

# Wellstone

## 2014 Campaign Plan: Citizens to Elect Linda Mahoney Wisconsin Assembly District 100

### Table of Contents

- Strategy Overview
- Targeting
- Campaign Roles and Responsibilities
- Message
- Field/Voter Contact
- Outreach
- Finance Plan
- Timeline

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# Strategy Overview

Woodhouse native Linda Mahoney is a candidate in the right place at the right time. The retirement of longtime GOP Rep. Jack Monterrey in Wisconsin Assembly District 100 provides an opportunity for a Democrat to win in an open race. The district, which is fairly suburban yet very walkable, is fairly split ideologically and has a large base of persuadable voters that can swing the election.

The precincts in the 100<sup>th</sup> **haven't necessarily been hostile to Democrats statewide** – the district went for Senator Tammy Baldwin in 2012 – but Democrats only provide 45-47% of the assembly district's vote. The eastern half of the district is more economically diverse and, not surprisingly, tends to trend more Democratic. Winning will depend on a grassroots, door-to-door effort to register and turn out voters in these eastern precincts.

Winning independent voters –and thus the election – will require a post-partisan **message. This doesn't imply a non-partisan** or purely centrist message; rather, the strategy should seek to elevate Linda above the fray as a Democrat who can work with Republicans to achieve practical results.

The race will boil down to communicating two key messages to voters: **balance** and **authenticity**.

**These are Linda's biggest strengths. She is the candidate best equipped to bring balance** to a dysfunctional Assembly, whether that means leading as a truly non-partisan figure or by helping restore a Democratic majority. Linda is also the best candidate to convey authenticity as a member in the political process by referencing her 2006 Teacher of the Year award and her leadership on the committee that in 2012 successfully **passed Darcy County's first school bond measure in 15 years**. In addition, **she's been endorsed by the Wisconsin Federation of Teachers, the Wisconsin Nurses Association, and the Wisconsin John Muir Chapter Sierra Club.**

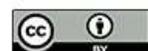
**Linda's biggest weakness could be her connection to organized labor and her outspoken opposition to charter schools. Our opponent will likely exploit the public's distrust of teachers' unions (and labor in general) to attempt to paint Linda as a typical Democratic politician.** Polling shows voters in the 100<sup>th</sup> district are fairly evenly split on charters –independent voters lean, by two points, against – but it has been a divisive issue in the past. The charter issue also has the potential to distract from our message and label Linda generally as too left-wing for independent voters.

The campaign will have to prepare to defend Linda's position and flip the narrative towards defending high-quality schools, which are valued in the district. Linda has

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2

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come out loudly and energetically in support of Wisconsin's new Common Core curriculum, which is supported by Gov. Scott Walker, Wisconsin Education Association president Tony Evers, and notable superintendents around the state. This stance will help support her position as a pro-education moderate, helping to flip a potential weakness into a strength.

Linda's opponent, second-term Templeton City Councilman Steve Limburger, is significantly further to the right than retiring incumbent Assemblyman Monterrey, but carries the latter's endorsement and public mentorship. We can expect him to run an incumbent-type campaign that encourages voters to go for continuity by electing another Republican to succeed Monterrey.

Our job will be to quickly draw contrasts between Linda's pragmatic style and Limburger's outspoken and partisan stances on issues – education in particular – while tying him to the GOP machine still so nationally unpopular coming out of the 2012 election.

Implementing our strategy will depend on a strong grassroots campaign that introduces Linda to voters directly at the doors, before reinforcing our message via paid direct voter contact in the campaign's final months.

## Targeting

What follows is a breakdown of the district from data compiled by the National Committee for an Effective Congress.

- The expected turnout will be **64,808 voters** in Assembly District 100.
- The Democratic Performance Index (DPI) is **47.7% or 30,913 voters**, representing a vote share a Democrat in the district could expect in this cycle.
- The base vote is **23,074 (35.6%)**, representing a “floor” of support for any Democrat.
- The Persuadable Index is **19.7%**, or **12,753 voters**.

Therefore, if we set the win percentage at **51.5%**, our win number must be **33,376** voters. Our vote deficit is **10,302**.

The details of how to best close the vote deficit, as well as additional targeting data by precinct level, are found in the attached field plan.

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# Campaign Roles and Responsibilities

**Candidate:** Raising money via call time, canvassing, attending community and campaign events, and communicating with the press

**Campaign Manager:** Report weekly progress to the caucus, serve as on-the-record spokesperson, develop and maintain adherence to campaign plan, create and manage campaign budget, coordinate field strategy, ensure message discipline, and maintain relationships with other campaigns & political allies.

**Treasurer:** Deposit checks, manage bank account, ensure legal compliance and reporting, and send weekly & monthly reports to campaign manager.

**Finance Director:** Manage call time, develop call sheets, engage in donor research, coordinate fundraising events, and follow up on pledges.

**Volunteer Coordinator:** Recruit volunteers for canvassing and phone banks, make confirmation calls prior to shifts, print packets, and assemble canvass materials.

**Scheduler/Aide:** Maintain the candidate's schedule, add events to calendar, confirm event attendance, and meet with the candidate weekly to provide an overview of campaign activities.

**Intern(s)\*:** Implement former student/parent plan, compile list of influential district leaders, engage in canvass and phones, and coordinate parade presence.

A **kitchen cabinet**, an unpaid working committee and advisory group, will consist of community members, political activists, and local leaders. Goals of the kitchen cabinet will be to assist in building and advertising events, helping identify volunteer and donor leads, and developing the student/parent outreach initiative. The campaign manager will schedule meetings every two weeks, with weekly meetings as an option if the workload increases.

*\*The Campaign Manager will seek to recruit 3-4 interns over the course of the race. Each intern will be expected to complete 3 canvassing shifts/week, or knock 225 doors.*

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# Message

The message of the campaign must focus on balance and authenticity. Many voters are disillusioned with the political climate, whether they are persuadable voters fed up with partisanship – **especially the state’s grueling** 2012 recall elections only months ahead of the high-stakes presidential and U.S. Senate contests – or Democrats disappointed with the slow pace of progress. Linda can appeal to both groups (whom she needs to win) by emphasizing her experience **outside of politics** (as a teacher and community leader) and her **ability to effect change** (as a leading force in the passage of Darcy County’s 2012 school bond referendum and a frequent advocate for families and children).

Therefore, messaging strategy should rely on using Linda’s Teacher of the Year award and her role in passing Darcy County’s school bond referendum as key selling points. These attributes will establish her as a noteworthy individual, especially in comparison to her opponent, Steve Limburger. Given his brief background on Templeton’s city council, efforts should be made to tie Limburger to Gov. Walker and “politics as usual”. The campaign should define Limburger as a politician moving up the ladder and unwilling to speak out against his party. Every effort should be made to tie Limburger to Walker and the Wisconsin Republican Party; given Walker’s controversial gubernatorial term thus far and Limburger’s public lack of dissent with the party, it would be wise to paint Limburger as conciliatory to Republican extremism.

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Mahoney on Mahoney	Limburger on Limburger
<p><i>Message: We can count on Linda to stand up for our families, because it's her family too.</i></p> <ul style="list-style-type: none"> <li>• Record: Held various leadership positions in her community, fighting for education and safe neighborhoods.</li> <li>• Examples: Winning the first school bond referendum in 15 years</li> <li>• Ideology: Post-partisan, working families first</li> <li>• Issues: Demand excellence in schools by adherence to new <b>Common Core, defend a woman's right to choose, trim wasteful government spending while supporting Wisconsin's workers to help the economy grow.</b></li> </ul>	<p><i>Message: Steve is the only guy who can help Gov. Walker return fiscal responsibility to Madison.</i></p> <ul style="list-style-type: none"> <li>• Record: On Templeton City Council, voted consistently to cut spending and bring fiscal responsibility to the Council while giving communities more local control.</li> <li>• Examples: voted to cut spending every year, voted to cut city taxes for businesses, voted against forcing Templeton schools to adhere to Common Core standards</li> <li>• Ideology: Conservative</li> <li>• Issues: Education (parental choice), taxes (lowering them), pro-life, pro-marriage</li> </ul>
Mahoney on Limburger	Limburger on Mahoney
<p><i>Message: Wisconsin families don't need another rubber stamp for the Walker agenda</i></p> <ul style="list-style-type: none"> <li>▪ Record: puts ideological agenda ahead of accomplishment <ul style="list-style-type: none"> <li>○ Examples: votes to siphon money from public to private schools</li> <li>○ Op-eds, speeches calling for invasive anti-choice measures</li> <li>○ Taking funds from city workers for business tax cuts.</li> </ul> </li> <li>▪ Ideology: Tea Party, out of step with Wisconsin families</li> <li>▪ Issues: Lower graduation rates at Templeton H.S., increase in families living in poverty.</li> </ul>	<p><i>Message: Mahoney is another liberal in the pocket of the teacher's unions.</i></p> <ul style="list-style-type: none"> <li>• Record: Panders rather than getting things done. <ul style="list-style-type: none"> <li>○ Examples: Embraced common core to help give WEA cover locally</li> <li>○ Lined up teachers to help pass school bond which raised our taxes</li> </ul> </li> <li>• Ideology: Pro-abortion, anti-business, big government</li> <li>• Issues: Higher taxes in Darcy County, less accountability to teachers, fewer choices for parents.</li> </ul>

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## Press Event Schedule

	Campaign Event	Community Event	Endorsements
May	n/a	-Woodhouse Memorial Day Bike-a-thon	-AFL-CIO -WEA -Sierra Club Wisconsin
June	-Campaign kickoff in Woodhouse/ office opening	-Meet the Candidates (Templeton) -Pridefest	-Fair Wisconsin -SEIU
July	-Education summit (Woodhouse) -Small business platform (Templeton)	-4 <sup>th</sup> of July in Templeton, Woodhouse -Darcy County Fair	-Planned Parenthood Advocates of Wisconsin? -Wisconsin Farmers' Union?
August	-Press interview w/candidate at office -Press conference in Woodhouse, Templeton, etc.	-Party on the Pavement -Kiwanis Pancake Day	-FOP -CWA Local 5304
September	-Woodhouse early absentee voting kickoff (base mobilizing)	-Woodhouse Labor Day Festival -Greek Fest -Fit and Fun Fair (Templeton)	-Woodhouse Herald and Templeton Tribune Ed board meetings
October		-Oktoberfest -Halloween	
November	-Candidate Voting event (early, mail or in person based on targets)		-Dem unity events?

Events will be advertised by sending notices to media outlets, emailing the general listserv, and updating social media. Interns will make sure to add local reporters on Twitter as an effective way to stay on their radar. Toby will schedule lunch meetings & coffees for Linda with local reporters in order to forge relationships and build a narrative.

The campaign will have official Facebook, Twitter, and Pinterest accounts. TweetDeck will be used to update all of the social media outlets simultaneously a minimum of three times a week. Interns will be in charge of updating social media platforms, with oversight and final approval given by the campaign manager,

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By the end of May, the campaign manager will draft a press packet/media kit, to include: bio/picture, talking points, 1-2 press releases, and 2-3 LTEs/testimonials from community members. A media contact list – including political bloggers in Woodhouse and Templeton – should also be developed and used to regularly update the press on campaign activities.

An internal message packet assembled by early June should contain: bio/picture, talking points, a message box, and standard speeches for doors (30 seconds), the stump (60 seconds), and a short address (2 min).

The manager, finance director, field coordinator and members of the kitchen cabinet as appropriate will together develop a general email listserv for anyone interested in the campaign. Updates should occur bi-weekly and will be a mode for advertising volunteer opportunities, community events, endorsements, etc. A donor-specific email list should also be created in order to send campaign updates and periodic thank-you messages.

## Field/Voter Contact

We'll be targeting precincts with high Democratic voting performance and other high priority precincts in the coming months. **The field operation's quantitative details can be found in the attached field plan. Below are methods and "best practices" designed to boost those efforts.**

In order to maximize the effect Linda has at the doors, we will employ the "Triangle Method" while executing the field plan. That is where two volunteers knock the doors on both sides of the street, while the candidate walks in the middle. When someone is home, Linda can talk to them, and if no one is home, the volunteers can drop literature with a hand-written "Sorry I missed you! - Linda" note. **The volunteers can also take the lead in compiling data and personal notes, giving the candidate more time to directly appeal to voters.**

Follow-up postcards will be sent within 3-5 days of the initial contact. A volunteer team will be responsible for collecting notes from walk packets, filling out the postcards, and returning them to the campaign manager. The personal notes from postcards will be put into a database before being stamped and sent out by interns or the campaign manager.

Volunteers should carry walk packets & maps, door pieces, supporter cards, pens & markers, and water bottles. Linda should carry a notepad to take notes on her conversations, though that data should be put in the walk packet by a volunteer as

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8

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soon as Linda leaves the door. Volunteers should also make note of supporters with mobility issues, who may need help getting to the polls should they choose not to vote early or absentee, creating a dedicated spreadsheet to mobility-impaired voters. .

The campaign manager will pull 1's and 2's from VAN every week; this will enable to campaign to judge our progress towards vote goals in each precinct. Interns or volunteers will call through 1's (confirmed Linda supporters) a week later and ask to volunteer. We will also ask for their email to add to newsletter/volunteer email lists.

## Field – Voter Contact Benchmarks

**June:** 981 doors knocked

**July:** 4,905 doors **knocked**

**August:** 8,829 doors knocked

**September:** 14,271 doors knocked

**October:** 20,071 doors knocked

## Absentee/Early Vote Plan

Wisconsin has no-excuse absentee voting. In-person absentee voting starts two weeks before Election Day. Absentee ballot applications must be received by the clerk no later than 5:00 p.m. on the Thursday before the election in order for a voter to receive an absentee ballot.

We will begin carrying absentee ballot applications by Monday, July 14<sup>th</sup>. We have a volunteer devoted to data entry, and will have that volunteer maintain a database of people who fill abs. We will of course send out postcards to all of these voters, letting them know when the ballots are set to mail. In addition, we should be encouraging those with mobility issues to vote either absentee or early. We will aim for daily runs to pick up mobility-challenged voters to take them to the city clerk for early voting.

We will hold a volunteer/supporter rally on the first day of Early Voting, the main activity **of which will be to go and vote together.** We will also begin to point supporters ID'd through walks toward early voting at this point, including carrying information about where the closest polling place is.

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# Volunteer Plan

We have a starter list of volunteers from Linda's school bond committee and various organizational memberships, and we have contacted most of them already to let them know that she's running for Assembly this year. We also have received great early support from the Darcy County Democratic Club, and have already activated a handful of volunteers that have been walking with Linda.

We held a Volunteer Organizational Meeting on June 21<sup>st</sup> to kick off the volunteer recruitment plan. We will aim to place highly motivated volunteers in positions of leadership with the campaign, and will expect them to recruit friends, family and neighbors to help them execute a variety of tasks, including recruiting from the field as noted above. Expected positions include:

- Field Coordinator
  - Walk Team Leaders
- Office Coordinator
  - Data Entry
  - Mailings
- GOTV Captain
  - Drivers
  - Poll Workers
  - Phone Bankers
- Yard Sign Captain
  - Delivery Leaders
  - Phone Bankers
- House Party Coordinator

As a fully integrated component of the Coordinated Campaign, we will be working to turn our volunteers out for their walks and phone banks.

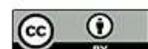
## Outreach

### Student/parent initiative

Linda's educational background – being the opposite of a “typical politician” – presents the opportunity to have a wide number of individuals offer personal narratives about the campaign. A plan should focus on engaging former students, teachers, and parents or community members in struggling schools who supported the school bond passage.

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- Assemble a database of former students, teachers, parents and other engaged community members
- Contact and relay information to former students via social media; engage parents via phones and email
- Attempt to gather 20 student 20 parent and 10 community member “testimonials” (one paragraph or less) to be used on the website, on Facebook/Twitter, and for submission to newspapers
- Build towards campaign kickoff in Woodhouse for mid-June

## Community outreach

The 100<sup>th</sup> Assembly District contains many constituencies that require a different approach to engage, rather than rely on geography or field methods. Outreach should be geared towards community/civic, business, issue-specific, and neighborhood organizations. There is also the potential to engage past supporters of public school bonds, specifically in Templeton.

- Compile “100 influential individuals” for district (focused on opinion leaders and \$\$\$)
- Ask leaders from the above list to write a letter-to-the-editor (LTE), offer a public endorsement, or host a house party/fundraiser
- Build a calendar of events with organization meeting times and local contacts
- Assess progress in union/political endorsements
- Acquire formal endorsements from Peter Barca, Rep. Gwen Moore and Sen. Baldwin, and do a joint letter to targeted voters to boost name ID

## Finance Plan

Total Goal: Raise **\$55,000** by September 30<sup>th</sup> and another \$55,000 by Election Day, for a total of **\$110,000**.

The candidate will make solicitation phone calls 15-17 hours per week. Call time will be supplemented by house parties, fundraising letters, fundraisers and PAC contributions. **A detailed finance plan is attached.**

The campaign should plan on raising the following amount from different sources:

- Call Time: \$47,900 (44%)
- Labor/PAC: \$30,350 (28%)
- Direct mail/online: \$4,900 (4%)
- Events: \$26,850 (24%)

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### *Benchmarks - Cash on Hand*

May 31st - **\$20,000** | July 31st - **\$40,000** | September 30th - **\$70,000**

Details regarding finance are outlined in the attached finance plan. Labor/PAC totals have been calculated by researching contributions to 2010 Monterrey challenger Dean Marino and 2012 challenger Tom Ross during their respective races.

Call time lists will be developed by the Finance Director and will target the following donor populations:

- Friends, family, and community relationships
- Educators & parents of former students
- Contributors to Dean Marino, Tom Ross, and Tammy Baldwin
- Contributors to We Are Wisconsin
- **Contributors to Steve Limburger's Democratic opponent, Lori Fedora**
- Contributors to Democrats across Darcy County
- Contributors to the 2006 and 2012 school bond referenda

The campaign will utilize NGP VAN to compile donor history and efficiently track call time progress.

## Timeline

These schedules are merely projections based on fundraising, field and communications plans; they may need alteration as the campaign goes on, particularly during the summer months and around key campaign finance filing times.

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## Candidate schedule

Candidate	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
<u>Day</u>							
<u>9am</u>	Call Time	Call Time		Call Time			
<u>10am</u>			Meetings/flex time, etc.		Meetings/f time, etc.	Canvass	Flex time
<u>11am</u>							
<u>12pm</u>	Call Time			Call Time			
<u>1pm</u>							Canvass
<u>2pm</u>							
<u>3pm</u>						Canvass	
<u>4pm</u>		Events, Flex time					
<u>5pm</u>	Canvass		Call Time	Canvass	Family Time		
<u>6pm</u>							Weekly me w/manager
<u>7pm</u>							
<u>8pm</u>							
<u>9pm</u>							

Total Weekly Canvass hours: 20 | Total Weekly Call Time hours: 15

\*Events can be spread throughout the week, but only if replaced by canvass or call time hours. For example, if two community events on Thursday take place from 6-8, two hours of canvassing can be made up on Tuesday nights.

## Campaign Manager Schedule

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
<u>9am</u>	Run Call Time		Breakfast meeting	Run Call Time	Work time (emails, calls)		
<u>10am</u>		Weekly WIDC Call	Work time (emails, calls)			Launch Canvass	
<u>11am</u>	Lunch meeting	Update Labor alli		Lunch meeting	Lunch meeting		
<u>12pm</u>	Cut turf for week			Run Call Time			
<u>1pm</u>					Cut weekend turf		Canvass
<u>2pm</u>			Cut turf				
<u>3pm</u>				AD 100 Caucus Call		Work time (emails, calls)	
<u>4pm</u>		Call Time prep			Submit NF report		
<u>5pm</u>	Work time (emails, calls)		Volunteer Recruitment Calls	Planning session	Personal/Temple time		Weekly meeting w/manager
<u>6pm</u>							
<u>7pm</u>							
<u>8pm</u>							
<u>9pm</u>	NF report due		Submit NF report				

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## Campaign Schedule

	Field	Finance	Outreach	Comm.	Admin.
May	-Field program begins	-House parties -Call time begins -\$35,000 CoH -Budget done	-Launch student/parent/comm unity outreach	-Develop press packet & media kit -Internal message folder	-Letterhead & envelopes w/logo ordered -Finalize office
June	-981 doors knocked with volunteers	-Call time starts at 15 hrs/week -Gwen Moore fundraiser, BBQ	-4 LTEs, 10 testimonials	-Website revamped	-Settle into office space -Postcards, stickers, shirts
July	-4,905 doors knocked in total	-Baldwin fundraiser -\$60,000 CoH	-8 LTEs, 20 testimonials	-Templeton community event -Paid voter contact strategy started	-SoS compliance report -Yard signs ordered
August	-8,829 doors knocked in total	-Re-solicit letter -Lock down labor \$\$	-12 LTEs, 30 testimonials	-Rural press events -Paid voter contact strategy finalized	-Website update for early absentee voting -Deliver yard signs
September	-14,271 doors knocked	-\$105,000 CoH	-16 LTEs, 40 testimonials	-Woodhouse E/AV kickoff -Paid voter contact	
October	-20,071 doors knocked GOTV prep			-Paid voter contact	
November	GOTV			-Paid voter contact	

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14

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