

Memorandum

To: Republican State Central Committee, Elected Officials and Candidates
From: Jeff Frederick, Chairman, Republican Party of Virginia
Date: June 2, 2008
Re: The First 100 Days

It is now Day 2 of my Chairmanship of the Republican Party of Virginia (RPV), and we are already off and running with a pro-active and aggressive plan to start winning again. As I consistently said on the campaign trail, turning the tide will be a team effort, so I wanted to take a moment to outline for you our efforts for the next 98 days so that you'll be aware of our activities.

As you know, in 98 days, we will be in the post-Labor Day critical campaign season. Our main focus is on winning Virginia for our Presidential nominee and ensuring success for our congressional candidates. Yet, in everything we do for 2008, there will be an application toward winning in 2009. Every phone call we make, every dollar raised, and every penny spent on technology (among other things) for our 2008 campaigns will have a direct benefit to our 2009 efforts.

Our aggressive efforts won't end after the 100 days have expired, however. This plan is designed to kick-start our Party and lay the initial foundation and infrastructure on which to implement a more long term strategy for victory – which we will be developing during these 100 days, hopefully with your assistance and input.

I'm interested in your feedback and ideas on how to improve and build upon this initial plan, so please feel free to contact me or any member of my staff with comments.

The points outlined below are in no particular order of precedence (timing or importance), but represents a comprehensive immediate approach:

1. **Building the grassroots:** Each of these items are designed to build in as little time possible a strong grassroots infrastructure from which to enter the fall campaign when undecided voters begin to settle on their choices for November. With that infrastructure in place, our Party will be far better positioned to seek out those undecided voters, identify them, build relationships, and make the case to vote Republican (the post-Labor Day, Victory campaign) – as well as to motivate our GOP base to get involved and show up.
 - The currently in-progress “LG, AG, RPV Challenge” is a good starting point to getting unit committees to begin to think how they can reach out to new people and welcome them into our Party. We will continue to implement this ongoing challenge, which is scheduled to end after Labor Day.

- We will immediately begin the process of hiring additional RPV field staff. Between fundraising for this specific purpose combined with Victory 2008 funds that are available, we will build the strongest field operation our state Party has ever seen. The eventual goal is to have one field staffer for each of our 11 congressional districts, but we will ensure there are no less than 5 people on this team by Labor Day – each based in various regions.
- RPV field staff will fan out across Virginia to meet with representatives of every local GOP unit, as well as the Young Republican, College Republican, Teenage Republican, and Republican Women Clubs. The main goal of these meetings will be to identify the top 3 items RPV can assist the units and clubs with. When I campaigned for Chairman, I promised that RPV would ask the grassroots what they need from RPV, and this is the first step in that direction. RPV would then begin to address those needs as quickly as possible to better equip units to win their areas for Republicans. These meetings will also serve as an opportunity for RPV staff to become better familiar with the local unit and club leaders and begin to establish strong lines of reciprocal communication between them and RPV.
- Also as part of these meetings with unit and club representatives, RPV staff will seek to find out what each unit is doing well, and what they need help with. Using this information, RPV will develop a best-practices document to share ideas that lead to successes/strengths in units and clubs, and to develop RPV programs to address common weaknesses. The best-practices document will be a dynamic document updated frequently to make sure the best ideas are getting out quickly.
- An important part of the best-practices will be to include tested and proven methods for reaching out to minority communities and youth. After RPV has had a chance to gather information on this specific topic, we will establish a stand-alone statewide “Our Values” campaign to improve our numbers among minorities and youth, partnering with units and clubs that wish to participate, and we will introduce incentives with measurable success metrics. A primary goal of this effort would be to effectively communicate that *our* values are *their* values.
- RPV will provide each unit with the list of those who voted in the February 2008 Republican presidential primary from their area. Units can use those lists as they feel best, but RPV will encourage them to use the lists to establish an outreach program to those who voted who might not already be involved in the local GOP committee.
- Partnering with Young Republican, College Republican, and Teenage Republican Clubs, we will develop a plan and lay the ground work to establish a statewide deployable army of volunteers to dispatch to those areas we need them most in the immediate several weekends just prior to the November

election. The goal would be to have up to 200 volunteers ready to go in at least 5 congressional districts (for a total of 1000 volunteers on any of those weekends to make phone calls, go door-to-door, put up signs, or whatever is needed by the campaign organizations).

- We will immediately form a Unit and Club Chair Caucus.
2. **Fundraising and better stewardship:** Raise the necessary funds to implement this Plan, and ensure that every dollar sent to RPV is used to elect Republicans and beat Democrats.
- Integral to any fundraising programs we establish or continue, we must quickly establish value for those we solicit. People don't want to throw money away. Whether they are wealthy or not so wealthy, people work hard for their money and if they give, they want to make sure they are making a sound investment. RPV has done a very poor job of giving folks a return on their money and we must immediately change that in both practice and perception.
 - Working with the Republican National Committee and our Congressional Republican leadership, we will develop an aggressive schedule of both high-dollar (focus: quality) and lower dollar (focus: quantity) fundraising events. These events will be creative, such as concert/dance venues and socials for younger Republicans with maybe a top east coast club DJ, to a karaoke session for seniors with Pat Boone, to a lecture and workshop with Newt Gingrich – to complement more traditional fundraising receptions with big political names.
 - RPV will partner with the most successful direct mail firms to grow our house file (fundraising list) with innovative incentive programs for donors. This effort will also include online and email donor programs.
 - We will expand our finance committee operations.
 - Neither I nor my staff will subcontract work to family members, and all contracts will be competitively bid.
 - I will form a targeting committee with representatives from both caucuses, and the campaigns of the Attorney General and Lt. Governor as well as other groups planning to contribute large sums of money in the upcoming cycles, to make sure money is getting to the incumbents who need help, and the challengers who put forth the effort to have a chance to win.
3. **Maximize and leverage technology:** Our campaign for Chairman proved that a practical website can enable thousands of new people to get involved in the process, and technology can organize them. We will use the same approach to

closing the technology gap with the Democrats, and even surpassing our opponents where we can with information tools. My years of running an information technology company will enable me to personally ensure that we are getting exactly what we need for as few dollars as possible. However, I will not personally benefit from the money we invest. I am ending the previous practice of staff contracting with family members to do website or other work.

- Many units have websites and email lists; many do not. RPV will provide each unit that desires it with cookie-cutter basic website and online email list management tools – free of charge. These tools will all be integrated into RPV statewide technology so the state Party can push content to local unit websites and build a powerful statewide email list to trigger instant action from the grassroots.
 - We will ensure that local unit and Republican activists all around the Commonwealth are armed with the information they need to combat the liberal media bias. Information to be pushed to the unit websites will include the great things and successes our Republicans in Washington and Richmond are doing, and importantly, when our opponents get it wrong (both things seldomly reported by the media).
 - RPV.org will be redesigned with a new architecture and welcoming feel to both “inside baseball” activists, as well as newcomers looking to find out more and get involved. Major priorities will be to highlight our Republican candidates in a prominent way, and to provide a one-click front-and-center process for people to find out what is going on in their areas, and how to get involved with their local committee and/or campaigns.
 - We will obtain the most current statewide voter file from the State Board of Elections to rebuild from the bottom-up our Party’s data system. One fundamental problem with today’s system is that 20% or more of the people on our lists are dead or have moved. Thus, whenever we mail to these lists, 20% of the money spent is wasted. It is imperative that at a minimum, the people we are contacting are getting our communications. Then, from there, we can use voter history provided by the Board of Elections to establish a multi-tiered statewide targeting universe for use by our candidates (the tiers will be prioritized so campaigns can use the tier they have the budget to communicate with). We will also use primary election participation to establish a party ID rating.
 - Once we have a solid and reliable data set, we will continue our efforts to build upon it with door-to-door activities, phone calls, and internet surveys.
4. **Chairman’s youth initiative:** The youth are the future of our Party, and aside from preparing them to take the reins, they are often motivated and energetic – both qualities in short supply these days.

- We will immediately coordinate with the Young Republicans (YRs), College Republicans (CRs), and Teenage Republicans (TARs) to give them the same incentives as local units – getting young voters to *complement*, not replace local volunteers who have been doing much of the work in recent elections.
- The election of a Young Republican to the RPV Chairmanship has fired up many YRs and CRs to combat the perception on campuses and in young professional circles that Obama's Democratic Party is home for them. We must channel this excitement into building our grassroots and providing support to our campaigns.

5. Winning the next decade: There is no more important election than the one in 2009 to establishing a foothold to winning over the next decade. Next year, we have the opportunity to sweep the 3 statewide offices, as well as to protect and expand our House majority. Doing so will ensure a strong GOP influence over the redistricting process and our prerogative in policy making. We haven't a moment to spare, and must begin our 2009 efforts immediately.

- We will partner with the House GOP caucus to quickly develop a list of our five most vulnerable general election House incumbents and those we believe are the five most vulnerable House Democrats. RPV will then immediately focus on those districts. In particular, we will begin to aggressively communicate in those areas the good things their Republican incumbents are doing; communicate the missteps of the Democratic incumbents; and give special attention to building the grassroots in those areas. Further, we will meet with each of the 5 GOP incumbents to develop a plan with them of where RPV can be helpful to their re-election efforts against Democratic challengers.
- As was mentioned previously, but warrants repeating in the context of keeping our House majority: we will be leveraging everything we'll be doing in the 2008 cycle to improve the outlook for us in 2009.
- RPV will assist incumbent legislators and 2009 challengers (along with their respective units) to canvass households on behalf of McCain and our 2008 Senate nominee. By collecting this information as early as possible, the data can then be used as a foundation for our 2009 legislative campaigns.
- RPV will create a secure, proprietary "Majority Blog" accessible only by Republican legislators to keep them apprised of RPV's 2009 statewide recruitment and opposition research efforts.