bethlehem
NOT A BIGGER DUMP

Don't "believe" Casella's lies: We have a *Solid Plan to Stabilize and Grow our town!* Casella's "plan" only builds a bigger DUMP. Casella's "plan" only benefits Casella.

Our Plan Protects Our Natural Resources, Desirability, and Future Growth. Our greatest assets lie in our stunning natural beauty and desirability—Casella's massive landfill directly threatens those foundations of our success.

Our Plan Ensures True, Long-term Success and Stability. Our plan eliminates a dangerous, risky and unstable dependence on Casella—a high-risk corporation with potential for severe and costly environmental consequences, and a poor history of tax avoidance and abatement filings in our town.

Our Plan Diversifies Our Tax and Revenue Base. Our plan attracts new revenue via diversified business development, tourism, and the real estate market, while protecting our natural resources, property values and assets.

Our Plan Builds a Healthier Legacy for Ourselves and Our Children. Our plan does not saddle our children with a massive, 161-acre landfill for decades, with its odors, seep, and toxic contaminates.

We've Had Our Plan in Place and Posted on Our Website for a Long Time. [Here It Is →](#)

THE PLAN

With tremendous forward momentum and new growth—and a court-sanctioned Settlement Agreement to cap and close the landfill for good—Bethlehem has never been more poised for a stunning transformation!

HERE'S OUR PLAN. JOIN US!

- ✓ Cap & Close The Landfill**
 The Casella Landfill must close by 2021. Unless Casella can convince us to give away our power and standing at the polls, per our 2012 court sanctioned Settlement Agreement, they must close their landfill when the 61-acre is full—currently estimated as 2021—for good.
- ✓ Bridge Short-Term Revenue Gap**
 Work with the Select Board and residents to prepare for 2021 Closure and bridge our short-term revenue gap. With several major, multimillion dollar new projects slated for development in the next few years, along with some budgeting adjustments, Bethlehem can stabilize its tax rate in the interim and work to lowering it in the near future.
- ✓ Market & Rebrand**
 Form a Bethlehem Marketing Committee to rebrand and redefine the town. Develop a slogan and motto that highlights our new direction and growth. Develop and implement a Marketing Plan that includes a new website, brochures, rack cards, social media and other campaigns.
- ✓ Develop & Fund**
 Support and work with Community Development Organizations and Programs, like the newly formed non-profit Bethlehem Reimagined. Seek Small Town and Rural Development Grant Funding. Explore the reformation of a Bethlehem Chamber of Commerce.
- ✓ Revitalize Main Street**
 Support and work with Bethlehem Reimagined and the Bethlehem Redevelopment Group to continue revitalization of our Main Street. Explore additional Main Street Grants and Revitalization Models and Development Programs.

✓ Enhance Resources
 Enhance our natural resources and make our town a four season destination. Work to build an extended trail system, revitalize the Town Golf Course, and make Bethlehem a desirable place to visit and live in.

✓ Reinvent & Grow!
 With landfill closure and shedding our devaluing "dump town" image, we will reinvent and revitalize Bethlehem with enhanced Marketing & Public Relations, Community Development Efforts and Four Season Recreation improvements. New businesses, new residents, new homeowners, and increased tourism will follow, expanding our tax base with diversified, sustainable, stable and healthy growth we can all be proud of now and into the future.

Our greatest assets lie in our stunning natural beauty and desirability. We firmly believe Casella's massive landfill directly threatens the foundations of our past and future success.

We must hold Casella to our 2012 Settlement Agreement by Voting NO to articles 4 & 22. We can then get to work Building a Bethlehem we can all be proud of—today and into tomorrow!

Let's Build A Better Bethlehem—NOT a Bigger Dump.
VOTE NO to articles 4 & 22 on landfill expansion and **YES to 20 & 25, March 13.**
 Learn more at: buildabetterbethlehem.org

Local Postal Customer

POSTNET
 ECRWISS
 U.S. POSTAGE
 PAID
 EDOM RETAIL

At Community Action Works, we believe that environmental threats are big, but the power of well-organized community groups is bigger.

That's why we work side by side with everyday people to confront those who are polluting and harming the health of our communities. We partner with the people who are most impacted by environmental problems—which are Black, Indigenous, People of Color and poor communities—training them with the know-how anyone would need to make change in their own backyard.

Because when you and your neighbors know how to make change, you can build the power to transform our world.

WORKSHOPS WE OFFER

Campaign Planning

Group Building

Fundraising

Community Votes

Public Hearings

Messaging

Media Events

Community Action Works

communityactionworks.org

action@communityactionworks.org

 facebook.com/comactionworks

 [@ComActionWorks](https://twitter.com/ComActionWorks)

 [@ComActionWorks](https://www.instagram.com/ComActionWorks)



Massachusetts, Vermont, Maine, New Hampshire, Connecticut, Rhode Island