

Arizona Victory Plan DRAFT

OVERVIEW AND GOALS

- Holding the Governor's office
- Winning back CD 01, CD 05 and CD 08
- Reelecting all current federal office holders
- Maintaining our majorities in the state House and Senate
- Capturing additional down-ballot constitutional offices, particularly the Attorney General's office

These goals operate under the assumption that all current federal office holders are well positioned for reelection and face minimal threat to reelection. Therefore, our hope is to leverage the popularity of our incumbents, as well as a potentially favorable political climate for Republicans, to deliver success up and down the ballot. Should any of our federal officials face unexpectedly competitive elections, the Victory team will adjust its goals and resources accordingly.

STAKEHOLDERS / PARTICIPANTS

- Randy Pullen and Brett Mecum, Arizona Republican Party
- Shiree Verdone, Senator John McCain
- Jake Logan and Kim Wold, Senator Jon Kyl
- Mike Haller, Congressman Jeff Flake
- Lisa James, Congressman John Shadegg
- Doyle Scott, Congressman Trent Franks
- Paul Senseman, Governor Jan Brewer
- Wendy Baldo, State Senate
- Victor Riches, State House
- Alan Philp, Republican National Committee
- Chris Carr, National Republican Congressional Committee

RESOURCE TARGETING

The greatest potential for friction between the stakeholders in the Arizona 2010 Victory effort is the conflicting needs of statewide candidates, who need a strong Republican turnout effort in base counties, and district candidates, who need resources focused into swing regions.

The Arizona Victory effort will focus resources into three areas: (1) base regions, (2) one or more of the three potential congressional pick-up opportunities (CD 01, CD 05 and CD 08) based on available data in the summer and fall of 2010, and (3) the ten or so most competitive legislative districts across the state.

This allocation of resources will help ensure that the team has a plan to make all five of our goals a success, while still bringing some degree of focus into our ground campaign. Highly Democrat areas, or competitive regions of the state lacking a competitive legislative or congressional election, will not be targeted for our ground campaign as much as base regions and competitive legislative and congressional districts. For more information about targeting the ground campaign, see the formula contemplated in the 72-hour program section of this document.

VOTER FILE ENANCEMENTS

The RNC will complete two full upgrades of the Arizona voter file in 2010: (1) in May, and (2) immediately after the completion of the August primary.

VICTORY ACCOUNT

Victory is a division of the Arizona GOP. As such, it will maintain a segregated bank account at a separate bank from the other accounts within the Arizona Republican Party. No money shall be transferred out of the Victory account to any other Arizona GOP account without the expressed approval of the stakeholders. The Victory Director will be responsible for keeping an accurate ledger of all Victory contributions and expenditures, available to the participants at any time.

Checks in the amount of \$5,000 or less shall require only one signature. Checks from the Victory account in excess of \$5,000 shall require the additional signature of Jake Logan, Kim Wold, or Shiree Verdone.

Wire or on-line transfers or other redirection of funds shall also require additional approval and records kept of such.

CANDIDATE-SPECIFIC NON-ALLOCABLE ACTIVITIES

Victory efforts sometimes contain line-items for collateral materials and non-allocable mail for federal candidates. The 2010 Arizona Victory budget currently projects non-allocable mail and collateral for Congressional Districts 1, 5, and 8. Non-allocable mail and collateral materials for the U.S. Senate race are yet to be determined. Adjustments to this budget can be made in conjunction with the NRSC and NRCC.

Total Candidate-Specific Non-Allocable Collateral Costs: \$128,400

PERSONNEL

The Victory campaign will be managed by a Victory Director, paid \$9,583 per month. The Victory Director will utilize the space at the Arizona GOP headquarters and amongst the various Republican campaigns, as needed or desired. The Victory Director will begin on or about December 1, 2009 and complete his or her work by December 15, 2010.

The Victory Director shall:

- Accurately maintain the Victory account's budget and ledger at all times.
- Be permitted to sign checks from the account up to \$5,000.
- Supervise all Victory staff, providing them specific direction and goals at all times.
- Conduct a monthly meeting with all stakeholders to review the strategic and tactical plans, budget, etc.
- Manage all vendors.
- Act as a primary liaison to all in-state stakeholders.
- Act as a primary liaison to the RNC, NRCC, RGA and RSLC.
- Work with the stakeholders, finance committee, and any fundraising consultants to establish fundraising opportunities and manage fundraising lists.
- Manage the set up and staff of various satellite Victory offices established throughout the state.

Additionally, Victory staff will be hired by the Victory Director:

- A Deputy Victory Director, beginning on or about April 1 and terminating on or about November 30, at the rate of \$3,500 per month. The Deputy Director shall report to the Victory Director and take appropriate instruction. (Ideally, the Deputy Director shall manage the data development, spreadsheet compliance, and early ballot program.)
- A 72-hour Director, beginning on or about June 1 and terminating on or about November 30, at the rate of \$3,500 per month. The 72-hour director shall be responsible for developing a thorough get-out-the-vote (GOTV) plan for the final five days leading up to the election.
- An Early Ballot Coordinator, beginning on or about July 1 and terminating on or about November 30, at a rate of \$3,000 per month. The early ballot coordinator shall be responsible for implementing the early ballot program and strategy through Election Day.
- Eight statewide field staff, phased in two per month beginning March 1, at the rate of \$2,500 per month. These field staff will be responsible for overseeing all field activities (county parties' liaison, ensuring turnout for events, running phone banks and walking programs, developing a database of 72-hour workers) in their respective regions. Four of the staff shall be located in Maricopa County, two in Pima County and one each in Prescott and Yuma.
- Up to eight additional field staff in CD 01, up to three additional in CD 05 and up to three in CD 08, to start on or about June 1, contingent upon the perceived competitiveness of each of the

aces as coordinated with the NRCC. The job descriptions of these staff would be similar to the statewide field staff, though focused on their respective congressional districts.

Additionally, the Victory budget sets aside \$50,000 for a fundraising consultant. Fundraising consulting fees are contemplated separately in this document and are therefore not included in personnel costs.

Total personnel costs, therefore, are currently projected as follows:

Victory Director	13 months at \$9,583 per month	\$124,579
Deputy Victory Director	8 months at \$3,500 per month	\$28,000
72-Hour Director	6 months at \$3,500 per month	\$21,000
Early Ballot Coordinator	5 months at \$3,000 per month	\$15,000
8 Statewide Field Staff	60 months at \$2,500 per month	\$150,000
8 CD 01 Field Staff	48 months at \$2,500 per month	\$120,000
3 CD 05 Field Staff	18 months at \$2,500 per month	\$45,000
3 CD 08 Field Staff	18 months at \$2,500 per month	\$45,000
Payroll Taxes (check this)		\$43,884
Travel		\$107,000
TOTAL		\$699,463

Total Personnel Costs: \$699,463

VOLUNTEER RECRUITMENT AND DEPLOYMENT

The key to the success of the Arizona 2010 Victory effort is an energized volunteer base. Recruiting volunteers, keeping them motivated and putting them to good use will be a top priority of our Victory Director and his team.

Field staff should always be ready for walk-ins. Volunteers should be immediately put to use and always made to feel that they are contributing to the cause. Volunteers will take part in the following activities: voter ID calls and walks, candidate walks, get-out-the-vote calls and walks, event development, early vote chase calls.

Showing appreciation to volunteers must not be neglected. Each evening, field staff should provide refreshments and food to their volunteers. In addition, field staff should forward the names of top

performing volunteers each week to the campaigns, so our candidates can personally recognize them via a phone call or written letter.

VOTER REGISTRATION

The 2010 Victory plan envisions a fairly robust registration program. Arizona GOP Political Director Colin Shipley is currently administering a voter registration program, funded in part by the RNC, in targeted regions of the state. The project's goal is to narrow the GOP's registration deficit, or improve its advantage, in targeted legislative districts as follows:

CD 1, 5, 8

LD 5,9,10,11,12,17,20,23,24,25,26,30

Total Project Cost for Voter Registration Program: \$250,000

EARLY BALLOT PROGRAM

Turning out your voters is crucial in a midterm election. Many voters only cast ballots during a presidential election. One of the most important goals of the entire Victory program, therefore, is to motivate "lazy Republicans" to turn out. The Arizona voter file currently indicates the following vote history of registered Republicans:

351,689 (260,013 Households)	4 of 4 Republicans
213,749 (179,094 Households)	3 of 4 Republicans
164,427 (143,215 Households)	2 of 4 Republicans
145,989 (131,595 Households)	1 of 4 Republicans
106,959 (101,514 Households)	0 of 4 Republicans
Xxxxxx (assume 100,000)	Newly registered Republicans

The Arizona Victory program assumes that high-propensity Republican voters will be very motivated to vote in 2010. As such, we will focus most of our resources on turning out lower propensity Republican voters.

Specifically, we propose to mail early ballot requests as follows:

- One to every Republican and friendly, identified independent (householded). This first mailing assumes a universe of 925,000 households. At a price per piece of \$0.44, the total cost of the mailer is estimated at \$407,000. Each household that receives a mailer will receive a follow-up

automated call urging them to fill out and return the application. Assuming a 90 percent connect rate, the cost of the automated call is estimated at \$33,300.

- A second piece to any newly registered Republican and any 1 of 4 and 2 of 4 Republican (householded) and any identified, friendly independent. This mailing assumes a universe of roughly 575,000 households. At a price per piece of \$0.45, the total cost of the mailer is estimated at \$258,750. Each household that receives a mailer will receive a follow-up automated call urging them to fill out and return the application. Assuming a 90 percent connect rate, the cost of the automated call is estimated at \$14,400.
- A third piece to any newly registered Republican and any 1 of 4 and 2 of 4 Republican (householded) and any identified, friendly independent in any targeted congressional or legislative district. For purposes of this estimate, the plan proposes targeting the following districts (subject to change in the spring of 2010):
 - CD 1
 - CD 5
 - CD 8

The estimated universe of this mailing is roughly 160,000 households. At a price per piece of \$0.48, the total cost of the mailer is estimated at \$115,000. Each household that receives a mailer will receive a follow-up automated call urging them to fill out and return the application. Assuming a 90 percent connect rate, the cost of the automated call is estimated at \$8,640.

Additionally, it is estimated that the cost for Business Reply Postage for the Early Ballot program will around \$95,000.00 and shipping charges for the materials will be about \$7,500.

Total Early Vote Ballot Program Cost: \$939,590

EARLY VOTE CHASE PROGRAM

The early vote chase program is designed to (a) maximize the number of early votes that get returned and (b) promote a familiarity with our candidates as early ballots hit voters' mailboxes. The following specific programs are envisioned:

- An automated call to all Republican and friendly, identified independents on or about the day the ballots hit voters' mailboxes, urging voters to return their ballots and support their Republican nominees for Senate, Governor, Congress and the state legislature (by name). The estimated universe size of all GOP and friendly independent households with phones is 832,500 at \$0.04 a call for a total cost of \$33,300.
- A slate card to all Republicans and friendly, identified independents highlighting our nominees for Governor, U.S. Senate, Congress and legislature. The universe will be the same as for the first early ballot push piece – about 925,000 households. At a price per piece of \$0.33, the estimated cost of the mailer is \$305,250.

- Non-allocable mail into targeted congressional districts. In partnership with the NRCC, our targeted congressional nominees should conduct non-allocable chase mail at the time that early ballots hit voters' mailboxes. The estimated universe of the non-allocable mail and its associated costs is subject to later determination.
- Live, paid phone calls to Republicans and friendly, identified independents in targeted congressional and legislative districts, urging voters to return their ballots and mentioning our slate of candidates (Senate nominee, gubernatorial nominee, congressional nominee and legislative nominee). The universe is estimated to be 300,000 at \$0.50 per paid call for a total cost of \$150,000.

Furthermore, the Victory staff and volunteer phone banks should make a very aggressive effort to educate these lower propensity Republicans about early voting opportunities.

Each newly registered Republican, 0 of 4, 1 of 4 or 2 of 4 Republican household in a targeted congressional district will receive a second early vote mailer as well.

Total Early Vote Program Cost: \$488,550 (cost without non-allocable mail component)

VOTER I.D.

The 2010 Victory budget allocates \$150,000 for paid and automated ID calls, which will supplement the volunteer ID efforts. The script of these calls will focus on agreed upon issues and will feature the gubernatorial candidate, federal candidates and the 10 or so targeted legislative candidates, where applicable. Should a down-ballot race be viewed as competitive and of sufficient consequence to the overall effort, the paid and volunteer ID scripts can be adjusted accordingly by agreement of the Victory stakeholders. All ID work completed through Victory will be available to any of the Victory stakeholders.

Total Voter ID Program Cost: \$150,000

MICROTARGETING

The 2010 Victory budget allocates \$120,000 for statewide microtargeting in August and early September 2010. All stakeholders will be consulted in the development of the microtargeting and will have access to the results. The RNC will be responsible for appending the data to the voter file.

Additionally, congressional district specific microtargeting surveys may be done in districts 1, 5, and 8 at the direction of the NRCC. Each survey would cost an estimated \$40,000 for a total of \$120,000.

Total Microtargeting Program Cost: \$240,000

FIELD OFFICES

The Victory campaign, primarily through its field staff, will organize volunteer efforts to turn out people at events, ensure a strong phone banking program, organize door-to-door efforts, recruit for the 72-hour program, and be a liaison to county party officials and grassroots leaders in their regions. To conduct these efforts, Victory will maintain offices in Phoenix and throughout the state (contingent in part upon competitiveness of congressional races). Total office expenses, including lease payments, phone service, staff cell phones, Internet service, computers, office supplies, printing, postage and delivery are estimated at \$137,000.

Total Field Office Program Cost: \$137,000

GOTV PHONES

2010 Victory program does not envision any paid GOTV mail. Rather, we will rely on volunteer phones, paid phones, and the 72-hour walking program, to get out the Election Day vote. Households in our target universe will have been saturated with mail by the final few days of the campaign, reducing the efficacy of any GOTV mail (which is also very expensive). To supplement our volunteer efforts, the Victory program budgets at least three automated messages to our targeted, lazy Republican universe (similar to the initial early vote application mailer universe, minus any household that has already voted). The projected GOTV universe is estimated at 428,692 households for the first and third calls and 589,876 households for the second (includes 3 of 4 GOP households). Therefore, at four cents per household, the first and third calls will cost \$17,148 and the second call will cost \$23,595.

Total GOTV Phones Program Cost: \$57,890

GOTV LIVE PHONES

Additionally we anticipate that the volunteer live phone effort will need to be supplemented with a live paid phone component. We estimate the universe size for these live paid calls will be 400,000 at a cost of \$0.50 per call for a total cost of \$200,000.

Total GOTV Live Phones Program Cost: \$200,000

72-HOUR PROGRAM

The Victory campaign envisions a robust 72-hour program, which will focus on recruiting and deploying thousands of volunteers across the state for a massive get out the vote effort starting the Friday before the election.

For purposes of targeting our ground effort, each precinct should be scored. Any precinct averaging 60.1 percent or more Republican support (based on an agreed upon cafeteria of races from 2004-08) will receive three points. Any precinct averaging between 54.1 percent and 60.0 percent Republican support shall receive two points. Any precinct averaging between 46.1 percent and 54.0 percent Republican performance shall receive one point.

Each precinct averaging 54.1 percent or more Republican support falling in a targeted congressional district shall receive an additional two points. And each precinct averaging between 46.1 percent and 54.0 percent Republican performance falling in a targeted congressional or legislative district shall receive an additional one point.

Any unvoted Republican household or friendly identified independent household in a targeted, walkable precinct shall receive a door hangar, clearly stickered with their slate of GOP candidates and their polling location. The phone program will also focus on these unvoted Republican households, with an emphasis on Republicans and friendly Independents in high-scoring precincts. The cost of the 72-hour door hangars is estimated at \$125,000 and the cost of providing food and drink to these volunteers is estimated at \$30,000.

The 72-hour program will also pay students 25 and under (e.g., high school and college Republicans) \$50 per day for their participation in the 72-hour program. The cost of this stipend for 800 man days (800 days x \$50 per day worked) is \$40,000.

Finally, the 72-hour program will recruit and deploy workers in areas distant from their homes or campuses, as necessary. Therefore, the program sets aside resources for van rentals, gas and hotels in the amount of \$33,000.

Total 72-Hour Program Cost: \$228,000

BALLOT INTEGRITY

The Victory program will prepare a ballot integrity effort, utilizing GOP-friendly lawyers, to deal with any legal challenges in the final weeks of the campaign. While our hope is to utilize pro bono work for much of these efforts, the Victory plan sets aside \$25,000 for emergency legal expenses.

Total Ballot Integrity Program Cost: \$25,000

FUNDRAISING

Victory's stakeholders will need to take point on working with the Victory Director to raise the resources to fund Victory. At a total cost above \$3 million, there is little hope of finding the resources in-state unless we raise significant resources into the Victory account during calendar year 2009.

Victory will not utilize telemarketing or direct mail solicitation fundraising. Rather, fundraising for the effort will be manifest in three, primary ways:

1. Events, perhaps featuring a surrogate and members of the delegation (probably only two events over the course of the campaign). To ensure the success of our events, we have budgeted \$40,000 for events, a portion of which could be used to pay a fundraiser.
2. One-on-one fundraising asks of donors by the stakeholders, finance team members, Victory Director or a fundraising consultant. The budget allocates \$50,000 for a Victory fundraising consultant.
3. Breakfasts and other forms of outreach with the Phoenix and Tucson business communities, designed to demonstrate to their leaders that the team has a plan in place, with the right personnel, and is working together.

Total Fundraising Cost: \$90,000