

**MCC****LLUM**  
**FOR GOVERNOR**  
2015 General Election Strategy



# MEMO

To: Betty McCollum for Governor

From: [ ]

Date: August 3, 2015

Re: "Betty McCollum: One of Us, On Your Side"

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We are pleased to provide you with a comprehensive, six-month strategy guide for Betty McCollum's 2015 campaign for Minnesota Governor. Through this plan, it is our aim to provide you with all of the information necessary for each operational aspect of the campaign commencing around May 1, 2015 and culminating on November 10, 2015.

Our firm strongly believes that issue-based campaigning is the most effective method to win a statewide election in Minnesota. Therefore, we have developed a strategy that will focus on strengthening the democratic base within the state, while building on constituency outreach, voter registration, as well as traditional and new media-driven communications with all voters within the state.

Our firm has put together a solid campaign plan that will ensure a clear path to victory. As debate season heats up and the campaign is in full swing, we are confident that Betty's message of an inclusive, progressive, and economically thriving Minnesota will set her apart from the rest of the field.

Betty is one of Minnesota's most progressive, influential candidates with a stellar track record and a heart for public service; throughout the campaign, it is essential to focus on increasing visibility across the entire state with a coherent and concrete message that resonates with all voters.

This campaign is not only attempting to change the political landscape of Minnesota, but also seeking to redefine Minnesota's history by sending a female to the state's highest office.

No female political leader has served the state as its governor and the campaign should be mindful of the uphill battle we will certainly face going into the November General Election.

Over the next few months, we will continue working in collaboration with the campaign staff to provide you with the resources needed to compete victoriously in the General Election. Please pore over the content of this six-month campaign plan; we welcome your thoughts and suggestions as we move forward with a successful Betty McCollum for Governor campaign.



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# Campaign Overview



# MCCOLLUM FOR GOVERNOR

The special 2015 election for the governorship of Minnesota arises from the unexpected disability and resignation of Governor Mark Dayton, who was re-elected only last year with a solid majority (50.8%) of the vote in a three-way race. Lieutenant Governor Tina Smith, a former Dayton staffer who had no electoral experience prior to being elected Lieutenant Governor last year, is at present holding office until the special election can be held, but has determined not to seek election in her own right. An unprecedented set of party conventions resulted in the candidacies of two popular members of Congress, Representatives Betty McCollum (D) and John Kline (R) to run in an upcoming special election. With no primary challenges across all party lines, the Independence Party likewise chose former Governor Jesse Ventura to run as its candidate.

By law, candidates for public office can participate in a public financing program, which can provide up to \$600,000 in public funds in exchange for a limit on expenditures of approximately \$2.5 million. Our recommendation is for the McCollum campaign to turn down public funds. While this may stand out as an unprecedented decision in Minnesota history, candidate Kline has also declined participation in the program. A further examination of this decision and its implications can be found in the “Campaign Finance” section of this report. Independent candidate Ventura, lacking other funds, has chosen to participate in the public financing program and can be expected to make an issue of this in his campaign.

## District Profile

Statewide elections in Minnesota are, as a rule, highly competitive. Although Governor Dayton won re-election last year with an unusual majority, as opposed to a mere plurality in a three-way contest, he had been elected only four years before by the narrowest of margins, 44% to 43%, with 12% going to the Independence Party candidate. He originally succeeded a highly partisan Republican, Tim Pawlenty, who was elected with a respectable plurality in a three-way race in 2002 (44% vs. 36% for the Democrat, with 16% and 2.2% for the Independence and Green party candidates, respectively), before winning a very narrow victory in a largely two-party race four years later (46.4% vs. 45.4% vs. 6.4%).

Following his narrow victory in 2010, Governor Dayton was also confronted with a strong Republican majority in the state legislature (37-30 in the Senate, 72-62 in the House), after which the Democrats fought back to obtain decisive control of both houses only two years later in 2012, a Presidential year in which President Obama ran strongly in Minnesota, winning 53% of the vote. While Minnesota has supported Democrats in Presidential elections every year since 1976, it is widely considered to be a “swing state” in which a shift of 4% or less of the electorate might have changed the result. Both Senators are at present from the DLF but one, Al Franken, initially defeated Republican Incumbent Norm Coleman (himself a former member of the DLF) by only 300 or nearly two and a half million votes cast. Congressional districts in Minnesota are

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split between five Democrats and three Republicans. Again, elections in Minnesota tend to be highly competitive.

Voter registration in Minnesota neither permits nor allows party designation. The Minnesota Democratic-Farmer-Labor party was formed in 1944 by merger of the “independent” Farmer-Labor party with the more traditional democrats. Among its prominent early leaders were Hubert Humphrey, Eugene McCarthy and Walter Mondale. The Republican party likewise showed a strain of Midwestern independence, beginning with Governor Harold Stassen’s election in 1938, and continuing through its re-designation as the “Independent Republican” party following a split during the tenure of Richard Nixon.

The operational style of both parties has also followed a unique Minnesota-style process. There is no strong established base of party operation – commonly acknowledged as “no bosses” – but both parties are nevertheless highly organized through local community caucuses held in January of each year, and in which delegates to a state convention are selected by anyone who shows up claiming to be a supporter of the DFL or Republicans, respectively. For many years, this process was considered a model of representative democracy but, more recently, has led to charges that the parties have become “captured” by zealots of both the left and right, with the GOP controlled by Christian conservatives and the DFL by a “balkanized” assemblage of special interest groups, including labor, environmentalists, civil rights groups, etc. As a result, party designation has come to be less and less important, with only five of the last ten major party designees for governor being selected as candidates for the General Election, the other five being defeated by challengers in primaries. In 2010, Governor Dayton (who was well known as a former Senator from Minnesota) did not even seek the designation of his party in convention, choosing instead to run directly and succeed in a party primary. Most local elections are non-partisan. Of a total of 18,870 elective offices in Minnesota, only 225 permit party designation on the ballot, while an additional 200 allow a voluntary party designation to be listed.

The emergence of self-identified “independents” began early in Minnesota, with such a label being chosen by a plurality of Minnesota voters in the mid-1980s, well before such identification became a trend nationwide. Ross Perot did extremely well as the candidate of the newly-formed “Independence Party” in both 1992 and 1996, paving the way for Jesse Ventura to run on that party’s label in 1998. The broad disparagement of the role of the more established parties, and in the commonly held belief that parties had come to be dominated by extremists, was instrumental in the election of Governor Ventura in 1998, as discussed below.

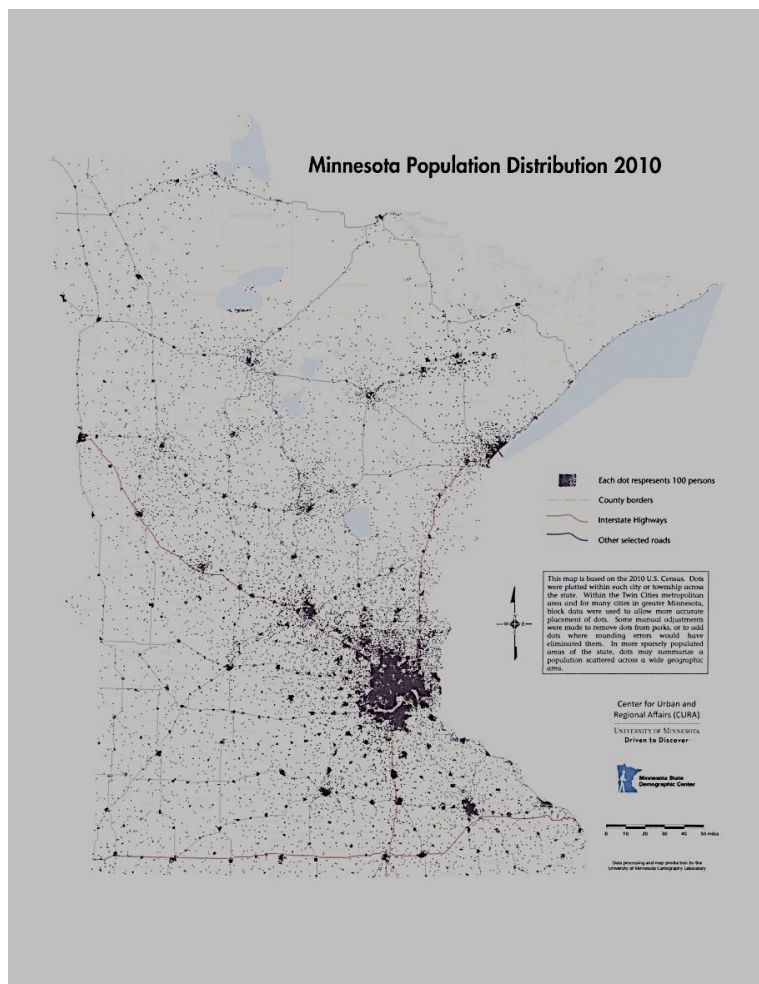
Demographically, Minnesota is marked by its homogeneity. In the 2012 census, 87.5% of the population were found to be white, and a large majority of the population (69%) is comprised of individuals who were born in Minnesota, rather than immigrants from other



locales. A goodly number of Minnesotans are – as the “Lake Woebegone” stereotype would suggest – of Scandinavian and northern German descent. While the population of Minnesota has increased in recent years, with immigrants drawn principally by its relative economic affluence and agreeable lifestyle, the cultural homogeneity has persisted. Only 5.2% of the population is Black, 4.8% Hispanic, 4.0% Asian and 1.0% Native American. 92% of the population has a high school degree or higher, and 32.4% has a bachelor’s degree or more.

Minnesota’s median household income in 2012 was \$58,900, compared to \$51,400 for the United States as a whole. The typical Minnesota household, however, has not made any gains in income in recent years, with household incomes at about \$2,000 below 2008 levels, in real (inflation-adjusted) terms. Unemployment is at 3.8%, the fifth best state rate in the nation, and far below the national average 5.6%.

Most Minnesotans today live in or near the Twin Cities of Minneapolis and St. Paul, as represented by the following chart compiled from the 2012 census:



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Residents not living in or about the Twin Cities are concentrated in the Duluth MSA (population 256,000) or in the next largest cities of Rochester (pop. 106,700), and St. Cloud (pop. 65,000) or Mankato (pop. 39,000).

Over 80% of the population is reached by broadcast media centered in Minneapolis and St. Paul. Other television stations are located in Rochester and Duluth, although cable transmissions effectively create one statewide network. There are two daily newspapers widely read in the Twin Cities – the Star Tribune and Pioneer Press – and local daily newspapers in Mankato, St. Cloud, Rochester and Duluth.

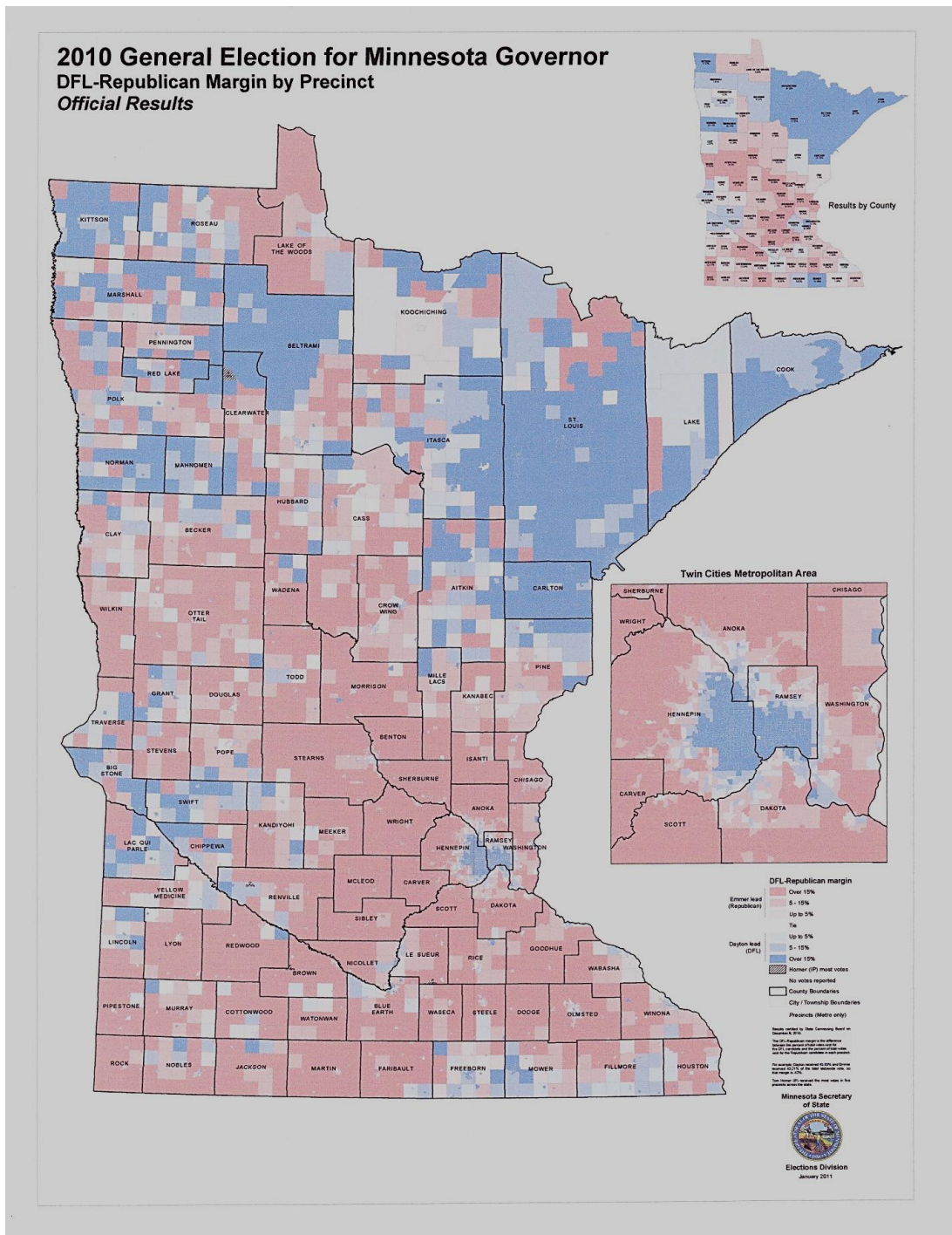
Economically, Minnesota is largely fueled by large national businesses headquartered in the state, many of which were formed and managed by local residents who chose to stay, including Cargill, Kellogs, CDC, General Mills, Target, Honeywell and 3M. The Mayo Clinic is the largest employer in Rochester, providing work to more than 33,000 Minnesotans.

The “political culture” of Minnesota has been described by the eminent political scientist Daniel J. Elazar as “the epitome of the moralistic political culture,” by which he means that Minnesotans, as a group, tend to see “politics as the search for a good society” in which government can, and is expected to, make a difference.

Examples of this tendency of cooperation and community responsibility are multifold: as noted, Minnesota has open, participatory parties and overwhelmingly non-partisan local elections; public campaign finance was early available and has become de rigeur; “same day” registration has been permitted to voters for decades; voter participation in presidential elections is typically at least 20% higher than the national average, ranging in the realm of 80% of the electorate; Obamacare was strongly supported by the state and led to a 40% reduction in the number of uninsured in the first year, together with premiums approximately half of those in neighboring (GOP controlled) Wisconsin; unions, environmental, good government and other civic groups are all active; Minnesotans support 29 public radio stations, more than all of California; many of the largest corporations pledge 5% of their profits to charity; nearly two million people, 1/3 of the population, typically attend the annual state fair; 70% attend weekly religious services; nearly 80% of Minnesotans tell pollsters that they feel that they “belong” to their community.

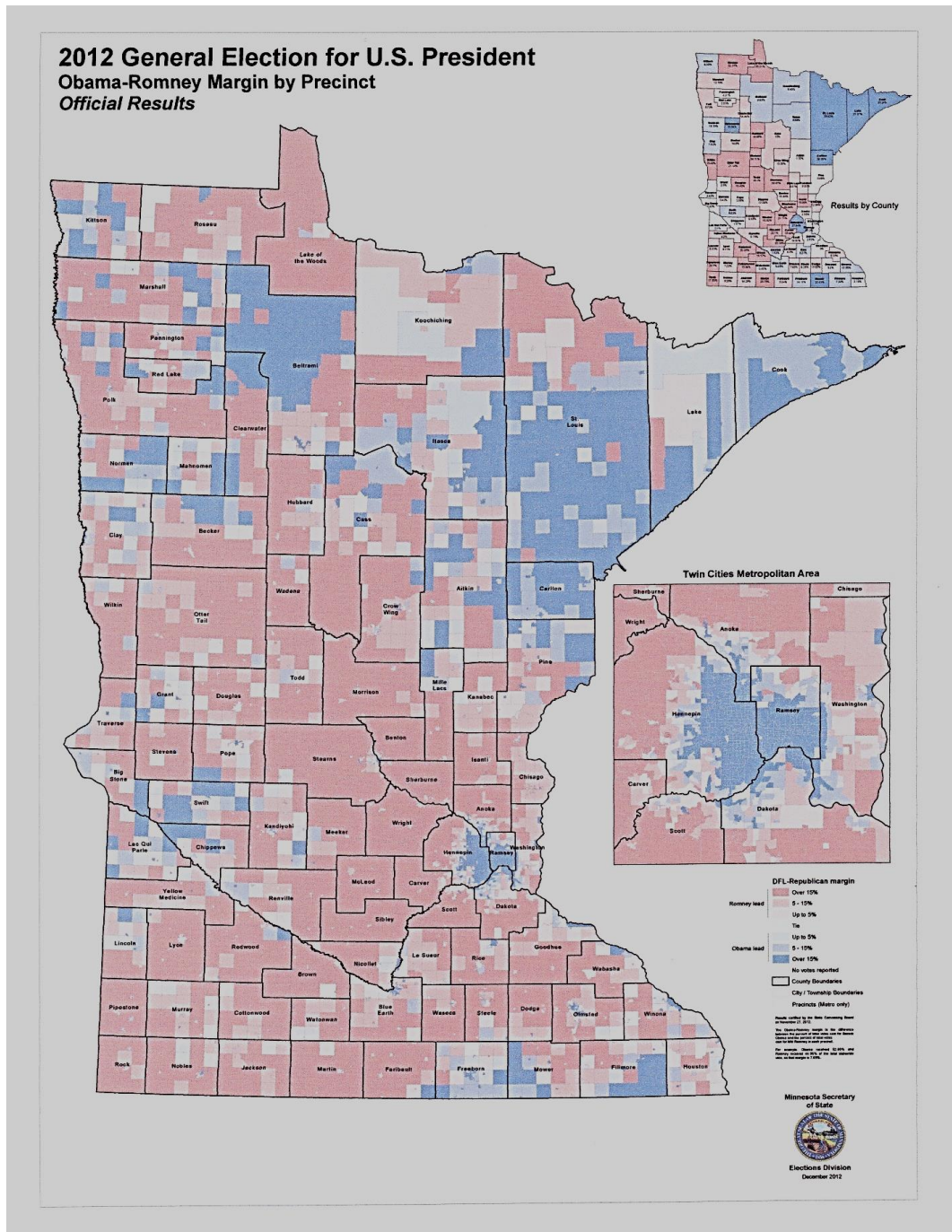
Despite this generally “moralistic” and “participatory” political culture, there are clearly established partisan divisions within the state. The GOP tends to be more dominant in rural areas, in the southern tier (including Rochester), and in the more affluent western and southern suburbs. The central cities of Minnesota and St. Paul, together with the eastern suburbs and the northern state mining areas surrounding and adjacent to Duluth, tend to vote predominantly with the DFL. The partisan divisions in the Minnesota electorate are remarkably consistent, as shown by the following three maps

representing the by precinct results from the most immediate previous three elections. One can almost lay these three maps on top of one another to confirm that there are almost precisely replicated Democratic and Republican majorities in each election.

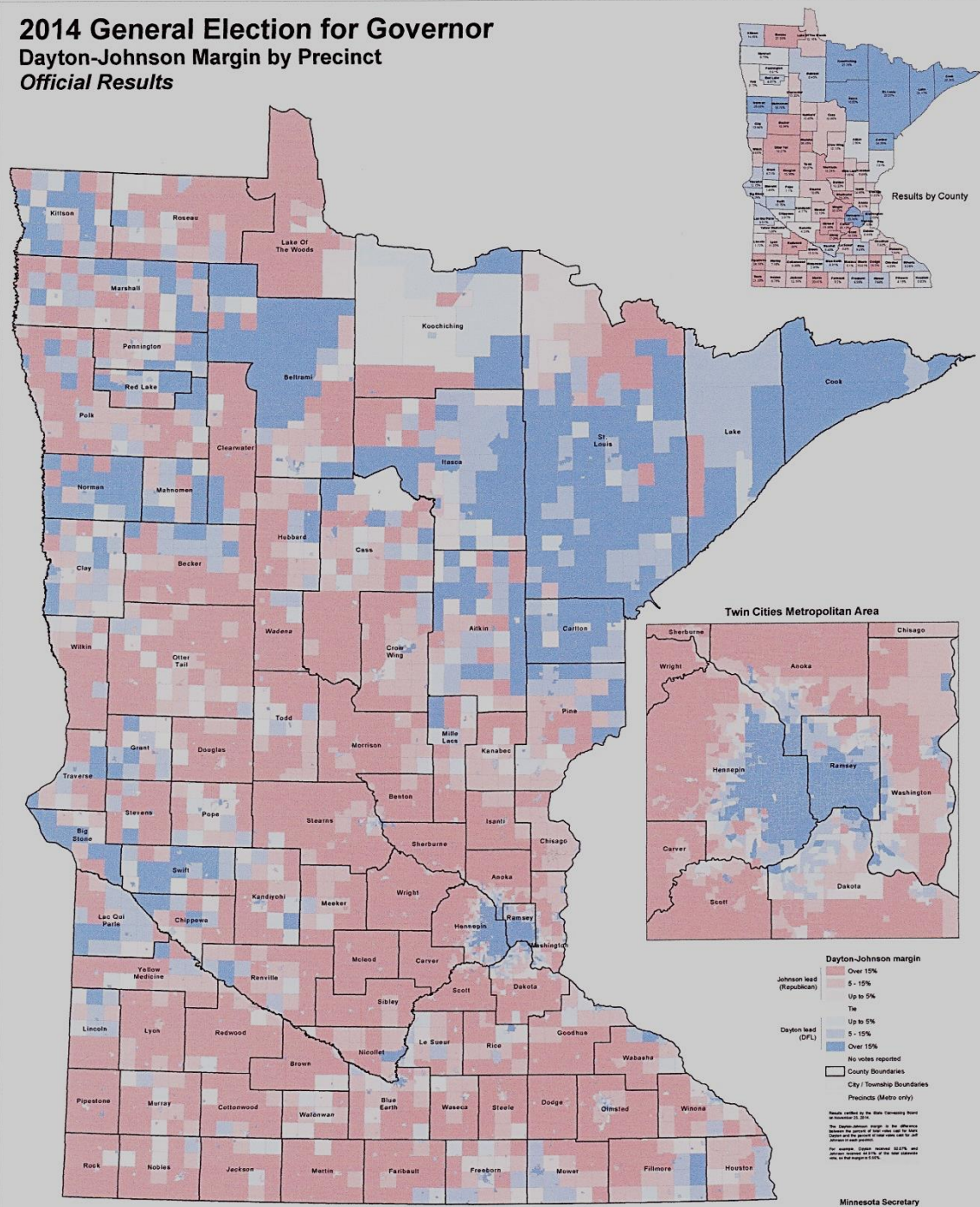


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Again, the wild card – which is not represented in the map presented for 2010, for example – is the strength of the third party and “independent” candidates in each election. Minnesota voters clearly have a tradition of voting for independents and third parties, a practice which transcends traditional partisan voting patterns.



**2014 General Election for Governor**  
**Dayton-Johnson Margin by Precinct**  
*Official Results*

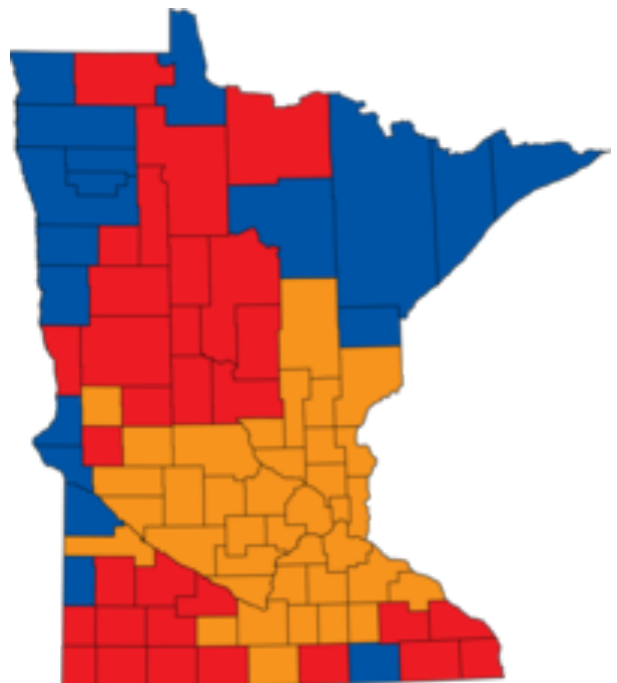


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Turnout in each of these elections is consistently high, ranging from 60% of potential voters in gubernatorial elections to 75% and higher in presidential years. Turnout in 2014 was approximately 50.51% of the electorate at just under two million voters (1,975,406). This number is below the established pattern in Minnesota, and may be due to the fact that Dayton was a formidable candidate widely expected to win the election. As it is the most recent experience, however, it is the base which we may expect for this year's special election, as well.

Turnout in a gubernatorial election reached a then-record high of 61% in 1998, when Jesse Ventura was elected. Analysis showed that the predominant factor in his victory was disaffection with the traditional parties, particularly among younger voters; a full 16% of those voting in 1998 took advantage of "same day" registration, and 70% of those voted for Ventura. Ventura also substantially upset the partisan patterns of the state, gathering a plurality of votes in virtually every county immediately surrounding the Twin Cities as show by the following map indicating 1998 plurality results in each Minnesota county, with "Ventura" areas indicated in yellow:

The critical observation from this map is that Ventura captured a plurality in counties previously dominated by *both* the Republican and Democratic parties, most particularly by capturing the western St. Paul/Minneapolis suburbs, and substantial pluralities in the Twin Cities themselves. The presence of Jesse Ventura in the race is therefore a clear "wild card" which may upset all previous patterns.



Given this political culture, it is not surprising that televised debates have been a key part of the electoral experience. Five separate debates between the Democratic and Republican candidates were held in 2010, and three have been scheduled for this year, one devoted to education/social issues, one to economic development and jobs, and one to any topic, without limitation. These events will be a crucial opportunity to focus both positive and negative messages about the candidates.

One final, key component in the political context of the current race will be the impact of the governorship of Mark Dayton, who was narrowly elected in 2010 and then convincingly re-elected in a three-way race in 2014. Scion of one of the founders of the Target department store chain, Dayton largely self-funded campaigns for the United

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States Senate in 1982 and 2000 (the second of which was successful), and then retired from the Senate in 2006. He re-entered politics in 2010, eschewing any relationship with the DFL party convention and won expensive primary and general election battles while expressly promising to raise both income and property taxes on the rich (on incomes over \$130,000 and property valued greater than \$1 million) in order both to eliminate the state budget deficit and strengthen Democratic programs.

Dayton was very narrowly elected with a winning margin of only a few thousand votes, with the third Independence Party candidate taking nearly 12% of the vote. Once in office, he was a strong proponent of Obamacare, same sex marriage, universal pre-kindergarten education, and the construction of a new stadium for the Minnesota Vikings (a move vehemently opposed by Governor Ventura eight years before).

Despite conflicts with Republican legislators, which led to a government shutdown in his first year of office, Dayton successfully campaigned for a change of legislative control to the DFL and then was decisively re-elected in 2014 with 50.4% of the vote, to the Republican candidate's 44%, and only 3% for the Independence Party candidate. Dayton was a notoriously poor speaker and campaigner, whose popularity apparently rested upon both his policies and his image as a "straight shooter."

### Candidate Profiles

#### **Betty McCollum**

The DFL candidate for governor, Betty McCollum, enjoys a personal history which largely reflects the values of the state. A now-divorced mother of two children, Betty is a Minnesota native who entered politics after 11 years as a retail sales manager at Sears Roebuck during which time she also worked as a substitute social services teacher under the St. Paul school system. Her introduction to politics was initiated when her daughter suffered a fractured skull on a slide in a city park—following the incident, McCollum ran for the North St. Paul City Council, in which she served for six years. In 1992, McCollum defeated the incumbent to be elected to the state House of Representatives, in which she served for eight years, after which she ran for Congress upon the retirement of a Democratic incumbent in 2000.

McCollum has served in Congress since 2000, during which time she has routinely been re-elected easily and has consistently supported the Democratic party agenda in Congress. McCollum has become a close associate of former Speaker Nancy Pelosi, serving as senior whip, but has not been the author of any landmark legislation. McCollum is a strong supporter of women's rights, abortion, universal health care (and, in particular, the Affordable Care Act), development of transportation projects, and the arts. McCollum received largely unfavorable publicity in 2012 when she sponsored an unsuccessful amendment to a defense appropriations bill seeking to eliminate the

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sponsorship of NASCAR racing teams by the Army, Navy and Marines. McCollum was also widely attacked by Republicans when a viral video showed her leading the Pledge of Allegiance in Congress, during which she omitted the words “under God.” McCollum has successfully fought for federal funding for a light rail line link between downtown St. Paul and Minneapolis and publicly clashed with then-Governor Rick Pawlenty when he vetoed a companion state funding law. McCollum kept the project alive with federal funds, until such time as it was fully funded and completed after the election of Governor Dayton and a DFL legislature.

### John Kline

The contrast between Betty McCollum and her Republican opponent, John Kline, could hardly be greater. Kline is a native Texan who, immediately upon his graduation from Rice University, entered into a 25-year career in the Marine Corps, culminating with his assignment to carry the so-called “football” of nuclear launch codes for both Presidents Carter and Reagan. He moved to Minnesota in 1994 in order to manage his wife’s family farm, and became involved in local Republican politics.

Kline twice ran unsuccessfully for Congress, in 1998 and 2000, against an entrenched Democratic opponent. On each occasion, Kline ran on a highly conservative platform, emphasizing his military experience (and that of his wife, who is a reserve nurse, and son, who is an Army helicopter pilot), and emphasizing Second Amendment rights, tax cuts, reduced government, and anti-abortion policies. With redistricting following the census of 2000, more Republicans were added to what was now the new Second District and Kline triumphed, aided by highly publicized sleazy tactics by his opponent. He has been easily re-elected since with majorities ranging between 53% to 57%.

In office, Kline has been one of the most consistently conservative members in the House, and became a close ally of House Speaker John Boehner. He was named by Boehner to head the National Republican Congressional Committee and was then appointed over several more senior members to become ranking minority member, and then Chair of the House Committee on Education and Labor.

While there is no landmark legislation which bears his name, he has consistently voted with conservative Republicans, repeatedly voting, for example, to repeal Obamacare, oppose same sex marriage, adopt the Ryan budget, and generally shrink the size of government. He has opposed the fiercest zealots of his party on some issues, however, voting for amendments to the “No Child Left Behind” act, supporting charter schools as well as the compromise in 2011 to avoid the so-called “fiscal cliff,” and chastising Republicans who campaigned on promises to immediately abolish the Department of Education.



## Jesse Ventura

Support for former Governor Jesse Ventura is clearly the most volatile and unpredictable factor in this election. While Ventura appears unlikely to win the election based upon our polls (and that of every other reported poll), his candidacy merits the closest attention (1) because he triumphed in 1998 despite similar polls at this point that year, and (2) because his candidacy will likely take more votes from McCollum than from Kline, possibly providing the decisive factor. It is therefore imperative to pay his history and campaign a close amount of attention.

Ventura's personal background is as exotic as his persona. After graduating from high school in Minneapolis in 1969, Ventura immediately entered the Navy, where he served as a Navy SEAL (then known as the Underwater Demolition Team, or UDT), for the last years of the Vietnam war. Emerging from the Navy in 1975, he became a body builder and professional wrestler—a profession which he pursued for the next 12 years, principally as the “bad guy” in matches. Thereafter, he became a WWF commentator and actor, appearing in seven movies in minor roles from 1987 to 1997. Returning to Minnesota in the early 1990s, he went to junior college, became a local “shock jock” radio commentator, and entered politics in 1994 with a successful run to become mayor of Brooklyn Park, a Minneapolis suburb, defeating a 25-year incumbent.

In 1998, Ventura launched a long-shot run for the governorship as candidate of the “Independence Party” which had been created by Ross Perot and gained ballot status by virtue of Perot's strong performance in the state. Spending only fraction of the amounts expended by his experienced opponents (DFL attorney general “Skip” Humphrey, and future senator Republican Norm Coleman), Ventura in his own words “shocked the world” when he prevailed with 37% of the vote. The reasons for Ventura's triumph have been endlessly analyzed by political scientists since. Among the more salient observations, however, are the following:

- Ventura was underestimated by his opponents. Humphrey, in particular, made a major strategic blunder by insisting that Ventura be included in every debate, assuming that he would be a distraction to the GOP rather than a hindrance to himself.
- Ventura skillfully utilized his resources to create entertaining, provocative ads which gained their own momentum without the necessity of paid broadcasting.
- Ventura was perceived as a refreshing, candid, common sense challenger to two established politicians from the most established wings of their respective parties. As has been noted, he wasn't conservative (as he favored gay rights, abortion rights, and public works projects such as the construction of commuter rail lines) or liberal (as he also favored guns, lower taxes and less government interference), but was a unique combination of so-called “common sense” values;

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like many who have followed (or tried to), he was the quintessential anti-politician.

- Several of the themes hammered by Ventura were highly salient among voters, most notably his opposition to a “giveaway” program to build a new professional sports stadium, and a promise to send checks of \$1,000 to every Minnesotan taxpayer as a “refund” of a then \$4 billion budget surplus.
- Ventura concentrated his campaign entirely in the Twin Cities and made skillful use of the internet (which was then comprised essentially of a creative and interactive home page).
- Ventura motivated new voters, winning 70% of the vote of a record 56,000 new voters who registered on the same day as the election (16% of the total), creating a then-unprecedented 61% turnout for a gubernatorial election (all of which are held in Minnesota in a non-Presidential year).
- As noted above, Ventura won in both traditionally Democratic and Republican precincts, although a careful analysis of his vote statewide showed that he drew more from Democratic Humphrey than from the Republican Coleman. Ventura won among young voters, among male voters, among the better educated (high school and some college), and among the families most economically secure. If there was a common theme, it was the belief that voters were sufficiently secure to “risk” a vote on an attractive unknown.

Once in office, Ventura’s popularity skyrocketed into the 70% range during his first two years in office. Following through on campaign promises, he returned rebate checks to taxpayers, started construction of a light rail system from the Twin Cities to the suburbs, and generally appointed competent managers as commissioners to compensate for his own woefully inadequate knowledge of government process. He also provided good entertainment, frequently travelling the nation to make appearances on television, radio, and in person. These appearances proved both an asset and debit, however, as Ventura’s outlandish statements (most notably, condemning all adherents of organized religion as weak sisters) offended as frequently as they entertained.

After several confrontations with the legislature, Ventura’s popularity in his final two years plummeted into the range of 40% (still higher than the 37% who elected him)—the \$4 billion state surplus had turned into a \$4.5 billion deficit, and he determined not to run for a second term. His hand-picked successor, a highly qualified former DFL congressman who had served in Ventura’s administration, gathered only 12% of the vote in 2002, when conservative Tim Pawlenty began the first of his two terms.

Since retiring from the governorship, Ventura has continued to pursue his career as a professional celebrity, hosting several cable television and radio shows, and publishing six books. He has continued to offer “common man” commentary on political issues, as well as publicize some positions which can only be described as bizarre. Publishing a book on his governorship, for example, he revealed that the “CIA had a permanent



operative planted in the Minnesota government,” and advised that it was necessary for him to broadcast his radio show from an unknown location in Mexico in order to avoid the “CIA drones” which kept him under constant surveillance. He also successfully sued “American Sniper” Chris Kyle for defamation due to lies about Ventura in Kyle’s best-selling book and only this year was subject of a documentary film which was featured at the Tribeca Film Festival.

Poll Analysis

The campaign recently conducted an extensive baseline and message-testing polling throughout the state. Principal findings drawn from this information are as follows:

**1. Jesse Ventura is gaining support and poses the principal challenge to McCollum.**

While the poll shows McCollum virtually neck-and-neck with Kline in the election overall, the poll further confirms that the principal movement in public opinion from August to September is a steady and significant rise in support for Ventura. The “Ventura boomlet” is evidenced both by his rise in favorability ratings and in projected share of the vote as shown by the following:

<b>Familiarity and Favorability Ratings</b>		
	AUGUST	SEPTEMBER
McCollum	81% familiar 45% favorable	86% familiar 45% favorable
Kline	60% familiar 26% favorable	77% familiar 32% favorable
Ventura	21% familiar 13% favorable	42% familiar 25% favorable

<b>Projected share of votes</b>		
	AUGUST	SEPTEMBER
McCollum	40%	37%
Kline	31%	35%
Ventura	7%	<b>13%</b>

While these projections show a notable increase in support for Kline, this was to be predicted as his “familiarity” rose during the campaign, alongside his appeal to traditionally Republican voters. The more notable shift, however, is the dramatic increase in support for Ventura, which by all indications is coming at the expense of support for McCollum.

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This erosion of support for McCollum by Ventura is further confirmed by the fact that an even 50% of current Ventura supporters indicate that they “would vote” for McCollum were Ventura to “drop out,” while only 33% answer that they “would vote” for Kline. While Ventura clearly won’t, in fact, drop out, the data thus clearly indicates that he is disproportionately appealing to voters who would otherwise be with McCollum. As nearly 43% of the electorate still, even at this late date, show that there is a “reasonable chance” that they will switch allegiance before election day, these trends are most troublesome, indeed.

The bottom line: Both McCollum and Kline appear to be solidifying their support among the traditional Democratic and Republican bases, respectively. While not appearing to pose a threat to be elected, Ventura is still attempting a repeat of his surprise victory in 1998 by appealing to true independents and those voters who are disaffected by traditional politics. Additionally, most of this appeal is directed at voters who would otherwise support McCollum. Even if he doesn’t win, any further increase for Ventura is likely to lead to victory for Kline. The good news is that support for Ventura appears to rest on a shallow base since, as noted above, only 25% of the electorate gives him a “strongly or somewhat favorable” personal rating, in contrast with the outstanding 45% favorability rating enjoyed by McCollum.

Accordingly, while continuing to build the Democratic base and draw contrasts with the GOP candidate, it is necessary to respectfully but firmly remind voters of everything that they *didn’t* like, don’t know, or don’t choose to remember about Ventura, lest he play the role of spoiler or, worse, emerge as a surprise victor yet again in a divided electorate.

### 2. **Self-identified “independent” voters are the key to the election.**

As noted, the latest polls indicate that the election is at present effectively a dead heat between McCollum and Kline, with Ventura gaining support principally at Democratic expense. Only 54% of those responding indicate that they are “almost certain” to stick with their current preference; the remaining 46% are to some degree, in play. While “uncertainty” is prevalent among all voters, it is significant that an identical 60% of both self-identified Democrats and Republicans report that they are “almost certain” to stay with their current choice. Among self-identified “independent” voters, the like figure is only 41%, with 21% indicating that they “might switch,” while 33% indicated that they were still undecided. As a full 28% of the electorate self-identifies as “independent,” this cohort will form the key battleground for the remainder of the campaign.

“Independents” have long been predominant in Minnesota politics (actually constituting a plurality of Minnesota voters as far back as the 1980s), and will

thus play the critical role in this election, as well. These voters exist in every demographic category, with a concentration among older men over age 55, where they comprise 38% of this cohort. While it is thus impossible to identify a demographic or geographic group which represents the undecided “independent” voter, we do know that there is at least a concentration among older men. Media strategy, in particular, must therefore avoid partisan over-identification and be designed to appeal to an older audience.

3. **The development of jobs and the economy remains the key issue in the campaign, with “taxes” a strong but distant second.**

The key issue in the minds of voters is clearly the economy, with 31% identifying the “economy, generally” and an addition 21% identifying “jobs / unemployment / jobs leaving the state” as the most important issue. Taxes were the second most important issue identified by 32% of the electorate, with a notable 40% of self-identified “independents” identifying it as the most important issue. In contrast, the “budget / deficits / state budget” was identified by only 16% of the electorate as the most important issue confronting the next governor.

This focus on the economy can be emphasized to the benefit of McCollum in two ways: First, it affords an opportunity for McCollum to emphasize her strong record on supporting education as the means of supporting economic development in the state. “Investing in education” was strongly supported by the polled electorate as the principal means by which it would be possible to create and preserve jobs, with 52% rearing this would affect jobs “a great deal” and an additional 30% agreeing that it would provide “some” support for development of jobs.

“Investing in job training programs” was also supported by 76% of the electorate as a means to improve the economy and preserve jobs. A stark contrast can thus be drawn between McCollum’s record and that of candidate Kline, who has generally voted with the GOP in Congress to curtail federal support for education, and who voted to cut k-12 funding by \$300 million (the most effective attack tested against Kline), which raised “doubts” about his prospective performance as governor among 74% of the electorate (including 36% of independents). At present, a plurality of 34% of the electorate (including 25% of self-identified independents) believe that McCollum can do best in “creating and preserving good paying jobs,” while a full 50% (including 47% of independents) agree that she will do the best to “invest in better public schools.” 65% of the electorate further find that McCollum’s commitment to “increase funding for education every year” is a convincing argument for her election. The economy and education should thus be strongly tied together in all aspects of our campaign.

Second, the strong interest in “taxes” as a salient issue can allow McCollum both to solidify her own “fairness” position on taxes and to directly attack Ventura, who has proposed an unnecessary increase in the state’s sales tax as a means to balance the budget. 58% of the electorate (including 59% of independents) harbors doubt that McCollum’s “tax and spend agenda” will crush the economy, and only 14% of those were convinced by the proposed response that McCollum’s tax plan will restore fairness. Ventura’s position provides a golden opportunity both to illustrate McCollum’s principles of taxation while at the same time exposing the irresponsibility of Ventura. McCollum’s strong position should be that Governor Dayton’s fair increases in taxes on the wealthy have dealt with the budget issue, even as she strongly opposes a highly regressive increase in the sales tax, which will directly affect the middle class.

**4. *Kline’s opposition to abortion rights may be a strong “sleeper issue” in the campaign.***

Consistent with prior practice and policy, our poll confirmed that a substantial majority of Minnesotans, 52%, support a woman’s right to have an abortion with either no or minor restrictions. While this has not been a contested issue in the state for some time, this fact opens a window to attack the record of Congressman Kline, who has consistently voted in Congress to restrict abortion rights by prohibiting any federal funding for abortion, end stem cell research, and prohibit minors from crossing state lines in order to obtain an abortion. Exposing this position in the campaign may reinforce the McCollum message that Kline is *not* “one of us,” while expanding McCollum’s appeal to all women voters. Ventura, of course, has been an early and consistent supporter of a woman’s right to choose and may be expected to join in this attack on Kline.

**5. *Several of the tested messages have proven effective in increasing the support available to McCollum.***

Given the neck-and-neck nature of the race, the best news emerging from the polling is that several of the messages tested proved highly effective in moving undecided and marginal voters into the McCollum camp. Among the most salient issues are the following:

- *Commitment to cut spending, EXCEPT for education:* 68% of the electoral found this argument convincing, including 32% “highly convincing.”
- *Increase investments in education:* 64% convincing, including 31% “highly convincing.”
- *Streamline inefficient government:* 66% convincing, including 28% “highly convincing.”



While none of the tested messages was found “convincing” by less than 56% of the electorate, the themes above clearly were most effective. After reviewing the arguments to be advanced on her behalf, support for Betty rose from 37% to 41%. The need, therefore, is to emphasize a commitment to the middle class, and emphasize economic development through education.

6. **An attack message against both Kline and Ventura will be both effective and necessary.**

Several of the tested messages against our opponents raised both “major” and “minor” doubts about our opponents, even though the overall support for each candidate varied only marginally from the substantial plurality enjoyed by Betty after testing of the positive messages. Given the “horse race” polling showing a surge for Ventura, as well as a strong challenge from Kline, it will be unavoidable and necessary to highlight the contrast between these candidates and McCollum. Among the stronger messages of contrast are the following:

- *Kline’s position to eliminate the minimum wage:* 70% of the electorate found that this position raised doubts, including 45% who found that it raised “major” doubts.
- *Kline’s missed vote in Congress:* 71% effective, including 44% who found “major” doubts.
- *Kline’s votes to reduce education:* 74% found “doubts,” including 43% “major” doubts.
- *Ventura’s support for an increase in the sales tax:* 74% found that it raised “doubts,” including 31% “major” doubts.

The poll also found that Kline’s economic plan raised “doubts” among 76% of the electorate since the figures don’t add up. Launching a major attack against Kline on budget issues, however, would be inadvisable because the “state budget” is not a comparatively salient issue, being ranked as most important by only 16% of the electorate. Focusing on budget issues, moreover, may backfire on McCollum, as a majority of the electorate finds doubts in Betty’s own reputation as a “big spender,” which are not assuaged in any meaningful fashion by our counter-messaging. While it will be impossible to ignore this point when raised, our principal campaign, therefore – from both a positive and negative perspective – should have a sharp focus on jobs, education, and middle class prosperity.

### Campaign Vision

As the race unfolds for governor, there are three political variables the campaign must consider – party, gender, and the economy. These variables have historically shaped the dynamics of a winning statewide campaign in Minnesota. In recent years, the state



has witnessed competitive swings in favor of both Republicans and Democrats. Our winning strategy builds from driving a message of a state that works for all its citizens by providing access to an honest government, educational reform, and a thriving economy.

### **The Party Factor**

The Democratic-Farmer-Labor Party (DFL) has enjoyed considerable wins over the past several years by upholding the principles and ideals of the Democratic Party. However, Betty faces the task of convincing voters in a state where Republicans, Democratic and Independents have gained winning levels of support among voters in any given year.

The constant political shift that has taken place in Minnesota for more than sixty years should not be underscored by the campaign. Even with the 2010 election of DFL Governor Mark Dayton, Republican candidate, Tom Emmer trailed by less than 9,000 votes.

Also worth noting, is a similar shift in the state's legislative body. Since the early 1990's the balances of power have constantly switched between both House and Senate chambers, which has resulted in renewed debate on a broad range of issues facing the state – the legislative shift may or may not affect the gubernatorial debate; however, the shift is worth bearing in mind.

When considering elections statewide during presidential election years, Minnesota has the longest streak of voting for the Democratic candidate in presidential elections of any state, having not supported a Republican candidate since 1972. In 2008, Barack Obama carried the state with 54% of the vote to John McCain's 44%, and was backed for re-election, giving him 53% of the vote, while Republican challenger Mitt Romney failed to carry the state with only 45%.

We intend to use every resource possible to figure out how to make the electorate parallel that of an Obama election year, minus Barack Obama. Additionally, we will be focusing in on Mark Dayton's successful tenure as the state's first DFL governor since 1986 when Rudy Perpich won his bid for reelection.

### **The Gender Factor**

Women remain under-represented in Minnesota political offices with less than 27% representation within city councils throughout the state. Over half of the state's county commission seats include no women; and since the 2010 election cycle, the number of women has significantly declined in that state's legislature. Despite these statistics, women have made considerable strides towards the path to political office across nearly every level of government in Minnesota. These include three statewide executive officer holders – Lieutenant Governor Tina Smith, State Auditor Rebecca Otta and the state's



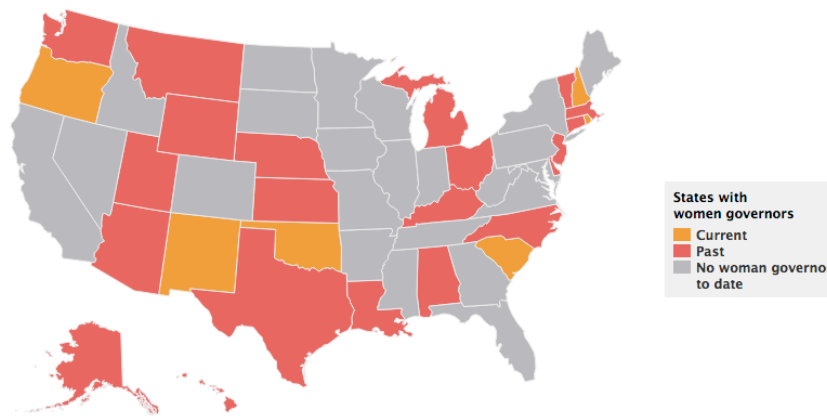
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Attorney General Lori Swanson.

More than any other group, women, and college-educated women in particular, appear to hold the key for this year's election. According to all surveys done since 2014 the results show that 49% of women polled would prefer a state controlled by Democrats, while 39% say they prefer one controlled by Republicans.

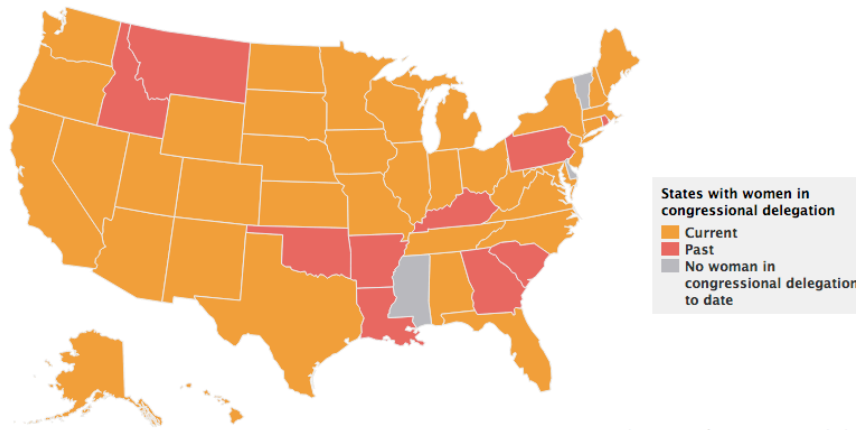
That 10-point advantage among women stands in stark contrast to the findings among men, who prefer Republicans to control Minnesota by a 13-point margin. Perhaps as important, those findings among women are better for the Democrats than the results seen in polling conducted in 2010, and similar to the findings in 2012, when President Barack Obama won re-election.

According to early campaign polls, Betty McCollum held an advantage among women, winning more than half of the female vote by campaign on pocketbook issues, from supporting an equal pay bill to reducing the number of women and children living below the federal poverty line.

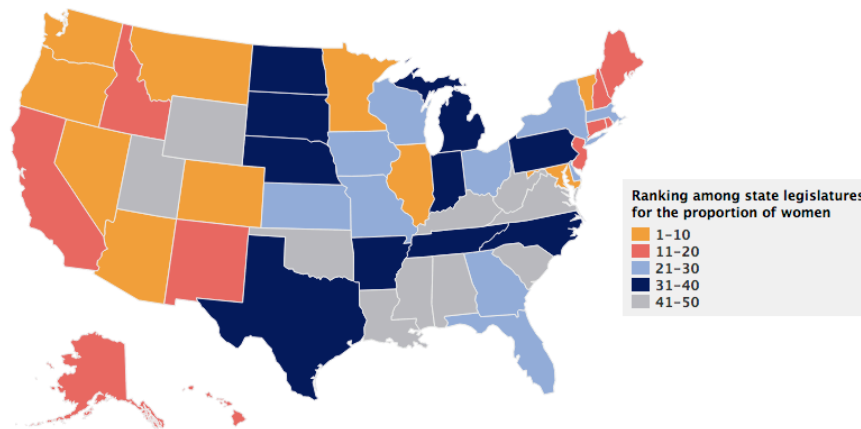


The state's changing demographics have witnessed a growing contingency of educated, liberal-leaning woman emerging throughout the entire state. These female voters – spanning across all political affiliations have the capacity to shift the electorate in favor of Betty McCollum for Governor.

The team must seek progressive measures to engage women at every level, which will also increase the number of women voters throughout the state; serve as a catalyst for an increased representation of women in local, state and national office; facilitate an increased percentage of women in leadership positions at every level of government; and essentially further the advancement of women in leadership in the state's public, private and nonprofit sectors.



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## The Economic Factor

According to recent economic indicators, Minnesota is home to a total of 19 Fortune 500 companies and also happens to have one of the lowest unemployment rates in the nation. The state boasts a wide variety of industries, has a healthy real estate market and the low cost of living has enabled Minnesotans with a sense of financial freedom for access to housing, food, clothing, energy, recreation, and more.

The tenure of Mark Dayton proved that the DFL Party is great for Minnesota and has ushered in a stronger climate for business and economic growth by raising the income taxes on high earners to balance the state's deficit-plagued state budget and has increased funding for education by paying off 2.8 billion to the state's various educational vendors while adding more than 170,000 jobs and simultaneously lowering



the unemployment rate to it's lowest in eight years.

Under the leadership of Governor Dayton and the DFL Party, a bill increasing the minimum wage was passed, property tax relief was provided to those in the lower income bracket and the middle-class was given tax breaks.

The campaign must mirror the work of the previous administration ensuring Minnesotans that the DFL party has proven itself as the best party to keep Minnesota moving forward by stabilizing the state's finances with a \$1 billion surplus and will continue the work of Dayton to increase funding for roads and bridges, continue the tuition freeze and boost aid to K-12 schools and provide tax breaks for child-care costs.

Betty's plan to continue the state moving economically will resonate with voters throughout the entire state and will also provide a wide range of industries with the assurance that Minnesota is a great place for business.

### Electoral Targeting Plan

Our voter goal for this statewide election is 875,000 votes.

According to the most recent statewide election data, there are 3,945,136 estimated eligible voters and over the course of the past eight election cycles these numbers have remained relatively stable with an average yearly increase of 200,000 – 600,000 new voters.

Since 1974 when state law permitted Election Day registration, the voter roll has increased semi-annually, ranging from 137,864 – 581,904 with presidential election years experiencing the highest increase in voter registration and participation. We do not know the final registration numbers for 2015, but with recent trends we project the number of registered voters to increase by an additional 150,000 – 200,000.

DFL candidates with victorious campaigns have generally won 950,000 votes. The most recent gubernatorial campaign of Mark Dayton garnered 989,114 votes in 2014 and 919,232 votes in 2010. As previously noted, Dayton's 2010 Republican opponent trailed by less than 9,000 votes. The high mark for Democratic votes is President Obama's 2008 performance of 1.57 million and he received 1.54 million votes in 2012.

Given the off-year nature of this election, however, we anticipate significant declines in turnout.



### **The Voter File**

The accuracy of Minnesota’s voter file is essential to the success of the campaign; expressly, how the campaign both targets and communicates with voters. The more precise the registry is, the more efficiently the campaign can operate.

In order to achieve the most accurate file, the campaign should explore firms that specialize in voter data list accuracy. A firm that specializes in understanding the challenges of maintaining an accurate voter list is both helping and useful. The vast majority of individuals that move notify their banks, car lenders, family and friends – even magazine subscriptions—before they change their voter registration.

However, with cutting edge technology and the use of secure, third-party data, significant strides have been made in a political campaign’s ability to flag voters who have possibly moved. The advantage of this data is that it uses nationwide data, and can catch people not caught by the Department of Motor Vehicles, National Change of Address, the Secretary of State and other means of record holding.

A clean and accurate voter file will also improve methods of communicating with voters by electronic mail, direct mail targeting, social media and other technological advances used to identify electoral targets. The file should also be periodically matched against the Secretary of State election file to identify newly registered voters.

### **Women for McCollum**

Minnesota’s female population, especially given its size, diversity, and importance to the success of the campaign will be engaged on many different levels. This constituency group is critical as the campaign must secure a very high percentage of the women voters across all political affiliations to drive a large number of voters who do not typically turn out in an off election year to the polls. Given the campaign’s unique character as the only female candidate for governor, women of Minnesota are presumably the campaign’s largest base.

In order to overwhelmingly secure the support of this constituency, the campaign must engage women in the following ways: as a crusader for economic equality; as a guarantor of equal rights for women; as a champion abortion rights, reproductive freedom and other women’s health issues; and as a united force that denounces racism, bigotry, and violence against women.

### **African Americans, Native Americans, Asians, and Latinos for McCollum**



Minnesota's African American, Native American, Asian, and Latino communities all serve as a core group of constituencies throughout the state and have given meaningful support to the DFL Party. Although together this group represents less than 20% of Minnesotans their support remains crucial to the campaign's success.

The campaign must identify leaders throughout each community to spread the campaign's message of a completely inclusive state working to create a Minnesota that is economically successful for all cultures and communities, supports diversity among leaders at every level of the state, provides access to educational attainment and works to end racism, xenophobia and all acts of cultural and ethnic discrimination.

### **Students and Other Communities**

Minnesota's high population of university students between the ages of 18-27 should be divided into two segments: those who have graduated and those who are still matriculating. The campaign is working with the Young Democrats of Minnesota to actively identify at least one leader on all college campuses.

Other communities of special interest are seniors and members of the LGBT community. Each group is active and well organized. We must engage all leaders within this community to gain volunteers, fundraising and possibly validators.

The scenario will be adjusted periodically with additional research, voter file work, and analytics.

### How We Win

1. Start with a base
2. Add and build from the base
3. Play defensive with wedge and social issues

Minnesota has seen competitive swings in favor of both Republicans and Democrats at several points in recent years. After the 2011 government shutdown, Democrats appear to have swung back. In 2012, President Barack Obama won the state with 53 percent of the vote to Republican presidential nominee Mitt Romney's 45 percent, only a slightly smaller margin than he had in 2008.

With the recent and successful tenure of Mark Dayton, there is no great time than the present to continue the thriving political polices of the DFL Party. The campaign must develop a strategy that will establish Betty McCollum as the candidate that understands Minnesotans and will progressively seek out measures to continue moving the state forward.



As we connect with the voter feelings through the use of stories, facts or logic, we lead them one step at a time to our point of view, always remaining respectful of the feelings and opinions we started with. After connecting and leading, we must then leave an indelible mark on voters by identifying and highlighting messages that they will remember months later through the use of metaphors, images, or phrases that will make the campaign more memorable than our opponent's.

### **Defining What We Stand For**

McCollum for Governor must build a solid campaign by becoming a game changer in statewide Minnesota politics. Provide voters with concrete examples of how the candidate's visionary leadership has served Minnesota's 4th Congressional District well over the last fourteen years, expound upon her ability to work across party lines as a Member of Congress who has witnessed the shifting of political powers in Congress, and how McCollum's savvy political style has ushered her into national spotlight by developing relationships with other city, state, federal and world leaders.

We must develop a campaign that unites all of Minnesota. This campaign should inspire people across the state with the promise and hope for a better future, a better community and a better Minnesota. These efforts will provide voters with something much more concrete than just a name by welcoming the candidate with euphoria as their hero, their liberator and without the slightest of doubt, their deliverer.

### **Remaining Strong in the Eye of the Public**

Leave no stone unturned by making each day count for either a vote or a dollar. While it may be too early to begin tallying votes, it is never too early to have your face seen by the people. The candidate should begin attending community functions throughout all of Minnesota. This will establish McCollum as a leader with her pulse on the desires of the community. Engage voters by calling into radio shows across the state with the sole agenda of expression your desires for a better Minnesota.

The campaign should explore opportunities to attend events that will attract large numbers of people, including, but not limited to sporting events, county fairs, community forums, festivals and religious services. These activities will expose the candidate to the community while suggesting her as the clear choice for the future of Minnesota.

### **Building Small, First**

Many unsuccessful campaigns only focus on large populated areas, because they hope to gain many votes at one time. However, it is essential for the campaign to recognize



that smaller communities and groups often have close ties and strong beliefs. Once you have them on your side, they will stick with you and put a good word out to the public for you. These small groups become your grassroots, door-to-door advocates and campaign volunteers in satellite offices throughout the state, and enables McCollum to distinguish herself as the more community and civic-minded candidate.

### Campaign Execution Timeline

#### **May**

- 1<sup>st</sup> - Official Campaign Launch
- 4<sup>th</sup> - First Mondays: Strategy Team Meeting
- 9<sup>th</sup> - Community Outreach
- 11<sup>th</sup> - 14<sup>th</sup> Congressional Power Meetings – Washington, D.C
- 15<sup>th</sup> Fundraising Committee
- 15<sup>th</sup> - 2<sup>nd</sup> Thursdays: Volunteer Recruitment and Training
- 16<sup>th</sup> - Community Events
- 18<sup>th</sup> - 21<sup>st</sup> Coalition Building
- 23<sup>rd</sup> - Community Outreach
- 25<sup>th</sup> - Press Conference – Mark Dayton & Tim Pawlenty Endorsement
- 26<sup>th</sup> - 28<sup>th</sup> Solidify Base Strategy Meeting
- 29<sup>th</sup> - Field and Communication
- 30<sup>th</sup> - Community Events

#### **June**

- 1<sup>st</sup> - First Mondays: Strategy Team Meeting
- 4<sup>th</sup> - Fundraising Committee
- 5<sup>th</sup> - Women for McCollum Initiative Launch
- 6<sup>th</sup> - Community Outreach
- 8<sup>th</sup> - 11<sup>th</sup> State Legislative Coalition Building
- 12<sup>th</sup> - Students for McCollum Voter Registration Drive
- 13<sup>th</sup> - Community Events
- 15<sup>th</sup> - Press Conference – Republicans for McCollum
- 18<sup>th</sup> - 2<sup>nd</sup> Thursdays: Volunteer Recruitment and Training
- 20<sup>th</sup> - Community Outreach
- 22<sup>nd</sup> - 26<sup>th</sup> Grow the Base Week

#### **July**

- 4<sup>th</sup> - Community Outreach
- 6<sup>th</sup> - First Mondays: Strategy Team Meeting

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7 <sup>th</sup> -	Fundraising Committee Strategy
10 <sup>th</sup> -	2 <sup>nd</sup> Thursdays: Volunteer Recruitment and Training
11 <sup>th</sup> -	Community Events
14 <sup>th</sup> -	Field and Communication
16 <sup>th</sup> -	Coalition Building
18 <sup>th</sup> -	Community Outreach
20 <sup>th</sup> -	Fundraising Committee Strategy
23 <sup>rd</sup> -	Coalition Building
25 <sup>th</sup> -	Community Events
27 <sup>th</sup> -	Media Day
29 <sup>th</sup> -	Community Re-engage
30 <sup>th</sup>	Field Persuasion

## August

1 <sup>st</sup> -	Community Outreach
3 <sup>rd</sup> -	First Mondays: Strategy Team Meeting
5 <sup>th</sup> -	Fundraising Committee
6 <sup>th</sup> -	Coalition Building Meetings
8 <sup>th</sup> -	Community Events
9 <sup>th</sup> -	Women for McCollum Fundraiser – Featuring Hillary Rodham Clinton
10 <sup>th</sup> -14 <sup>th</sup>	Senior Citizen Engagement Week
13 <sup>th</sup> -	2 <sup>nd</sup> Thursdays: Volunteer Recruitment and Training
15 <sup>th</sup> -	Community Outreach
16 <sup>th</sup>	Mark Dayton Fundraiser
17 <sup>th</sup> - 21 <sup>st</sup>	Base Building Week
22 <sup>nd</sup> -	Community Events
24 <sup>th</sup> -	Satellite Office Conference Call
25 <sup>th</sup> -	Urban League Luncheon – Keynote Speaker
26 <sup>th</sup> -	Jon Corzine Fundraiser
27 <sup>th</sup> -	Fundraising Committee
29 <sup>th</sup> -	Community Events

## September

2 <sup>nd</sup>	Community Outreach – Labor Day Weekend
7 <sup>th</sup> -	First Mondays: Strategy Team Meeting
8 <sup>th</sup> -	Fundraising Committee
9 <sup>th</sup> -	Coalition Building
10 <sup>th</sup> -	Jane Harman & Mothers for McCollum Fundraiser
11 <sup>th</sup> -	2 <sup>nd</sup> Thursdays: Volunteer Recruitment and Training
12 <sup>th</sup> -	Community Events
14 <sup>th</sup> -	Field Persuasion Strategy Meeting



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- 16<sup>th</sup> - Community Leaders Coalition Building
- 17<sup>th</sup> - Statewide Voter Registration Drive
- 18<sup>th</sup> - Community Volunteerism
- 19<sup>th</sup> - Community Outreach
- 21<sup>st</sup> - Fundraising Committee Meeting
- 22<sup>nd</sup> - Friends of McCollum Fundraiser
- 24<sup>th</sup> - Satellite Office Conference Call
- 26<sup>th</sup> - Community Events
- 28<sup>th</sup> - Media Day
- 30<sup>th</sup> - Absentee Ballot Drive

## October

- 1<sup>st</sup> - Field Persuasion Strategy Meeting
- 3<sup>rd</sup> - Community Outreach
- 5<sup>th</sup> - First Mondays: Strategy Team Meeting
- 7<sup>th</sup> - Obama for McCollum Rally
- 8<sup>th</sup> - 2<sup>nd</sup> Thursdays: Volunteer Recruitment and Training
- 10<sup>th</sup> - Community Outreach
- 11<sup>th</sup> - Field Persuasion Meeting
- 12<sup>th</sup> - Absentee Ballot Drive
- 13<sup>th</sup> - Statewide Senior Center Outreach
- 14<sup>th</sup> - LGBT & Senator Tammy Baldwin Fundraiser
- 15<sup>th</sup> - Volunteer Training / Field Persuasion Meeting / Senior Staff Meetings
- 17<sup>th</sup> - Community Outreach / Election Day Strategy Meeting
- 18<sup>th</sup> - Nancy Pelosi Fundraiser
- 19<sup>th</sup> - Prince Concert and GOTV Rally
- 22<sup>nd</sup> - Fundraising Committee Meeting
- 23<sup>rd</sup> - Absentee Ballot Drive / Statewide Community Events
- 24<sup>th</sup> - Community Events / Statewide Satellite Office Conference Call
- 26<sup>th</sup> – 30<sup>th</sup> - Voter Registration Drive and GOTV Week
- 31<sup>st</sup> - Minnesota Oktoberfest Concert and GOTV Rally

## November

- 1<sup>st</sup> - Field and Communications / GOTV
- 2<sup>nd</sup> - GOTV Concert and Rally
- 3<sup>rd</sup> - Election Day

# Communications Strategy





The communications plan will be an intricate part of the campaign. The ability of Betty McCollum to spread awareness, communicate campaign ideas and messages, and communicate the overall vision of the campaign relies on the communications plan's ability to effectively contact and communicate with the electorate. This communications plan seeks to lay the rails for which the campaign can ride to victory.

As discussed previously in the campaign plan, in order to establish a successful communications strategy and plan, a vision must be created. Our vision must encompass the three political variables discussed previously in the campaign plan; party, gender, and the economy. From there, the campaign must effectively communicate messages based on these variables to the electorate.

The goal of the vision is to generate a purpose and theme for our messaging and candidate; and it is the responsibility of the communications team to communicate that purpose to voters. Our vision, through communications, will have the ability to catch the interest of a potential voter, even if just for a brief moment during their day. It will give the electorate hope and promise, action and ability, and trust in what Betty McCollum stands for. It is essential that the messaging of this campaign resonate through voters, mobilizing them to put Betty McCollum into office. The vision of the media strategy is the building block from which a successful campaign is carved.

For our candidate, the vision embodies major issues facing the electorate of Minnesota. Our campaign vision needs to communicate that Betty worked to better Minnesota as a longtime public servant, and will continue to better the state as Governor. Playing off her past successes, our vision will help portray her as a credible and experienced candidate who is able to continue her success as Governor. A message will be created to communicate the three main variables in the campaign vision.

### Our Message

The message, *Betty McCollum: One of Us, On Your Side*, will become the main theme of our communications, strategy, and messaging. It is essential that all communications staff, as well as all campaign staff, understand all aspects of the message in order to ensure a successful communications campaign. The overall message of our media will aim to motivate voters. It will give the voter a sense of Betty's commitment to Minnesota. The words "one of us" will prove to invoke the image of Betty as an "everyday" Minnesotan. The words "on your side" portray Betty's commitment to the people of Minnesota. When faced with the message, voter will think of what issues are important to them, while having a sense that Betty will stand with them on those issues. This message will give the electorate hope, while also providing a sense of trust in our Betty.



### Betty's Personal Journey

Betty McCollum's story of perseverance in government will be highlighted in our messaging. Betty McCollum first got involved in politics after her daughter was injured playing on a slide, prompting her to run for town council. Betty then went on to serve in the State House before becoming the second women in history from Minnesota to be elected to the US House of Representatives. In the House, Betty personified a strong leader, serving in senior positions on various different committees and caucuses. Betty's accomplishments not only as a Representative, but also as a working woman and mother highlight her perseverance and strength. Prior to her career in politics, Betty was a high school social sciences teacher, as well as a successful relator. Betty now lives in St. Paul and is the mother of two adult children.

A biographical narrative around "Betty's Journey" will be defined and implemented in order to provide the electorate with a backdrop to her candidacy. The narrative will highlight Betty's past accomplishments and her perseverance as a woman in government, playing off her roles as a mother, teacher, and elected official. This narrative will provide a base from which our media and messaging will formed and implemented, as well as portray Betty as "one of us." The people of Minnesota will come to view Betty as a candidate that not only stands with them, but also is one of them. This narrative will differentiate Betty from the other candidates, breaking the mold of "establishment" candidate.

### District Media Profile

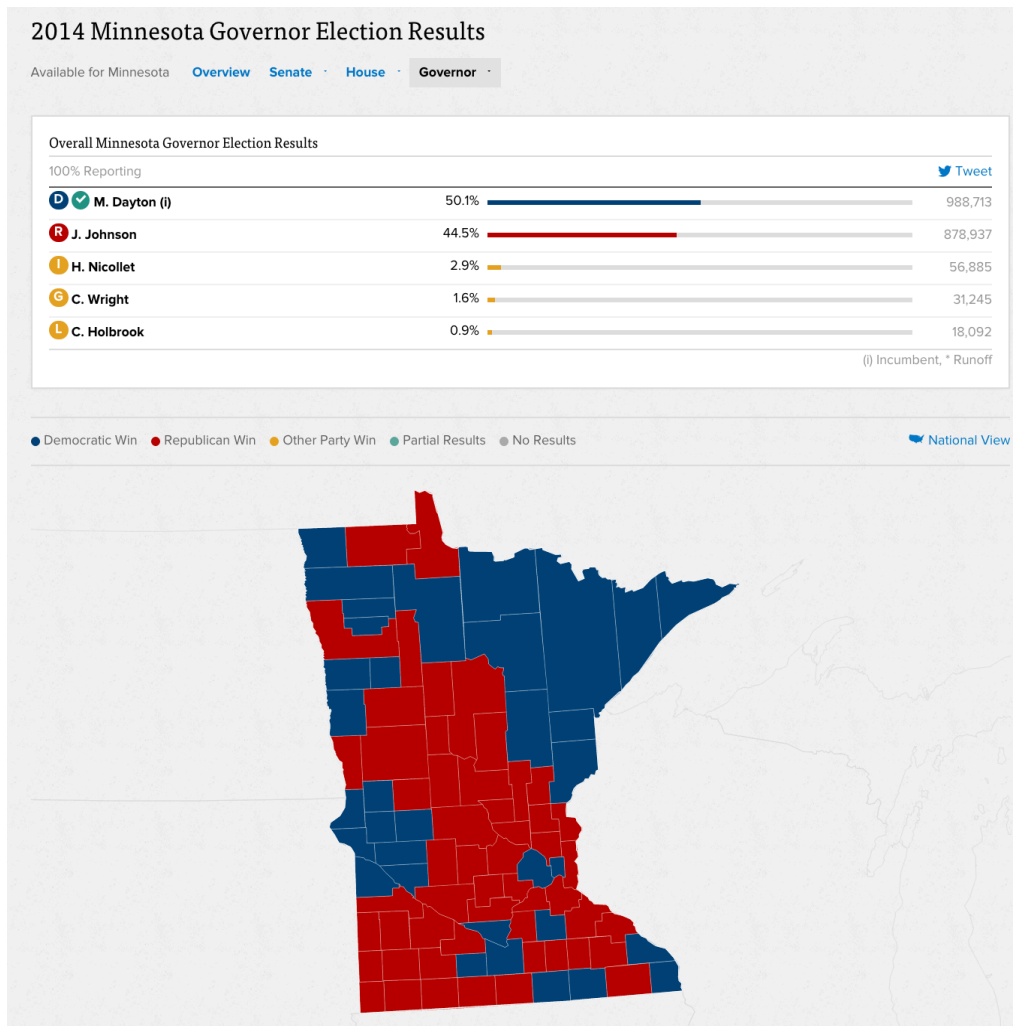
As discussed earlier, the political and demographic profile of Minnesota is an essential part of a media and communications plan. Not only does the political and demographic profile show the make up of the district, it also provides an understanding of the voter, which in turn allows for target media to be formed in which our campaign can use to gain the maximum votes to win. It our aim is for the communications strategy to conform to the makeup of the electorate. As discussed in the demographics portion of this campaign plan, the political and demographic profile will break down the state into voter categories based on age, gender, race, party affiliation, income, education, work, voting history, home ownership, and other important demographics.

### **Demographics**

Minnesota has a population of 5,457,173 (based on a 2014 Census estimate). The total number of occupied households is 2,087,227. The percentage of homeowners in Minnesota is 72.5%. 32% of people identify as Mainline Protestant, 21% as Evangelical Protestant, and 28% as Roman Catholic. Some other demographics include:

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<p><b>Gender</b></p> <p>Male: 49.7% Female: 50.3%</p>	<p><b>Age</b></p> <p>Over 18 years: 31.9% 20-24 years: 12.9% 25-34 years: 26.4% 35-49 years: 12% 50-64 years: 15.4% 65 &amp; over: 33.3 %</p>
<p><b>Education:</b></p> <p>High School Graduate: 92.1% Bachelor's degree or higher: 32.6%</p>	<p><b>Race:</b></p> <p>White: 82.6% Black or African American: 5.7% Hispanic: 5.0% Other: 3.7%</p>



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Minnesota has a total of 3,137,359 registered voters. In the 2014 gubernatorial election, Minnesota saw 1,973,872 turn out to the polls. Above are the 2014 gubernatorial election results:

## Media Profile

The media profile of Minnesota will help determine to the components and scheduling of the paid media plan and the campaign’s digital strategy. The break down of the media profile follows:

Minnesota Media Markets			
		TV	Radio
DMA Name	TV Homes	CPP	CPP
Duluth-Superior	174,360	29	7
Mankato	52,230	9	2
Minneapolis-St. Paul	1,730,530	289	69
Rochester	144,300	24	6
Fargo – Valley City	240,330	40	10
Sioux City	261,100	44	10
La Crosse-Eau Claire	214,820	36	9

The media markets represented above will play a major in our paid communications plan. By the numbers, the Minneapolis-St. Paul media market reaches about 80% of the population.





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Media markets by county, with percentage voting for democratic and republican in the last gubernatorial election.

Media Market	County	Dayton	Johnson
Duluth-Superior	Cook	61.2%	31.8%
	Lake	59.2%	35.0%
	St. Luois	61.2%	32.5%
	Carlton	59.2%	34.6%
	Itasca	55.0%	39.5%
	Koochiching	57.7%	35.9%
Fargo-Valley City	Lake of the Woods	40.1%	52.2%
	Roseau	35.5%	58.4%
	Kittson	54.6%	39.7%
	Marshall	47.4%	46.7%
	Pennington	46.3%	45.7%
	Red Lake	49.7%	42.9%
	Polk	45.9%	48.7%
	Clearwater	40.4%	53.7%
	Norman	59.5%	33.8%
	Mahnomen	55.7%	36.9%
	Clay	53.8%	40.1%
	Becker	39.6%	54.6%
	Wilkin	42.7%	51.8%
	Ottertail	38.4%	56.7%
Minneapolis-St. Paul	Beltrami	50.9%	42.5%
	Hubbard	42.1%	52.8%
	Wadena	36.8%	57.6%
	Cass	41.7%	52.6%
	Crow Wing	42.1%	52.3%
	Aitkin	48.9%	45.9%
	Pine	47.8%	45.9%
	Todd	40.4%	53.5%
	Morrison	38.9%	55.1%
	Mille Lacs	43.3%	50.4%
	Anoka	44.3%	50.4%
	Kanabec	43.7%	49.3%
	Chisago	41.5%	52.8%
	Isanti	39.6%	54.3%
	Sherburne	35.5%	58.6%
	Stearns	41.7%	52.5%
	Pope	47.7%	46.6%
	Stevens	47.9%	46.5%
	Douglas	39.4%	55.4%
	Benton	40.1%	53.3%
	Grant	50.4%	43.7%
Traverse	53.4%	40.6%	
Big Stone	50.4%	44.1%	



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	Swift	40.6%	53.4%
	Kandiyohi	45.2%	50.0%
	Meeker	40.5%	52.7%
	Wright	35.7%	58.7%
	Hennepin	59.3%	35.9%
	Ramsey	62.9%	31.8%
	Washington	46.5%	49.1%
	Dakota	47.4%	47.8%
	Scott	38.0%	56.8%
	Carver	36.2%	59.3%
	McLeod	36.7%	56.6%
	Renville	44.9%	49.2%
	Yellow Medicine	46.9%	47.9%
	Chippewa	49.1%	45.5%
	Lac qui parle	50.8%	44.3%
	Lyon	41.5%	52.8%
	Redwood	36.9%	56.9%
	Sibley	37.5%	54.6%
	Nicollet	51.4%	41.9%
	Le Sueur	44.2%	49.8%
	Rice	52.0%	42.3%
	Goodhue	43.6%	51.2%
	Cottonwood	42.5%	51.9%
	Jackson	40.8%	52.9%
	Faribault	42.4%	51.6%
	Wasec	44.1%	49.2%
	Steele	41.8%	52.5%
Sioux City	Lincoln	45.2%	46.9%
	Pipestone	34.3%	58.8%
	Rock	36.3%	57.6%
	Murray	42.7%	49.8%
	Nobles	43.6%	50.4%
Mankato	Brown	40.1%	53.7%
	Watonwan	47.8%	45.7%
	Martin	36.5%	57.0%
	Blue Earth	50.4%	42.4%
Rochester	Freeborn	50.1%	43.7%
	Mower	51.0%	43.0%
	Fillmore	44.7%	48.9%
	Olmsted	45.2%	49.6%
	Dodge	37.8%	55.1%

## Opposition Research

Our opposition research seeks to identify our opponent's weaknesses and vulnerabilities, allowing for our communications and media strategy to take full advantage of the opposition's past. This campaign will inevitably use media in order to expose these vulnerabilities, allowing the electorate to see the other side of Jesse

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Ventura and John Kline. The research profile, created by the opposition research team, will consist of personal, financial, and career information. Our media team should be well-versed in this file, knowing the opponent's top vulnerabilities. Having these negatives and knowing the vulnerabilities of our candidate is essential in building a media strategy that is able to discredit the opponent within the eyes of the electorate.

## John Kline

Building upon our earlier candidate profile of John Kline, Kline has served in the U.S. House of Representatives since 2003. He represents Minnesota's 2<sup>nd</sup> District, which includes most of the southern suburbs of the Twin Cities. Kline made two unsuccessful runs for Congress before winning in 2002 after the boundaries of the 2<sup>nd</sup> District were redrawn to create a slight Republican majority. Kline's support for "no new taxes" and the accusation that his opponent was "soft on crime" carried weight in the election. He has increased his margin of victory in subsequent campaigns against a range of candidates from Democratic City Councilwoman Teresa Daly to FBI special agent and whistleblower Coleen Rowley to Watertown Mayor Steve Sarvi.

A fact of particular note, however, is that Kline was the 2014 winner of comedian Bill Maher's "Flip a District" contest for the most useless congressman from a group of 16 semi-finalists nominated by viewers nationwide, which suggests that Kline has a liberal opposition that is active and emotionally committed.

### *Vulnerabilities/ Possible Attack Topics: Kline*

Kline is a conservative Republican and can be opposed on the issues that separate Democrats and Republicans, e.g., repeal of Obamacare, opposition to same-sex marriage, gun control, and eliminating vital government services by making government too small to function adequately. (He is not as vulnerable on education, having voted for amendments to "No Child Left Behind" and supported for charter schools.)

1. Kline supported President Bush's plan to increase troop levels in Iraq in 2007. Is he more a military man than a statesman?
2. In 2006, Kline voted to maintain the legal definition of marriage as between one man and one woman. Is he out-of-touch and hardline on what is fundamentally a question of equality?
3. He has opposed restrictions on gun ownership, and he voted to repeal parts of the firearms ban for Washington, D.C. Is he in bed with the lunatic fringe of gun-rights' lobbyists who show no common sense on this issue?
4. He opposes all tax increases. Why won't he even consider the political morality of government's role in shaping the good society?

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5. He has voted to repeal the Affordable Care Act. Even if flawed, why yank coverage from vulnerable groups in what has been a successful program in Minnesota?
6. He favors charter schools, and, in fact, introduced the Success and Opportunity through Quality Charter Schools Act in Congress just last year. Has he given up on public education and public school teachers in Minnesota?

### Jesse Ventura

As previously mentioned, Ventura's candidacy poses a significant threat to the McCollum campaign, thus creating a need for McCollum to distinguish herself from the Independent candidate and illuminate his vulnerabilities.

#### *Vulnerabilities/ Possible Attack Topics: Ventura*

1. Ventura served one term as governor, then walked away when his popularity fell and problems of governance arose for which there were no quick fixes.
2. Ventura was a "full-patch" member of the "Dago" chapter of the Mongols motorcycle club in San Diego. Shortly after he left the bike club and returned to the Twin Cities, the Mongols entered into open warfare with their biker rivals, the Hell's Angels.
3. He's quite litigious. He's brought lawsuits against the WWF, and TSA (Transportation Security Administration), and also against Chris Kyle and his estate. Plus, he's a bit touchy for a politician.
4. He's privately profited from his popularity, including writing several books during his tenure as governor. On his weekly radio show, he often criticized the media for focusing on these deals rather than on his policy proposals.
5. He sparked media controversy near the end of his term when he talked about resigning early to allow his lieutenant governor, Mae Schunk, a chance to serve as governor.
6. How well did he govern? Citizens of Minnesota voted against "politics as usual," which they got, but did they get a *governor who could govern* in exchange? Ventura lacked a party base in the Minnesota House of Representatives and Senate when he served as governor, and as a consequence few of his policy positions had a chance of being introduced in the legislature as bills. In his fourth and final year as governor he had six of his nine vetoes overturned.
7. Out of pique, Ventura appointed a Republican to fill Paul Wellstone's Senate seat after Wellstone was killed in a plane crash. He had initially planned to appoint a Democrat to Wellstone's seat, but appointed Dean Barkley instead, who was succeeded by Norm Coleman, another Republican.
8. While funding public school education generously, he opposed the teachers' union, and did not have a high regard for the public funding of higher education institutions.

9. Jesse Ventura required reporters in the Twin Cities to wear passes saying “media jackals” when they entered the governor’s press area.
10. “Shortly after Ventura’s election as governor, author and humorist Garrison Keillor wrote a satirical book spoofing ‘Jimmy (Big Boy) Valente,’ a self-aggrandizing Navy W.A.L.R.U.S. (Water Air Land Rising Up Suddenly) turned professional wrestler turned politician.” This could be mined for possible attack topics.
11. He has repeatedly discussed leaving the U.S., and now lives much of the year in Mexico.
12. Though from a liberal perspective, he’s “good” on many issues, e.g., gay marriage, opposition to waterboarding, he’s a conspiracy theorist when it comes to the government. Bizarrely, he is on record saying that it’s possible the World Trade Center was demolished with explosives on 9/11 and that the government has not allowed the American people to know the truth of what happened that day (see his new book, Don’t Start the Revolution Without Me). He also hosted TruTV’s *Conspiracy Theory With Jesse Ventura*.
13. Various impolitic statements such as: “Until you have hunted men, you haven’t hunted yet.” “Organized religion is a sham and a crutch for weak-minded people who need strength in numbers.” “Win if you can, lose if you must, but always cheat!” (Okay, it’s hype from his wrestling days, but still...) “I will never stand for a national anthem again. I will turn my back and raise a fist the same way Tommy Smith and John Carlos did in the ’68 Olympics; Jesse Ventura will do that today.” Anything from the confrontation between Jim Norton and Jesse Ventura when Ventura was on the *Opie and Anthony Show* on December 2, 2009, which degenerated into cursing, name-calling, and threats of physical intimidation on the part of Norton.

### Betty McCollum

Due to the nature of this campaign and political landscape, this campaign and communications team needs to be prepared for media attacks against our candidate. To be fully prepared for the inevitable attack ads, this media strategy seeks to identify vulnerabilities of our candidate. By knowing the candidate’s vulnerabilities our communications team can be prepared with strategies for responses that will address incoming attack ads. Using the research gathered from our opposition researchers, we will compile a file containing the vulnerabilities of our candidate.

Each vulnerability will have short, rough drafts that will outline how our campaign will respond. Each response will be sent out immediately to try and contain the affect of the attack ad. It is important that the communications team have a full understanding of this file. These attack topics can be, but are not limited to, the following:

- “Liberal” voting record

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- Divorce
- Viral Video of Pledge (omitted the words “under God” while saying the pledge on video)
- Sponsorship of amendment that eliminated sponsorship of NASCAR by the Army, Navy, and Marines

One vulnerability that this campaign will need to address is Betty’s association with President Obama. President Obama has low approval ratings in circles in Minnesota. Betty’s association with the President will inevitably be the topic of attack from the challengers. Our communications strategy will seek to limit the impact of this association.

## Message Boxes

### **McCollum vs. Ventura**

<p>My name is Betty McCollum. I am a United States Congresswoman representing the 4<sup>th</sup> district of Minnesota. I am running for Governor because I believe that Minnesotans need someone who is on their side. As a congresswoman, I have always made the interests of the people my top priority. I am not afraid to stand up for the people on the on issues in order to do what’s best for the people of Minnesota. Minnesota needs someone who is on her side. Some one who can take a stand for the everyday Minnesotan. I believe I am the candidate that can do it.</p>	<p>My opponent Jesse Ventura is not who Minnesota needs as a leader. His lackluster approach to politics has hurt Minnesota before and it will again. What Minnesota needs is someone who will be willing to reach across the aisle in order to achieve progress. Jesse Ventura is a fringe candidate and if elected, his inability to compromise in the Minnesota State Congress will only continue to deny any progress. He will only continue to make irresponsible policy choices that go against what is best for the people of Minnesota.</p>
<p>I am Jesse Ventura and I am running for Governor of Minnesota. I am running against Betty McCollum because I believe her polices and party are wrong for Minnesota. The people of this state need to take Minnesota back from the grip of the politicians and as your Governor I will represent what Minnesota stands for. My independent stance on the issues will bring the change Minnesota needs to replace the failed policies that have plagued this state.</p>	<p>My opponent, Betty McCollum, has shown us over the past years that she is not what is right for Minnesota. Her pro partisan agenda has lead to the implementation of polices that have failed the people of Minnesota. Betty McCollum has voted with Obama 95% of the time, making her one of Obama puppets in Washington. By voting for Betty McCollum you are voting for the continuation of President Obama’s failed policies.</p>



### McCollum vs. Kline

<p>My name is Betty McCollum. I am a United States Congresswoman representing the 4<sup>th</sup> district of Minnesota. I am running for Governor because I believe that Minnesotans need someone who is on their side. As a congresswoman, I have always put the interests of the people as my top priority. I am not afraid to stand up for the people on the on issues in order to do what's best for the people of Minnesota. Minnesota needs someone who is on her side. Some one who can take a stand for the everyday Minnesotan. I believe I am the candidate that can do it.</p>	<p>My opponent John Kline is not right for Minnesota. John Kline is out of touch with what is right for the people of Minnesota. He is out of touch with what the people want, and what the people believe in. His stance against the Affordable Care Act only proves he does listen to the people. His interests are with the big money lobbyists who seek to dictate how the rest of Minnesota lives. It is our duty as people of this great state to progress forward, not take two steps back.</p>
<p>I am John Kline and I am running for Governor of Minnesota. I am running against Betty McCollum because I believe her polices and party are what is wrong for Minnesota. Betty McCollum and her liberal policies seek to have the government run the lives of those who live in Minnesota. We need to stand up to the big government machine and say no to Washington and the government in our lives.</p>	<p>My opponnet, Betty McCollum, has shown us over the past years that she is not what is right for Minnesota. Her pro partisan agenda has lead to the implementation of polices that have failed the people of Minnesota. Betty McCollum has voted with Obama 95% of the time, making her one of Obama puppets in Washington. By voting for Betty McCollum you are voting for the continuation of President Obama's failed policies.</p>

Paid Media Plan

**Targeted Groups**

Targeted groups for our paid media strategy are outlined in the targeting section of this campaign plan. Simple assumptions can be made about which groups to target. Below is the foundation to our media targeting:

	Always Vote Party	Swing Votes (Independent, Female)	Always Vote Other Party
Always Vote		Persuasion	
Sometimes Vote	GOTV		
Never Vote			

Based on the targeting outlined above, our communications and media strategy can be broken down by media market and county in Minnesota. For this campaign, we first and foremost need to engage the base, Democratic voters, that will always and sometimes vote party. In order to engage our party voters, a majority of our GRPs and direct mail will be put into the Minneapolis St-Paul Media Market. The media market, which includes approximately 80% of the population, will be key in reaching our party voters. Comparison pieces, issue pieces, negative pieces, and GOTV pieces will be used to target our party voters. Media markets, such as Duluth and Fargo-Valley City, will be also targeted due to their high number of base voters.

After party voters, our paid media will target media markets with “swing” voters. Swing voters will help push Betty over the number of required votes to win. Swing voters are scattered around the state. In order to reach these voters, the paid media will dip into almost ever media market, alternating between them to stay within the media budget. These targeted media markets include, Rochester, Mankato, and Sioux City. A lesser number of GRPs will be put into these markets than in the Minneapolis-St. Paul market due to the population differences. A greater variety of ads will be played in order to reach both “swing” voters and party voters within these markets.



## Television

Television spots will be a key aspect in our communications and media strategy. TV spots are able to piece the messages of the candidate directly with the candidate's own words and image. We will use polling data to focus the messages incorporated in our TV spots. Our campaign can expect to use 60-70% of the communications budget on TV spots, allowing for maximum exposure throughout the state.

### *Content*

Bio Ad: Will build the bio narrative, announcing to the electorate that Betty is running for Governor of Minnesota. This will help introduce her statewide to voters. These ads will target swing voters and party voters. (1 ad)

Issue ads: Our candidate will talk about her stance on issues. Ads will also highlight accomplishments in her record as a Congresswoman. These ads will target swing voters and party voters. (1-2 ads)

Values Ads: These ads will establish our candidate's values. Betty can be featured and tell a story about why her values are important to her. These ads will target swing voters and party voters. (2-3 ads)

Comparative Ads: Comparative ads will compare our candidate with the opponent. Pointing out differences, showing Betty McCollum is the better choice. These ads will target swing voters. (2-3 ads)

Negative Ads: These ads will run negative attacks against our opponent using information gathered by our research. These ads will target swing voters.

Endorsement ads: Endorsement ads will highlight and feature high profile endorsements. (Amount depends on endorsements)

### *Timeline*

We should plan to run between 1000 and 1500 GRPs per message. The cost of a television spot is expensive, but they are a necessity in communicating with, and mobilizing the electorate. Our TV spots will be played in media markets that coincide with part of the electorate we are trying to target. Generalized ads will be played across all major media markets.



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## Schedule

Our television spots can be expected to start running in the beginning of August. The first will be the bio ad. Next we will run issues ads, which will start towards the end of August. These ads will run until the last weeks of the election. Our value ads will begin early too, starting around the beginning of September. There will run throughout the campaign up until Election Day. Our comparative ads will start mid September and run until the end of the month.

Right after we stop running our comparative ads we will begin the negative ads. These ads will run through September and October. Our endorsement ads will run through out the campaign, highlighting our candidate's endorsements when they come in. We can expect to run our TV spots at all different times of the day. We should maximize our television from 5pm to 10pm, but run ads to targeted groups during specified times. If ads are run during the day (9am-5pm), they should run during news programming to maximize viewers.

<i>Week</i>	<i>Date</i>	<i>Ad Topic</i>	<i>GRPs per Market</i>
<b>1</b>	Aug. 4-10	Bio	1,000
<b>2</b>	Aug.11-17	Issue	1,000
<b>3</b>	Aug. 19-24	Issue	1,000
<b>4</b>	Aug.25-31	Value	1,000
<b>5</b>	Sep. 1-7	Value	950
<b>6</b>	Sep. 8-14	Negative 1	1,000
<b>7</b>	Sep. 15-21	Comparative 1	1,000
<b>8</b>	Sep. 22-28	Comparative	1,000
<b>9</b>	Sep. 29 -Oct. 5	Endorsement	1,000
<b>10</b>	Oct.6-12	Negative 2	1,500
<b>11</b>	Oct. 13- 19	Endorsement 2	1,200
<b>12</b>	Oct. 20-26	Negative 2	1,500
<b>13</b>	Oct.27-Nov.4	GOTV	1,500

## Budget

Grand Total Spent on Paid Communications: \$3,591,300

\*NB – Not Broadcasted

\*AP- Already Produced

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Ad Topic	Week	GRPs	Duluth-Superior	Fargo-Valley City	Minneapolis-St. Paul GRPs: 500	Sioux City	Rochester	La Crosse-Eau Claire	Mankato	Production	Total
Bio	1	1000	\$29,000	\$40,000	\$144,500	NB	NB	NB	NB	\$15,000	\$228,500
Issue 1	2	1000	NB	NB	NB	NB	NB	\$36,000	NB	\$15,000	\$51,000
Issue 1	3	1000	NB	NB	\$144,500	NB	\$24,000	NB	NB	AP	\$168,500
Issue 2	4	1000	\$29,000	\$40,000	NB	NB	NB	NB	NB	\$15,000	\$84,000
Comparative 1	5	950	NB	NB	\$274,550	NB	\$22,800	NB	\$8,550	\$15,000	\$320,900
Issue 2	6	1000	\$29,000	\$40,000	NB	\$44,000	NB	NB	NB	AP	\$113,000
Comparative 1	7	1000	\$29,000	\$40,000	NB	NB	\$24,000	NB	\$9,000	AP	\$102,000
Comparative 2	8	1000	NB	NB	NB	\$44,000	\$24,000	NB	NB	\$15,000	\$83,000
Endorsement 1	9	1000	\$29,000	NB	NB	NB	NB	\$36,000	NB	\$15,000	\$80,000
Negative 1	10	1500	NB	NB	NB	NB	\$28,800	NB	\$13,500	\$15,000	\$57,300
Endorsement 2	11	1200	NB	\$48,000	NB	\$52,000	NB	NB	NB	\$15,000	\$115,000
Negative 2	12	1500	\$43,000	\$60,000	\$433,000	\$66,000	\$28,800	\$54,000	\$13,500	\$15,000	\$713,300
GOTV	13	1500	\$43,000	\$60,000	\$433,000	NB	NB	\$54,000	\$13,500	\$15,000	\$618,500
TOTALS			\$231,000	\$328,000	\$1,429,550	\$206,000	\$152,400	\$180,000	\$58,050	\$150,000	\$2,735,000

## Radio

Radio will play a major role in our campaign. Radio spots have the ability to communicate with voters during commuter times. The Minneapolis-St. Paul media market will receive a large focus of our radio spots due to a higher number of commuters commuting into the city for work everyday. Radio ads will be played between the hours of 7am to 10am, and again at 4pm to 7pm, for these are prime commuting hours. Through radio spots our candidate will be able to communicate and speak directly to the voter.

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## Content

**Issue Ads:** Issue ads broadcasted on the radio will communicate our candidate’s stance on issues. It will also inform voters about legislation already voted on by Betty. These ads will target swing voters and party voters.

**Value Ads:** Value radio spots will be used to communicate Betty’s values. Values ads will help establish Betty in the eyes of some voters. Value Ads will be target swing voters and party voters.

**Endorsements:** Endorsement spots will communicate Betty’s endorsements to the electorate. Some spots will have the person endorsing Betty talking in the spot. These ads will target swing voters.

## Timeline

Our radio spots will begin three months out of Election Day. The first set of spots that will run will be issue spots. As the campaign get closer to Election Day we will increase our spending on radio, putting a greater number of GRPs behind the spots. The radio will close out on Election Day GOTV ads, hoping to get people out to the polls during the final hours of the election.’

## Schedule

The GRPs behind the ads are broken down by county. After assessing our electoral targeting models, the amount of GRPs per county for each ad was determined. The Minneapolis-St. Paul media market will receive a majority of the GRPs allocated for each ad due to the high population of democratic voters that reside in the city and media market.

Week	Date	Ad Topic	Est. GRPs Per Market
1	Aug. 4-10	Issue 1	150
2	Aug. 11-17	Issue	150
3	Aug. 18-24	Values	150
4	Aug. 25-31	Issue	150
5	Sep. 1-7	Values	200
6	Sep. 8-14	Issue	200
7	Sep. 15-21	Issue	200
8	Sep. 22-28	Issue	200
9	Sep. 29-Oct.5	Comparative 1	200
10	Oct. 6-12	Comparative 2	200
11	Oct. 13-19	GOTV	250
12	Oct. 20-Nov. 4	GOTV	250

# MCC<sup>★</sup>LLUM FOR GOVERNOR

## Budget

	Week	Duluth-Superior	Fargo-Valley City	Minneapolis-St. Paul	Sioux City	Rochester	La Crosse-Eau Claire	Mankato	Production	Total
Issue 1	1	\$700	\$2,000	\$31,050	\$1,000	\$600	-	\$200	\$5,000	\$40,550
GRPs		100	200	450	100	100	-	100		1,050
Issue 1	2	\$700	\$2,000	\$31,050	\$1,000	\$600	-	\$200	-	\$35,550
GRPs		100	200	450	100	100	-	100		1,050
Values 1	3	\$700	\$2,000	\$31,050	\$1,000	\$600		\$200	\$5,000	\$40,550
GRPs		100	200	450	100	100	-	100		1,050
Issue 2	4	\$700	\$2,000	\$31,050	\$1,000	\$600		\$200	\$5,000	\$40,550
GRPs		100	200	450	100	100	-	100		1,050
Values 1	5	\$700	\$2,000	\$31,050	\$1,000	\$600		\$200	-	\$35,550
GRPs		100	200	450	100	100	-	100	-	1,050
Issue 2	6	\$1,050	\$2,500	\$34,500	\$1,500	\$900	-	\$300	-	\$39,250
GRPs		150	250	500	150	150	-	150		1,350
Issue 3	7	\$1,050	\$2,500	\$34,500	\$1,500	\$900	-	\$300	\$5,000	\$44,250
		150	250	500	150	150	-	150		1,350
Issue 3	8	\$1,050	\$2,500	\$34,500	\$1,500	\$900	-	\$300	-	\$39,250
GRPs		150	250	500	150	150	-	150		1,350
Compa rative 1	9	\$1,050	\$2,500	\$37,950	\$1,500	\$900	-	\$300	\$5,000	\$44,700
GRPs		150	250	550	150	150	-	150		1,400
Compa rative 2	10	\$1,050	\$2,500	\$37,950	\$1,500	\$900	-	\$300	\$5,000	\$44,700
GRPs		150	250	550	150	150	-	150		1,400
GOTV	11	\$1,400	\$3,000	\$44,850	\$2,000	\$1,200		\$400	\$5,000	\$52,850
GRPs		200	300	650	200	200	-	200		1,750
GOTV	12	\$1,400	\$3,000	\$44,850	\$2,000	\$1,200	-	\$400	-	\$52,850
GRP		200	300	650	200	200	-	200		1,750
Totals		\$11,550	\$28,500	\$424,350	\$16,500	\$6,900	-	\$3,300	\$35,000	\$510,600

# MCC★LLUM FOR GOVERNOR

## Direct Mail

Our direct mail will serve to communicate with voters directly. We can build a running narrative through the mail, allowing for each piece to correspond with the previous piece. Messaging on the direct mail will stimulate and engage voters visually with pictures of Betty and other images that relate to the narrative on the piece. Direct mail will also serve as the platform for our sharper attacks. We can use direct mail to attack John Kline and Jesse Ventura on various levels, while targeting voters.

### *Content*

Bio Piece: This piece will reintroduce our candidate to the electorate, announcing she is running for re-election. (1 piece)

Comparison Pieces: These pieces will help compare the candidates. They will be concentrated towards the end of the campaign. (2-3 Pieces)

Issue Pieces: These pieces will highlight Betty's stance on issues, as well as highlight what she legislation she has supported while in the House. (3-4 pieces)

Negative Pieces: Using our opposition research, these pieces will highlight the vulnerabilities of our opponents. (2-3 pieces)

GOTV Effort: These pieces will focus on GOTV efforts and aim to mobilize the electorate. (1-2 pieces)

### *Timeline*

Our direct mail will begin in early August, increasing in intensity, as the campaign gets closer to Election Day. A bio piece will be sent out in the first weeks following the campaign announcement. From there, we will begin to send out our comparison pieces in September. Our issue mail will begin in late August and will run until Election Day. We will send one piece every week interchanging between issues. Our negative and GOTV pieces will not be sent out until the last week of September. Our first negative piece will be sent out on September 29. Our GOTV pieces will be concentrated in the two weeks leading up to Election Day.



# MCC LLUM FOR GOVERNOR

## Schedule

Week	Topic	Target Audience	Number of Households	Mailing Date
1	Bio Piece	Swing Voters, Democrats	50,000	11-Aug
2	Issue	Democrats	20,000	18-Aug
3	Issue	Swing voters/Female	50,000	8-Sep
4	Issue	Swing Voters/Female	50,000	10-Sep
5	Comparison	Swing Voters/Female	50,000	15-Sep
6	Issue	Swing voters, Democrats, African American, Female	50,000	22-Sep
7	Negative	Swing Voters, Democrats	50,000	29-Sep
8	Negative	Swing Voters/Female	100,000	6-Oct
9	Comparison	Swing Voters/Female, Democrats	100,000	9-Oct
10	Negative	Swing/Female	100,000	27-Oct
11	GOTV	Democrat, Female, African American	100,000	3-Nov

## Budget

Week	Topic	Number of Households	Cost of Production	Cost of Postage	Total
1	Bio Piece	50,000	\$12,500	\$12,000	\$24,500
2	Issue	20,000	\$8,400	\$4,800	\$13,200
3	Issue	50,000	\$12,500	\$12,000	\$24,500
4	Issue	50,000	\$12,500	\$12,000	\$24,500
5	Comparison	50,000	\$14,000	\$12,000	\$26,000
6	Issue	50,000	\$12,500	\$12,000	\$24,500
7	Negative	50,000	\$12,500	\$12,000	\$24,500
8	Negative	100,000	\$22,000	\$24,000	\$46,000
9	Comparison	100,000	\$22,000	\$24,000	\$46,000
10	Negative	100,000	\$22,000	\$24,000	\$46,000
11	GOTV	100,000	\$22,000	\$24,000	\$46,000
		Total	\$172,900	\$172,800	\$345,700



## Earned Media Plan

Earned media will play a key role in the communications and media strategy for this campaign. Our earned media strategy will enable our candidate to engage the electorate indirectly, through channels that will be little-to-no cost to the campaign. Media channels used through the earned media strategy will include any mass media outlets, such as newspapers, television, radio, and the Internet, through various formats including, press release, news paper articles, letters to the editors, and editorials. Our earned media strategy will be aggressive, helping to continually have our candidate reach the electorate, even when the paid media is not running.

Due to the high importance of reporters in our earned media strategy, each member of the communications will develop strong relationships with local and statewide reporters. Some targeted major statewide media channels will include:

<b>News Papers</b>	<b>TV News</b>	<b>Radio News</b>
<b>StarTribune</b>	KARE 11 NBC	American Public Media
<b>City Pages</b>	FOX 9	KDWB 101.3 FM
<b>MinnPost</b>	KTTC	92 KQRS
<b>Post-Bulletin</b>	WIRT 13 ABC	KS95
<b>Detroit Lakes Tribune</b>	ABC 6 NEWS	FOX 21 KQDS-DT

## **Earned Media Tactics**

**Press Releases:** Press releases will play a key role in the campaign’s earned media strategy. They are the essential link between the campaign and media reporters. We will be aggressive with press releases, sending them out every week. Each press release will be different, but the majority will be used to inform reporters on happenings with the campaign.

**Letters to the Editor:** Letters to the editors will be used to help portray support for our candidate to the media. Key influencers will be asked by the campaign to write and/or sign letters to the editor when needed. Letters to the editor will aid in deflecting an incoming negative attack. Letters of support, or letters denouncing the attack will be sent to local newspapers.

**Editorials:** Editorials will be used for direct communication from Betty to the electorate. Editorials will provide a platform from where Betty can take a stance, or clarify a stance on certain issues that come up during the campaign. Editorials will be written either by senior campaign staff with influence from Betty, or by Betty herself. If unforeseen popular issues come about during the campaign, an editorial will be used by Betty to provide an opinion or stance.



Although we can expect to use press releases and other forms of earned media almost weekly, a portion of our earned media strategy will be reactionary. If bad press or negative attacks are launched against Betty, we will use our pull in the media to counteract the attack.

Earned media also provides an excellent platform from where negative messages pertaining to our opponents can be launched. These narratives and messages can be leaked to reporters (those we trust), who will write stories painting our opponents in a negative light. This tactic will be useful with the more negative pieces, pieces we do not want our candidate, or campaign affiliated with.

### Digital Strategy

Our campaign's digital strategy is an essential part of this campaign plan. The digital world is becoming an increasingly larger part of campaigns as the technology around us improves. The digital front in this election must be dominated by our campaign. It is a platform where we can micro target on new levels, aiming to have maximum reach, direct response, and persuasion. The Internet will act as a platform for our media channels as well, providing a place where the electorate can view ads, interviews and statements from our candidate. The electorate will shape our digital strategy. We will conform to growing trends and habits observed on the online front. It is essential that this campaign keeps up with the ever-changing digital front. The Internet acts as a pull medium, meaning we will have to captivate voters enough for them to click on our media. Every team member must have an understanding of how our online strategy will impact this campaign plan. Our digital strategy will be aggressive, giving us another edge in the election. A considerable portion of our budget will be used on our digital strategy.

### Platforms

Below are brief descriptions of social media platforms and our strategy (A more in-depth strategy outline will be created by our digital team):

Facebook: Facebook is like the online living room of the electorate. It is a place to share personal information. Our campaign will use Facebook as a platform from where a candidate can be portrayed as an everyday person. Immediately following the announcement of our campaign our Betty McCollum campaign Facebook page will be launched. Media highlighting our candidate doing every day things will be featured on this page, gathering support through people liking our posts. We will tell stories of people in the electorate on our page, increasing the familiarity of our candidate on a personal level. Media that shows our candidate interacting on a personal level with



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family, friends and the electorate will also be featured on our page. A portion of our digital strategy budget will go to maximizing our exposure on Facebook.

Twitter: Twitter is a platform that serves an online space where the electorate can go for real time information. We will use Twitter to continually update the electorate on campaign news, policy happenings, candidate positions, and general news. A campaign Twitter account will be launched immediately following the announcement of our campaign. Twitter will be used as a medium for communicating information to the electorate. Posts will be almost daily, in accordance with campaign news and other local and national news. We will use our budget to fund promotion on twitter and maximize followers. Betty will have her own twitter account, managed and operated by senior members of our digital strategy team.

Instagram: Instagram is a platform that is growing with considerable speed. Its main users are comprised of younger members of the electorate, but Instagram will still be key in our digital strategy. Instagram will be used to post pictures of our candidate throughout the campaign. Pictures posted on Instagram seek to connect Betty with the electorate on a personal level. Posts will include pictures family outings, pictures of Betty connecting with voters, and pictures of Betty giving speeches. We will gain maximum Instagram exposure through linking our Instagram posts to Facebook and Twitter. Our Instagram account will be launched immediately following our campaign announcement. Senior digital staff will be responsible for handling out Instagram account.

Reddit: Reddit is a platform that can allow us to get into the minds of very specific groups within the electorate. Reddit can be viewed as an Internet hangout for tech savvy people. This platform will be used to understand the feelings of specific groups, it allows us to view what they are saying about issues. We will be able to make posts that can attempt to mobilize groups on specific topics. Posting on Reddit will be more covert and not be associated with our campaign. No posts can be made without being approved by our senior campaign staff.

Google: Google will be our campaign' s number one paid focus for digital strategy. Google allows our campaign to be brought to the electorate through their searches on the site. Our digital team will work aggressive to establish search engine optimization, allowing for maximum exposure. We will pay for promotion on Google, bringing out campaign web site to the top of the search list, as well as any micro-sites associated with the campaign, such as [www.saynotokline.com](http://www.saynotokline.com). We will be able to engage the electorate on Google through questions they are asking and seeking the answer for. Our Google strategy is an integral part of our overall digital strategy.

YouTube: YouTube will serve as both a platform for advertisement and media distribution. Advertising on YouTube has the ability to pull the electorate into being

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interested in our campaign. Ads will be micro targeted and be formatted like television spots. Television spots maybe reused on YouTube for additional advertising. YouTube will also be a place where our campaign will have an account that holds all our television spots. Our YouTube channel will feature the television spots that were broadcasted. This account will be linked to our campaign website. Our digital team in cooperation with our media team will manage the YouTube account.

*Banner Ads and Pre-Roll Video:* Banner ads and pre-roll video will be advertised across the Internet. These advertisements will reach targeted voters who are identified through email matching. This type of advertising allows for hyper targeting, acquisition, and persuasion. Our digital and media teams will make our messages and advertisements.

*Email:* Email will serve as a communication channel. Emails will be directed at the electorate, giving them information about the campaign and also conveying our GOTV efforts. We will send email weekly. All emails sent will have to be preapproved by senior staff members.

Advertising Creative





# MCC★LLUM FOR GOVERNOR

## :30 TV Spot – “My Journey”

VIDEO	AUDIO
<div data-bbox="225 464 797 842" data-label="Image"> </div> <div data-bbox="220 842 699 911" data-label="Caption"> <p>Close up of Betty speaking to the camera.</p> </div> <div data-bbox="298 1423 738 1545" data-label="Image"> </div> <div data-bbox="220 1650 768 1724" data-label="Caption"> <p>Animation of “McCollum for Governor” campaign logo</p> </div>	<p>I want to tell you a little about my journey.</p> <p>I’m not what you would call a Washington insider. First and foremost, I’m a working mother. I taught social studies, and worked as a realtor, while raising two kids.</p> <p>I understand the pressures of motherhood, and the difficulties of balancing work and home life.</p> <p>My daughter Katie was injured on a public playground several years ago. I was so shaken up by the experience, that I ran for town council.</p> <p>I’ve been in public service ever since, fighting for all Minnesotans, because we all need someone to be on our side. And I want to keep fighting.</p> <p>I’m Betty McCollum, and I approve this message.</p>

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## :30 TV Spot – “One of Us”

VIDEO	AUDIO
 <p data-bbox="228 852 743 919">Close up of Amanda speaking to the camera.</p>  <p data-bbox="228 1551 781 1583">B-roll of McCollum public school visits.</p>	<p data-bbox="836 464 1351 569">My name is Amanda Thompson and I'm a fourth grade teacher at Lake Marion Elementary.</p> <p data-bbox="836 611 1382 751">For teachers around the state, education, particularly early education, is the one of the greatest investments we can make.</p> <p data-bbox="836 793 1390 1045">We need to make sure that the needs of our children are a priority, and that we invest in early education and ensure fair funding to provide our great schools and teachers with the resources they need to move our children forward.</p> <p data-bbox="836 1087 1386 1157">Betty McCollum understands this more than anyone.</p> <p data-bbox="836 1199 1393 1339">She's a mother and former teacher who's always been on our side, fighting for teachers and families every step of the way.</p> <p data-bbox="836 1381 1308 1451">That's why I'm voting for Betty on November 3<sup>rd</sup>.</p> <p data-bbox="836 1493 1377 1591">(Betty V/O): I'm Betty McCollum and I approve this message.</p>

:60 TV Spot – “Healthcare for None”

VIDEO	AUDIO
 <p>B-roll of people enrolling for Obamacare.</p>	<p>Since the passing of the Affordable Care Act, enrollment numbers have topped seven million across the country.</p> <p>Over 600,000 Minnesotans have gained expansive benefits from the ACA, from coverage improvements to tax credits.</p>
 <p>Images of Capitol Hill and John Kline pan in and out, with associated stats.</p>	<p>But John Kline and his Republican counterparts on Capitol Hill have voted to repeal the Affordable Care Act, over 40 times.</p> <p>Think about this, if Congressman Kline had his way, health care coverage would be ripped from vulnerable groups across the state—that’s over 400,000 uninsured Minnesotans left with no healthcare options</p>
 <p>Video of Betty at healthcare rally.</p>	<p>Betty McCollum has not only voted to bring affordable healthcare to millions of uninsured Americans, but has repeatedly defended against GOP attacks to defund Obamacare.</p> <p>Tell Congressman Kline that healthcare for none doesn’t work in Minnesota.</p> <p>(Betty V/O): I’m Betty McCollum and I approve this message.</p>



:60 Radio Spot – “Say No To Kline”

**VO:**

*(audio: dramatic music plays in background)*

*(female narrates)*

For too long, John Kline and his friends on Capitol Hill have been furthering discriminatory policies that leave women on unequal ground.

Congressman Kline voted NO on the Fair Pay Act, and has continually blocked measures that would bring fairness to women in the workplace.

In the meantime, hard working women have gotten left behind.

Equal pay for equal work isn't just a catchy political tagline. It's about economic prosperity for Minnesotan families.

It's about the recent U of M graduate about to embark on her career. It's about the working class mother raising two children in a single income household. It's about every Minnesotan woman living from paycheck to paycheck.

It's time for Minnesotan women to say NO to John Kline. Economic prosperity isn't exclusive to a certain class or gender. Congressman Kline just doesn't get it. It's time for someone that does.

*(Betty narrates)* I'm Betty McCollum and I approve this message.



:60 Radio Spot – “Getting Started”

**VO:**

*(audio: inspirational music plays in background)*

*(campaign volunteer narrates)*

There are a few things Minnesotans should know about our campaign.

Our candidate for Governor knows what it’s like for Minnesota’s working families—she’s one of us. She entered into public service as a middle-class working mother and teacher and has been fighting for our state’s working families ever since.

Betty got involved in politics after her daughter’s playground injury prompted her to run for town council. She went on to serve as the second Minnesotan women in history to be elected to the US House of Representatives.

In her years of service, Betty has voted to allocate education and economic opportunity funding, bringing Pre-K to over 10,000 underprivileged children, and job assistance to nearly 4,000 unemployed Minnesotans.

For Betty, economic opportunity is all about building and strengthening the middle class, and giving lower income families a fair shot.

She’s worked tirelessly to be on the side of all Minnesotans.

*(Betty narrates)* And we’re only getting started. I’m Betty McCollum and I approved this message.





:30 Radio Spot – “On the Record”

*(Betty narrates)*

Let's talk on the record.

Governor Dayton has taken great strides to keep Minnesota moving forward. We have a balanced budget, with a \$1 billion surplus.

We've increased essential funding for roads and bridges, frozen higher education tuitions, and boosted aid to K-12 schools.

We've also increased the minimum wage, created 170,000 jobs and simultaneously lowering the unemployment rate to it's lowest in eight years.

I'm here to continue Governor Dayton's fights, and keep Minnesota moving forward.

I'm Betty McCollum and I approve this message.

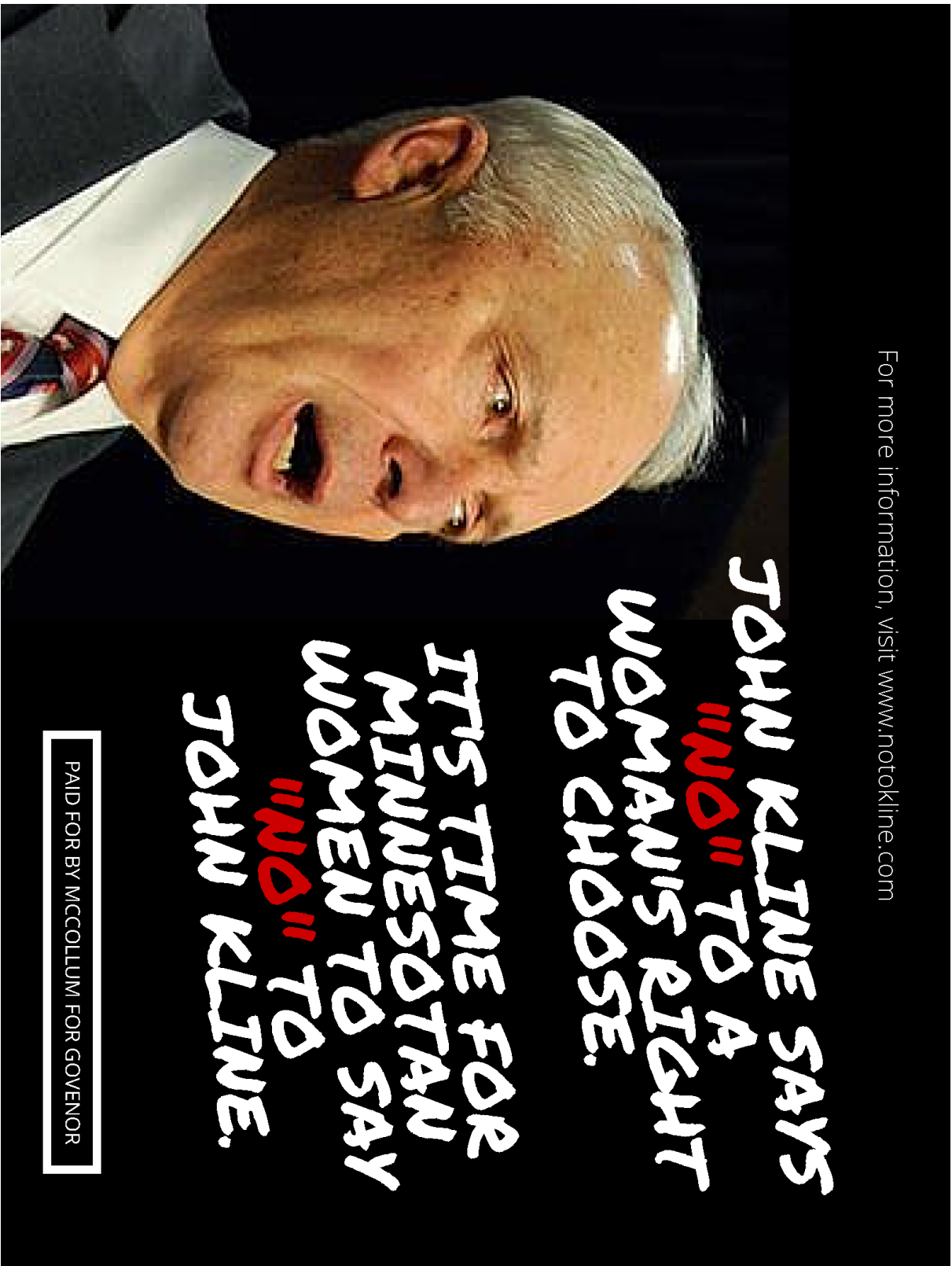
Direct Mail Piece: "Say No to Kline"

# CAN MINNESOTAN WOMEN REALLY TRUST JOHN KLINE?

Kline consistently voted to restrict reproductive rights for women across the nation, drastically cutting needed funding and research, while placing tough restrictions on female minors seeking to cross state lines for care.

McCollum for Governor  
P.O. Box 1867  
St. Paul, MN 55105





For more information, visit [www.notokline.com](http://www.notokline.com)

JOHN KLINE SAYS  
"NO" TO A  
WOMAN'S RIGHT  
TO CHOOSE.

IT'S TIME FOR  
MINNESOTA  
WOMEN TO SAY  
"NO" TO  
JOHN KLINE.

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Direct Mail Piece: "Waging a Fight"



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SALVATIERRA  
MAYORALTY COUNCIL  
25

McCullom for Governor  
P.O. Box 1867  
St. Paul, MN 55105

Betty McCollum has been waging a fight on behalf of students across the nation -- one centered around higher education as a means to foster job growth and economic development. In order for our state to succeed, future generations must be equipped with the tools necessary to ensure competitiveness and innovation in today's fast-evolving global economy.

Betty McCullom has consistently voted to lower interest rates on crippling student loans that have placed a detrimental burden on students, jobs and the greater economy. Betty is taking her fight statewide to reinvest in education and job training, while lowering the financial burden of higher education to to create and preserve jobs

**Vote Betty on November 3, 2015**  
Betty McCollum: One of Us, On Your Side

[www.betty.mccollum.com](http://www.betty.mccollum.com)

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Direct Mail Piece: "On Our Side"



**MCC★LLUM**  
FOR GOVERNOR

# ONE OF US, ON YOUR SIDE

Betty's running for governor to move Minnesota forward. This means investing in job training programs as a means to improve the economy and preserve jobs. It also means increase funding for education, and bringing fairness back to our tax code. Betty can get the job done because she knows where Minnesotans are from, and where they are going.

**VOTE BETTY NOVEMBER 3, 2015**

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## Digital Advertising



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**RAISE THE MINIMUM WAGE TO \$12/HR**

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**ADD YOUR NAME**





**Bernie Don't Play That: Sanders Stonewalls Media Effort To Get Him To Attack Clinton**

Bernie Sanders put on a clinic and completely stonewalled ABC's News Jon Karl when he tried to get the Democratic candidate to personally attack Hillary...















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**MARRIAGE EQUALITY  
FOR ALL**

**I'M A DEMOCRAT**

**ADD YOUR NAME**

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Our Latest Editorial Cartoon from Bill Day

Money Machine





**JOHN KLINE  
SAYS  
NO TO A  
WOMAN'S RIGHT  
TO CHOOSE**

**SAY NO  
TO KLINE**



**TELL REPUBLICANS:**

**RAISE THE MINIMUM WAGE TO \$12/HR**

PAID FOR BY DSCC

**ADD YOUR NAME**





**Bernie Don't Play That: Sanders Stonewalls Media Effort To Get Him To Attack Clinton**

Bernie Sanders put on a clinic and completely stonewalled ABC's News Jon Karl when he tried to get the Democratic candidate to personally attack Hillary...















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I BELIEVE IN  
**MARRIAGE EQUALITY  
FOR ALL**

**I'M A DEMOCRAT**

**ADD YOUR NAME**

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Our Latest Editorial Cartoon from Bill Day

Money Machine





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FOR GOVERNOR**

ONE OF  
US, ON  
YOUR SIDE

JOIN NOW



# Field Operations



# MCCOLLUM FOR GOVERNOR

The field operation is perhaps the most important aspect of the campaign since it is the only way Congresswoman McCollum, the campaign staff, and volunteers can make direct contact with the voting electorate. The entire field operation plan must be responsible for voter registration, voter education, name recognition, candidate support, grassroots mobilization, GOTV, and Election Day pull.

## Organization

### **Campaign Offices**

The campaign should establish one campaign Headquarters where all campaign operations will be directed out of. The headquarters should be located in Congresswoman McCollum District located in Hennepin County, more specifically within the city center of Minneapolis.

There should be four field offices across the state. These field offices should be located in swing counties that we believe we can carry in November—these include:

- Pennington County, located in North West Minnesota
- Akkin County, located in Central East Minnesota
- Pope County, located South West Minnesota
- Watowan County, located in Central South Minnesota

### **Staff**

The field operations plan will be led by the Staff we hire to execute our plan that is outlined. The following position should be hired to fulfill their campaign duties.

Field Operations Director: The Field Operations Director will play an integral role in the field operations plan. The Field Operations Director should work directly with the Campaign Manager. This person should be responsible for the implementation of the field plan we lay forward throughout Minnesota. He/she should monitor the progress of all aspects of the field operation. The other personnel with specific functions in the field such as Volunteer Coordinator and Phone Bank Supervisor should answer directly to the Field Operations Director and get his/her approval before making any major decision.

Deputy Field Operations Director: There should be four Deputy Field Operation Directors, each will be stationed in each campaign office. Each precinct captain will oversee each precinct and its campaign headquarters. He/she will make sure the campaign headquarters is open for volunteers every day and should always have campaign material including literature, palm cards and lawn signs. There should always be volunteer work available at each headquarters also providing a meeting place for



volunteers to pick up paperwork for canvassing a nearby neighborhood. Each Deputy Field Operations Director will work with the Volunteer Coordinator and Field Operations Director to make sure each volunteer activity at each campaign headquarters is being executed according to the plan. The Deputy Field Operations Director is also in charge of ordering any office supplies and supplying food for the volunteers.

Volunteer Coordinator: A Volunteer Coordinator should also be in each campaign office. Their sole purpose is to recruit and mobilize volunteers for the campaign. He/she should acquire lists of volunteers from all possible places including, vendor lists, FL club lists, DFL committee lists, to recruit an army of volunteers. The Volunteer Coordinator should also make his/her own list from people whom have volunteered before, and people who show interest in volunteering. His/ her job is to mobilize the volunteers and use them in any and all capacities on the campaign. Whether it is stuffing envelopes, canvassing or making phone calls; the Volunteer Coordinator should oversee this entire aspect of the campaign. The Volunteer Coordinator should pay special attention to the door to door Canvassing, making sure the Deputy Field Directors have enough volunteers to wage an effective ground game.

Phone Bank Supervisor: The Phone Bank Supervisor should oversee the entire volunteer phone bank operation. The Phone Bank Supervisor is not in charge of the robo calls that should be done by an outside phone service company. He/she should work with the Volunteer Coordinator to assemble volunteers to do phone banking throughout the campaign. The Phone Bank Supervisor should make sure the phone calls are being done properly, swiftly and on script.

Volunteers: An important campaign role is the role of the volunteer. These hardworking individuals are free to the campaign. We should use them for phone banking, leafleting, canvassing, stuffing envelopes, going to fairs and passing out palm cards at shopping centers. We should put a heavy emphasis on recruiting volunteers for Betty's campaign. We need to treat our volunteers as if they are part of the staff but we shouldn't put any stock into their input and ideas about the campaign. Having a plethora of volunteers in different areas of the county is important because is a very large geographical area and any tentacle of the campaign touching a resident is important. We need to provide these volunteers with a great experience that will entice them to volunteer again and again.

### Method

This field operation plan which will consist of two approaches to maximize the amount voters we seek to reach. These two approaches to reaching the electorate will be the targeted approach and non-targeted approach. Both are equally important because they make the candidate, staff and volunteers visible to the electorate in ways the media simply cannot. The targeted approach of the field operation will include door-to-door canvassing, petitioning, leafleting, phone banking, and blitzes. The non-targeted

# MCCOLLUM FOR GOVERNOR

approach of the field operation will include public appearances in community centers and meetings, lawn sign distribution, voter registration drives at festivals and handing out palm cards at shopping centers. It is important to fixate on both aspects of in this field operations plan because it offers two distinguished ways to make a personal voter contact. We also hope to mobilize the grassroots voters in Minnesota by targeting specific segments of the population, and county with hopes to start a grassroots movement resulting in the mobilization of DFL voters all over the state.

## Targeted Approach

The targeted field operations plan encompasses a variety of activities that involve making direct contact with citizens. This includes canvassing, one of the most important aspects of the entire field operations plan. Canvassing should be done by campaign volunteers, union members who endorsed Congresswoman McCollum, elected officials who endorse Congresswoman McCollum and Betty herself. The importance of reaching the maximum number of voters cannot be stressed enough, because canvassing allows the campaign to reach out to certain voters face to face. Canvassers should be thought of not only as a means of getting out votes but also as a vehicle for recruiting campaign volunteers and improving the public visibility of the Campaign. Every aspect of canvassing can be beneficial to the campaign itself. In state and local elections when the tried and true method of street campaigning is practiced by pressing the flesh in door to door activity, campaigns are most effective in influencing voters. Other effective ways we should target voters are by leafleting, hanging door knockers, palm carding, and phone banking.

## **Lists**

These examples of the targeted field operations involve prepared targeting of each individual it targets. Every voter we seek to target will derive from a list. Voter lists will be generated from an external source for the sole use of the campaign. The lists are essentially a computer database of registered voters that enable us to have an accelerated ability to target the specific demographics that we identify, which helps the campaign avoid the waste of resources.

One example of these generated lists that we will use will be the Trailblazer campaign software ([www.trailblz.com](http://www.trailblz.com)). This software can help us target all of the voters we want to identify. The lists will contain the name, address, age, surname, voting history for the past ten years, phone number and email. This software can be purchased for \$25,000. It is a large sum of money but the amount of detailed information it provides the campaign is indispensable.

These lists can refine down information based on certain parameters we identify, such as women between the age of 30 and 40 who are democrats who have voted in the



past four elections. This will help us target the voters we believe would vote for Congresswoman McCollum.

When in the field, these lists that are generated will be given to the volunteers. These lists will be divided up by election district and sorted by the filters we put in place to our specific targets. On the sheet there will be a space provided to mark if the voter is favorable, unfavorable, undecided, or not home. This is vital to the field operations program because the campaign can keep track of what voters we have touched whether or not they are favorable, unfavorable or undecided. There is also a space provided on the list to detail information about each voter contacted such as if they wanted to volunteer, a lawn sign, to donate or hold a fundraiser. For every election district it will provide a street map of the election district. While in the field canvassers should both talk with voters and distribute literature, absentee ballot applications lawn signs or other campaign paraphernalia.

### Canvassing

One of the most important aspects of this local race will be the door to door canvassing. This highly important aspect of the campaign will be done by volunteers, campaign staff and Betty herself. It is important to have face to face contact with these targeted voters because it is a memorable moment with a tentacle of the campaign. We get the most return on our resources with this form of the targeted ground game. This program is highly important to have in a state wide race because an additional vote is produced for every fourteen people who are successfully contacted by a canvasser.

The Volunteer Coordinator should pay particular attention to recruiting volunteers for door-to-door canvassing. If we cannot recruit enough volunteers, we should seek to hire professional door to door canvassers. We should pay these paid canvassers \$10 an hour to do the work of the volunteers. This should not be seen as a strain on our funds since the return in vote is highly favorable when canvassing. Paid canvassers are worth their expense.

Canvassing will provide many useful benefits: canvassers receive useful feedback from voters about issues in the race and their sentiment about the candidate; canvassers may distribute lawn signs and campaign buttons to help publicized the campaign; canvassers help to clean up outdated target voter lists, weeding out the names of people who have moved; canvassers can also register new voters, and provide absentee ballot applications when they go door to door. Canvassers should also wear a button or t-shirt to identify them to the public.

Before Canvassers are sent into the district there will be a robo-call that goes into the area saying, "In the next few days Congresswoman McCollum's campaign will be in your area." This is to make the community aware of the campaign. Two weeks after the



canvasser hits the district, post cards should go out to the district. Two types of post cards will be sent. “Thank you for your time” post cards will be sent to every person contacted, and “Sorry I missed you” cards will be sent to voters who were not home.

### **Blitzes and Leafleting**

Blitzes and leafleting can also play an important part in the targeted ground game—both are less of a drain of resources. Leafleting is basically a literature drop where volunteers target houses by the lists provided, but have a minimal interaction with the electorate. Leaflets can be distributed at just about any time of day, which vastly increases the number of hours that can be devoted to this activity during the final stages of a campaign. This form of campaigning is not as effective as door-to-door canvassing because there is minimal face to face contact.

Leafleting can garner one vote for 72 people contacted. The volunteer will receive a trailblazer walking list when leafleting with our targeted households. They should distribute pamphlets or door hangers to every house on the list. This should be done after the district is initially walked by canvassers. This is done so the targeted voter is touched twice by an arm of the campaign.

The Blitzes will be done every Saturday after Labor Day. The Blitz will be an army of volunteers marching into a few targeted election district to do quick door-to- door canvassing, guided by the trailblazer walking program. This is supposed to be a vast volunteer effort in one area of the state so the neighborhood can feel the presence of Betty’s campaign. Congresswoman McCollum should participate in the Blitzes, but should not spend her entire Saturday walking door-to-door as she needs to divide her time equally among activities.

### **Volunteer Phone Banking**

The volunteer phone banking should be done using the lists produced by the trailblazer program. The people targeted should be the voters that we previously identified. The phone bank coordinator should train all volunteers and provide them with a script, a candidate fact sheet and a phone call list. We should use phone banking throughout the campaign to gauge voter sentiment. We should also use phone banking during GOTV and Election Day pull.

### **Targeting by County**

One way we will be targeting specific segments of voters will be by targeting specific counties. Targeting the voting demographic by county is an important aspect for the campaign when devising a grassroots mobilization plan. When the campaign is able to successfully identify, target and mobilize the communities in which they target; the



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Ramsey, and St. Louis. In the chart below I included some helpful information. The importance of this information is that it shows how Dayton and the DFL party did last election cycle. This helps to give our campaign a better perspective on what we need to do to replicate the vote pattern of 2014. This is vital to make sure the base votes DFL.

County	Party that won	% of vote	Votes gained	% they won by
Carlton	Democrat	59%	8,176	24.59%
Cook	Democrat	61.2%	1,769	29.35%
Hennepin	Democrat	59.3%	265,823	23.36%
Itsaca	Democrat	55%	10,395	15.53%
Knoochining	Democrat	57.7%	3,056	21.76%
Lake	Democrat	59.2%	3,030	24.17%
Mahnomen	Democrat	55.7%	941	18.76%
Norman	Democrat	59.5%	1,429	25.65%
Ramsey	Democrat	62.9%	113,222	31.03%
St. Louis	Democrat	62.1%	50,276	29.59%

The campaign also should target swing counties within Minnesota. These counties can be defined as counties that have less than a 5% margin of victory for either party in the last election. We have identified 24 counties that fall under those parameters. These swing counties are vital to target in our campaign. Often, races are won and lost in these types of swing counties. As you can see below these counties all have a 5% or below margin of victory.

We will be targeting these specific counties in our targeted field operations plan. We will send volunteers into the field in these counties to make direct contact with prime voters. This will provide our campaign with a specific means to contact voters who usually vote for DFL candidates. We need to put a big emphasis on these counties because the campaign can be won or lost within these counties.

County	Party that won	% of vote	Votes gained	% they won by
Aitkin	Democrat	48.9%	3,533	2.96%
Chippewa	Democrat	49.1%	2,284	3.61%
Dakota	Republican	47.8%	72,715	.44%
Filmore	Republican	48.9%	4,058	4.19%
Houston	Democrat	47.1%	3,672	.83%
Kandiyohi	Republican	50%	8,322	4.77%
Lincoln	Republican	46.9%	1,086	1.72%
Marshall	Democrat	47.4%	1,915	.79%
Olmsted	Republican	49.6%	24,928	4.39%
Pennington	Democrat	46.3%	2,356	.61%
Pine	Democrat	47.8%	4,960	1.91%



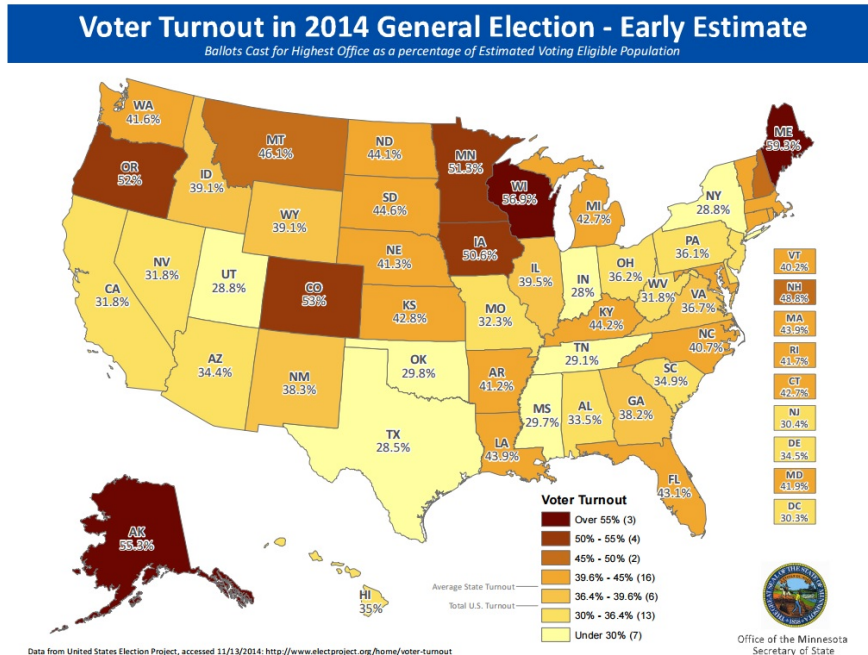
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Polk	Republican	48.7%	4,742	2.73%
Pope	Democrat	47.7%	2,351	1.1%
Renville	Republican	49.2%	2,808	4.29%
Stevens	Democrat	47.9%	2,025	1.44%
Washington	Republican	49.1%	46,910	2.58%
Watonwan	Democrat	47.8%	1,764	2.09%
Yellow Medicine	Republican	47.9%	1,906	1.08%

## Targeting based on Voter Turnout

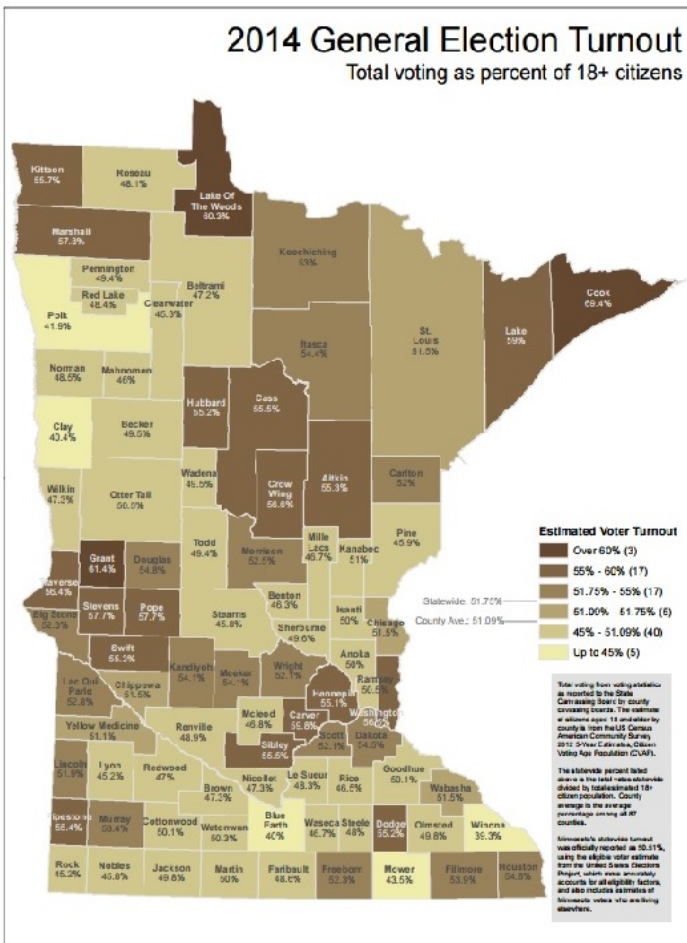
An additional way we will target segments of the population will be through micro-targeting areas of Minnesota based on voter turnout in the previous election. Minnesota has a strong history of a high voter turnout. This is important in a grassroots campaign since many of the voters we will be contacting will in fact come to the polls. According to the Minnesota Secretary of State, in Minnesota had a voting turnout of over 50% in the 2014 cycle, much higher than the national average. This means more Minnesota voters are coming to the polls than most of the country. According to the map below only five other states had a higher turnout rate than Minnesota.

This shows us that we are dealing with a more engaged electorate, one that will overwhelmingly go to the polls when there is a gubernatorial election. Since this is a special election where there will be national recognition of this race, we should expect that to offset this unusual off-year, special election. We expect the turnout rate to hold at around 50%.



Since we are aware that the turnout rate for the election will be somewhere around 50% of all registered voters, the campaign needs to ensure that the DFL base turns out to vote in numbers that we have seen in previous years. The campaign needs to ensure that it targets counties that have high a high voter turnout rate, especially those counties who overwhelmingly vote DFL. We will also target swing counties that have a high voter turnout rate in hopes to add more DFL votes to an already high voter participation rate.

As we see on the map below we can see that certain counties have a higher turnout rate than others. Since it is not feasible to have operations in all 87 counties, the campaign must target specific counties of value. In these counties we want to focus on turnout rate, more specifically turnout rate for DFL. We need to make a specific effort to increase voter turnout in the targeted counties and stabilize the DFL turn out in others while hoping to suppress the Republican and Independent voter turnout. Even though increasing the voter turn out is important, the only way it will be beneficial to our campaign is if we increase OUR voters.



There are specific counties we want to target in our field operations plan to increase DFL turnout because we perceive that the turnout in the counties are low for the state average. Any additional turnout percentage would be beneficial to McCollum's campaign when seeking to court extra DFL votes. The counties we want to initially target are DFL counties with low voter turnout. Among these counties we will target are Norman, Mahnomen, and Ramsey. Each of these three counties were well below the Minnesota turnout average. If we bring DFL voters to the polls who were initially going to stay home, we could ensure that any loss of votes we would have from the Independent candidate would be made up for by bringing new voters into the electorate.

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There are also swing counties that we perceive would be beneficial to increase the DFL turnout by adding new DFL voters into the fold. These counties that we specifically target to increase the democratic voter turnout will be Pennington, Pine, Polk, and Rennville. All four are swing counties that we have previously identified. It would be beneficial if the campaign could increase the turnout to make up for the loss votes to the third party candidate. This would enable us to keep make a bigger presence in these counties and will ensure we do not loose to many votes to other candidates.

There will be specific ways that we will try to increase voter turnout within these counties. These methods will include but are not limited to, leafleting, canvassing, rallies held in counties, campaign offices located in or near counties, absentee ballot program, voter registration drives, frequent candidate visits to county, grassroots fundraisers, debate watch parties and telemarketing phone calls. This will be done to target prime DFL voters as well as DFL voters who have a sporadic voting history.

This is important to the field operations plan because we want to turnout as many McCollum voters as possible and increasing the turnout model to benefit our party is a very real and feasible way of doing so.

### Non-Targeted Approach

The non-targeted voter aspect of the field operations plan will rely on Betty, her campaign staff, and volunteers to make public appearances within the state to promote Congresswoman McCollum's candidacy. This will be done to interact with every potential voter, some whom might not be on the targeted lists we have generated. Betty should pay special attention to local meetings with community groups within the state. She should attend as many Civic Associations, Chamber of Commerce, Lions Clubs, Church Groups, Senior Centers, and Democrat Club meetings as possible. These meetings will all be attended by people who are actively engaged in their community, which means that they will be more aware of what is going on in their community and more apt to vote.

These community members are more likely to vote, so it is imperative for Betty to build connections with these types of people. She should attend as many meetings as possible and be prepared to talk to the crowds if asked. Many of these groups hold friendly debates between the candidates towards the end of the campaign, so it is important for the candidate to be comfortable with the people she is speaking in front of and she should be aware of the issues each group is concerned about. If Betty cannot make an important meeting, a staff member should attend in her place.

The campaign should also engage in public community events. The campaign staff with an army of volunteers should attend every public festival and fair within the state. If we can acquire a table at a festival or fair, we should purchase one. The Volunteer



Coordinator should run the table with volunteers to disburse campaign material, absentee ballot applications, and voter registration cards to the crowd. Congresswoman McCollum should attend these festivals and divide her time up by walking the crowd and standing by the booth handing out literature. She should try to shake hands with every person she meets. She should also attend every public event, including senior events, Town hall events, parades and socials. The goal is to be noticed at these events, so she can build name recognition.

Congresswoman McCollum and her army of volunteers should also be seen at places that are highly visible. These places should include train stations, supermarkets, bagel stores, and shopping centers. They should be in the parking lot or outside handing out campaign materials. Volunteers should try to hit one supermarket in every county throughout the state. We want Congresswoman McCollum to be visible and accessible to everyone in the Community.

### Grassroots Campaigning

An important part of our grassroots voter mobilization strategy is to target segments of voters who we believe would be beneficial to carrying the message of our campaign to other voters. Since voters are likely to take cues and advice from family, friends and neighbors; it is important to have key influential segments of the population behind our campaign to spread our message. The population segments that we want to include in this strategy are, teachers, union member's students and mothers.

Since teachers, union members, students and mothers are all respectable segments of the population, it will be likely that voters will take cues and seek advice from all of these groups. We want to mobilize voters who belong to these groups early on in the campaign in order to build the grassroots support we need before Election Day.

### **Teachers**

Teachers and their support will be integral to our grassroots campaign. Since one of our key issues is universal pre-k we expect teachers and their unions to back our campaign. We want to create a grassroots organization for teacher's who support Betty. Betty should make the connection to teachers claiming she is one of them due to her years spent as a social science teacher.

Teachers should have one umbrella organization called "Teachers for McCollum". This organization should be independent from the campaign, but will be directed how to organize by the campaign and will take cues on messaging from the campaign. The organization should have board members who are avid supporters of Betty and should reach out across the state of Minnesota to other likeminded individuals who are



teachers. There should be a Facebook and Twitter page set up for this group to pass along information to voters.

There should be “Teachers for McCollum” chapters in each school district across the state. These chapters are important to the overall organization since they will be disseminating Congresswoman McCollum’s message across the state. Each Chapter of “Teachers for McCollum” will be in charge of their own territory in Minnesota. They are invited to coordinate with the campaign office for volunteer efforts. They should pass out flyers at events, leaflet canvass, and participate in phone banking.

### **Union Members**

Another very important segment of the population we must coordinate with is union members. Union members are an integral part to the DFL grassroots machine. These people are the voters who volunteer and vote for democrats on a regular basis. Once union endorsements start to role in, the campaign must keep in contact with each union and coordinate with them.

Each union should be encouraged to send members down to one of our field offices to participate in campaign activities. We should have these members make phone calls to other union households on behalf of Congresswoman McCollum. The union members should also participate in rallies, canvassing, and leafleting.

### **Students**

“Students for McCollum” will be another origination similar to our grassroots teacher’s organization. Most young college age students identify as Democrats, but since most students are away at college their voter turnout rate is unusually low. The organization’s main aim is to mobilize students, get them interested in the campaign and have them vote by absentee ballot for Congresswoman McCollum. We will create a central organization for “Students for McCollum” with board member who are students from various campuses throughout Minnesota.

Like the teachers’ organizations, there should be multiple chapters created. Every college campus that has McCollum supporters should create a chapter. There should be one universal Facebook page and Twitter used by the board members for recruitment of volunteers and to pass along campaign messages.

The college campuses where we initially want to create chapters are the University of Minnesota, University of St. Thomas. Century College and the Minnesota State Colleges. There are nearly 200 colleges in Minnesota and it would be beneficial if we could have chapters in every county.

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These student organizations will be required to disseminate Betty's message throughout college campuses. They should be encouraged to volunteer for her campaign by coordinating with the campaign field offices to leaflet, phone bank and canvass. The main purpose for organizations like this will be to open up the discussion among college students. Each chapter should have tables at events, have debate watch parties, attend rallies, hold voter registration drives, and participate in our absentee ballot program. Two of the most important aspects of this organization are the voter registration drives and the absentee balloting programs. Each chapter is responsible for introducing new voters into the electorate by providing them with voter registration cards. They should be carried around campus, given out at fairs and festivals and on the club table at events. Each chapter is also encouraged to give out absentee ballot applications to DFL college students. Since many students are away at colleges, they do not vote, which translates to missed votes for the DFL party. If we lock up votes via absentee balloting, we would ensure that this voting bloc was represented fairly in the electorate.

### Mothers

The last important segment of the population we look to target by a grassroots movement will be mothers. Since many women identify as Democrats, and care about issues that Congresswomen McCollum is pushing such as universal pre-k, a higher minimum wage and other economic issues that poll high among women; targeting women will be a priority. We want to secure this segment of the electorate in hopes they don't defect to the other candidates.

This grassroots organization will be called "Minnesota Moms for McCollum". Betty must connect with this segment of the population. She must make an effort to reach out to moms across the state. As a mother of two, Betty must draw upon experiences from her past to make connections that other mothers can relate to.

This should be one broad network of moms who coordinate to make phone calls, network and contact other mothers to join in supporting Betty. One main component to the organization will be their power to connect with other mothers in person, over the phone and through social media. There should events planned throughout the state aimed to rally mothers together in support for Betty. There should be coffee klatches, social media gatherings, and campaign rallies where mothers come to support and disseminate Betty's message of a better Minnesota.

These groups are all equally important to our grassroots organization since they target segments of the population that might not be involved with the larger democratic grassroots movement throughout Minnesota. It is important we keep these supporters in our corner and grow their support to ensure they vote for Betty in November.



## Absentee Balloting/ Mail Balloting

Two very important aspects of the early GOTV drive will involve absentee balloting and General Election mail balloting. This program and won't only occur during the GOTV period in the late fall but will be in place throughout summer and into the fall. We will have specific targets based on age, occupation, county they live in and the likely hood they will vote democrat. Both of these programs are equally important as they will help with early voting and securing early votes during the final month and a half before Election Day.

Absentee ballots can be handed in 46 days before the election. September 18 marks the first day where an absentee ballot can be submitted. You can submit an absentee ballot application anytime throughout the year to ensure you receive an absentee ballot. This can be done by mail, in person, through email or fax.

There are two ways you can participate in early voting in the state of Minnesota. You can submit an absentee ballot in person or mail in your ballot. You can submit the ballot in person, Monday – Friday during normal business hours at the local County Election Officials office. You can also submit the ballot on the last Saturday before Election Day 10am-3pm (October 31). The ballots can be submitted up until Election Day. If you cannot make it to the County Election Officials office, someone you know can drop the ballot off to you, pick it up and deliver it to the office. You can also vote by mail, when the ballot is filled out and completed the voter can submit the application through mail. Each voter when completing the ballot needs a registered voter as a witness to sign the ballot.

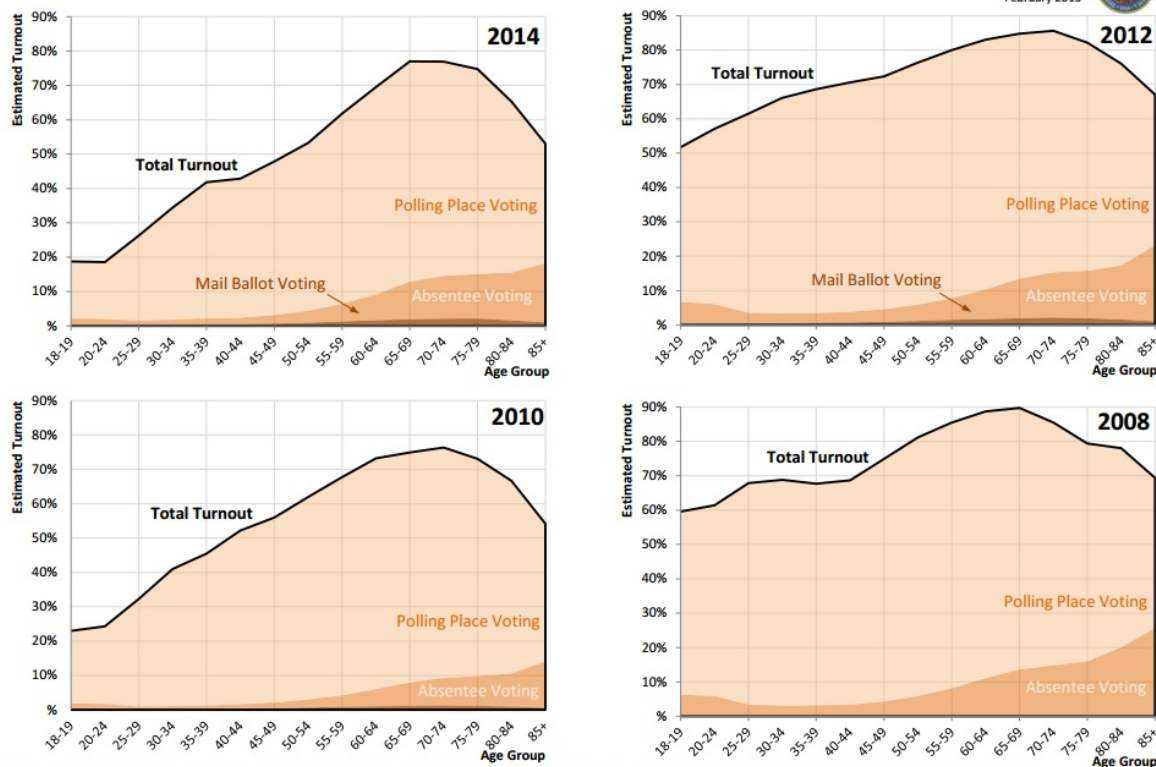
Throughout the summer and into the fall we will make absentee balloting a main priority in order to secure votes early. During the summer months when the campaign staff is attending fairs and festivals our volunteers will have absentee ballot request applications on hand at all times. The campaign must keep these applications at our headquarters and in our field offices. During canvassing, leafleting, and GOTV operations these applications must be carried by the staff and volunteers. We will encourage all of our supporters to fill out the request for an absentee ballot so we know their vote can be counted.

We will also have programs where we target certain segments of the population that support Betty **but** might not cast a vote for her on November 3<sup>rd</sup> because of extenuating circumstances where they can't get to the polls. Among the groups of people we will target are, the elderly, college students and the military. We will target these segments of the population because they are each an important voting demographic we want to secure. With each of these segments targeted and votes secured it will enable the campaign to spend more time courting swing voters, rather than be concerned about base voters getting out to vote.

In the chart below you can see the graph depicting the Election Turnout by age group, how they voted, whether it is mail balloting, absentee balloting or polling place voting. This is important to understand how each segment of the population votes and what percentage of the population votes. We need to look at the trends of each important demographic to accurately target the voting group we are seeking to court through absentee balloting.

Minnesota General Election Turnout by Age Group

Office of the Minnesota Secretary of State  
Elections Division  
February 2015



Total turnout shows, for each age group, voters in an election as a percentage of estimated population. Voter history data is from Statewide Voter Registration System. Voters with unknown age were removed from this analysis. Population estimates from US Census' 2013, 2012, 2010, & 2008 American Community Survey. Population estimates do not account for all voter eligibility factors.

As stated previously, two age demographics we are going to target in our absentee balloting program are the elderly and college age students. These two voting demographics are important to the DFL base. The elderly have a higher voting percentage among all age groups and a higher absentee balloting and mail in balloting turn out ratio. College age student typically identify as democrat, and due to being away from home at college many do not have the opportunity to go home on election day to cast their ballot. It is important for the campaign to lock up their early support in the form of absentee and mail in balloting.





## Elderly

The elderly who identify with DFL are important to this program because circumstances can occur that would prohibit them from reaching their polling station on Election Day such as illness, lack of transportation or bad weather. If we target elderly DFL voters by mailing them an absentee ballot request form and a letter from Mrs. McCollum it might persuade them to vote by absentee. This would not only lock their vote in early but secure that they vote for our candidate.

This program should be started in the summer and step up in intensity throughout the fall. We should work with senior centers, church groups, and nursing homes. We should target solid democrats over the age of 60 who vote in every general election and those who vote in gubernatorial elections. We will obtain this list through our Trailblazer program.

## Students

We need to ensure that the students who want to vote for Congresswoman McCollum, do cast a ballot. The best way for this demographic is to vote from the comfort of their own dorm room, through absentee balloting. We should offer each student in every college in the state of Minnesota the opportunity to vote via mail in ballot.

One of the most important aspects of Students for McCollum on college campuses will be courting students to vote via absentee balloting. Many students who are away at college and want to vote don't have the ability to go home on Election Day to vote, this would provide them with a simple way to vote from their college dorm room.

Each chapter of Students for McCollum should have their own voter registration drives and their own absentee ballot registration program. The absentee ballot registration drives along with voter registration drives should be held in the middle of September through late October. Since most college students identify with DFL's and their policies it will be easy to court them to vote for McCollum's. The key issues we have identified such as education, will help persuade these voters to be a voting bloc for McCollum.

The absentee ballot voting percentage of all votes among 18-25 year olds is usually small, between 1-5% since 2008. Their overall voting turnout percentage is low as well, roughly 25%. If we increase the percentage of college students who vote, we would ensure that we would get extra votes from people who would normally vote democrat but don't do so. This would not only increase the voting turnout for college students but would enable our campaign to cash in on a higher turnout rate among millennials.

### Military

Another segment of the population we will target with our absentee ballot program will be Military personnel. The campaign target military members who are either overseas or stationed away. We will send them a personalized letter from Congresswomen McCollum thanking them for their service and stressing the importance of the election. Congresswoman McCollum will hand sign each of the letters and an absentee ballot application will be enclosed with the letter and a stamped envelope. We should keep track of the rate of absentee ballot requests registered at the County Election Officials Office.

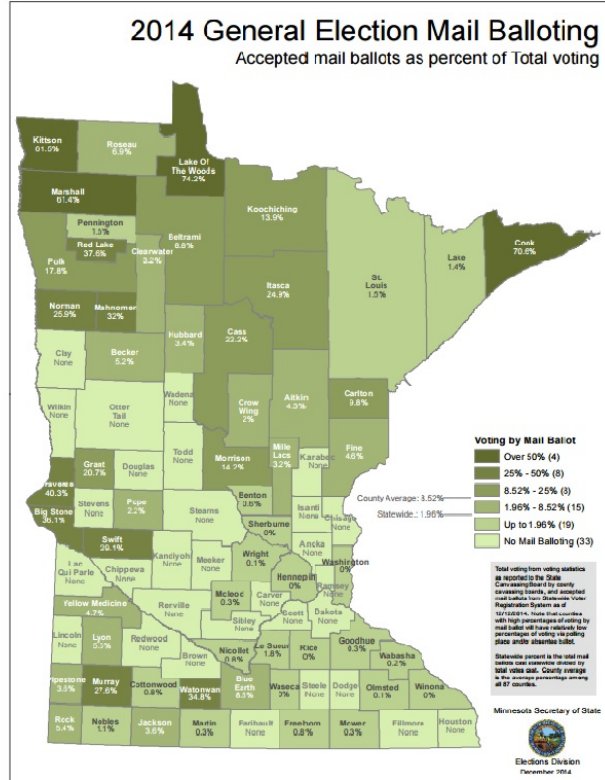
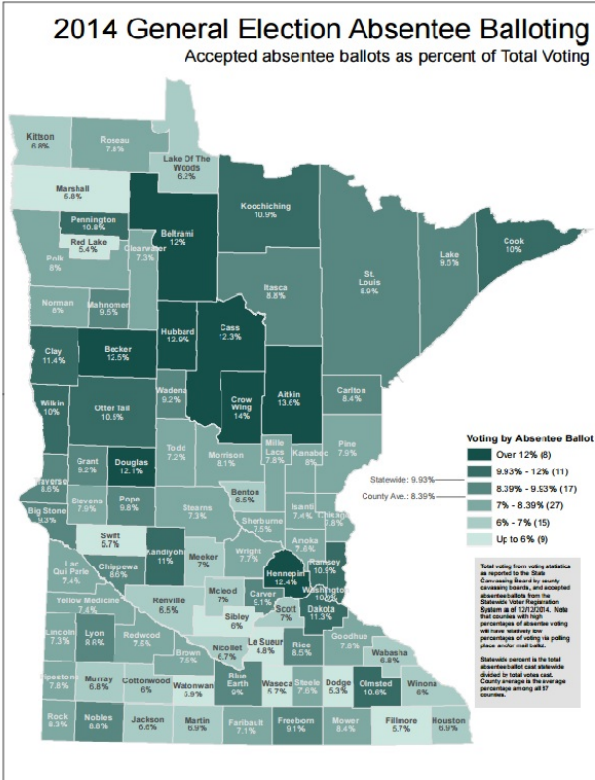
### County

We will also target segments of the democrat voting bloc by geography; more specifically by county. In Northern Minnesota, counties voting by absentee ballots and mail in ballots are significantly higher than many urban counties. Since many of these countries have a rural terrain and have snow on the ground in November, absentee ballot voting is a popular way to ensure their vote is cast.

We will target counties that have higher percentages of General Election mail balloting and absentee balloting and that heavily vote democratic. We will also target Democrats in counties who have a high percentage of voting through absentee balloting/ mail balloting and target the counties that would be considered a swing county. The theory behind this is that if we voting by absentee ballots in these counties to those that vote DFL we can lock early votes in well before Election Day.

In the graph below you can find two important maps depicting the percentage of voters who vote by either mail in ballot or absentee ballot. These percentages are broken down by county. This is an important map because it is the most recent gage of how counties vote. It is important to recognize that there are certain counties that rely heavily on absentee balloting and mail balloting as a form of voting due to rural communities, and weather. We need to heavily target these areas and ensure every DFL voter who wants to vote has the opportunity to participate in early voting. Below you can find which counties tend to have a larger segment of the population in which they use early voting as a large method of voting.





Relying on the recent data from the maps above and the certified election results from 2014, I was able to create a chart that depicts what counties we should target. Below you can find a list of 24 counties that would be beneficial to target. This is based on the party that won the county and by voting by absentee and mail ballots counted in the general election. This information is imperative to developing the geographical targeting for the absentee ballot program.

County	Party Won	% Won in County	% Absentee Ballots	% Election Mail Balloting	Total Number of Absentee & Mail ballots
Aitkin	Democrat	2.96%	13.6%	4.3%	1,307
Beltrami	Democrat	8.45%	12%	8.8%	3,234
Big Stone	Democrat	6.39%	9.3%	36.1%	980
Clay	Democrat	13.66%	11.4%	0	2,053
Cook	Democrat	29.35%	10%	70.6%	2,381
Dakota	Republican	.44%	11.3%	0	17,196
Grant	Democrat	6.71%	9.2%	20.7%	925
Hennepin	Democrat	23.36%	12.4%	0	55,879

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Itasca	Democrat	15.53%	8.8%	24.9%	6,449
Kandiyohi	Republican	4.77%	11%	0	1,852
Kittson	Democrat	14.95%	6.8%	61.5%	1,347
Knochiching	Democrat	21.76%	10.9%	13.9%	1,359
Mahnomen	Democrat	18.76%	9.5%	32%	728
Marshall	Democrat	.79%	5.8%	61.4%	2,906
Norman	Democrat	25.65%	8%	25.9%	842
Olmsted	Republican	4.39%	10.6%	.01%	5,402
Pennington	Democrat	0.61%	10.8%	1.5%	635
Polk	Republican	2.73%	8%	17.8%	2,548
Ramsey	Democrat	31.03%	10.9%	0	19,673
Red lake	Democrat	6.87%	5.4%	37.6%	641
Swift	Democrat	12.76%	5.7%	29.1%	1,568
Traverse	Democrat	12.75%	8.6%	40.3%	766
Watonwan	Democrat	2.09%	5.9%	34.8%	1,529
Washington	Republican	2.58%	10.9%	0	10,470

As you can see from the chart above, we need to target likely Democrat voters in these 24 counties we identified. We need to send a letter and application to prime democrat voters stressing the importance of early voting. We will also target these counties online by targeting prime democratic voters using Google banner ads, Facebook advertisements and through our website. We will advertise that if you would like an absentee ballot application sent to your house you can give the campaign your information and we will send an absentee ballot application to their door. We will also use this strategy to a lesser extent to the non-prime counties throughout the state. On our campaigns website there should be a place for the voter to submit their information on whether they would like an absentee ballot application to be mailed to their house.

## **Election Day Push**

Polls are open 7 AM – 8 PM CST.

On Election Day we will have several Election Day operations to ensure the votes we want to target will come out and vote for Congresswoman McCollum. This last effort on Election Day needs to be a solid effort, because all of our campaigning we did for the past 6 months will come down to these 13 hours. We need to ensure that our Election Day push includes all of the outlined activities to get out our base vote, and encourage voters who stated they supported us to the polls and cast a ballot for Congresswoman McCollum.

On Election Day, each prime voter should receive three direct touches from an arm of the campaign. Whether it be leafleting, telemarketing, robo-calls, or a Volunteer phone call; each prime DFL voter should hear directly from our campaign a minimum of three times during the 13-hour span of Election Day.



### Lawn Signs

Besides the constant television and radio ads that bombard the electorate during the days preceding the election, lawn signs play an important role in the campaign. We must make sure that in the days leading up to the election we distribute lawn signs throughout Minnesota. The night before Election Day, volunteers should place lawn signs at each polling station (within the legal distance to the polling center). This will be the last visual from our campaign before voters head to the polls.

### Leafleting

Based upon the data we collect during canvassing the districts in our targeted area, we will send out our army of volunteers to target the houses that we believe will vote for Congresswoman McCollum. This leafleting program will be in the form of door knockers. Each door knocker will be colored bright green and will be disbursed based upon the election district. The door knockers will state that it is Election Day, include that the polls are open from 7am-8pm. It will also indicate where their polling place is located, a phone number if they need a ride and a reminder to vote for the DFL party. Betty McCollum's name should be in bold black ink that could be seen from the street.

### Telemarketing

During the Election Day push we will use the telemarketing service to target prime voters. This should be done during the day with lists we provide them from the data we compile from the trailblazer program and prime voter lists. They should remind voters that it is Election Day and stress the importance of voting early.

### Robo-calls

Robo-calls will be used to target the entire district. The robo-call should be sent out in the morning telling the residents it is Election Day and it is important to vote. The robo-call should come from a high ranking Democrat that has endorsed Betty. An additional robo-call should be made around 5pm telling the residents to get out and vote. This last robo-call should come from Betty herself letting the voters know how grateful she is for their support.

### Dial for a Ride

This is an important aspect to our GOTV Election Day push. We shall have phone lines open and waiting at all of our campaign offices with volunteers standing by with buses that will be rented as well as volunteer cars. These volunteers should pick up residents



and drive them to the polls. We should closely work with senior centers, church groups, and other organizations.

### **Poll Watching**

In every targeted election district we will have certified poll watchers who go to the polls and get the numbers of the total people who voted and the total number of DFL and Independent voters. We will also collect the names of all DFL voters who have voted. This will give us a better idea of who came out to vote. We will run these names and numbers through the trail blazer program so we can target the prime voters we have identified but have not yet been to the polls. This should be done three times during the day, 10:30 am, 2:00pm and 6:00pm. Poll watching is vital aspect to our plan in targeting prime voters on Election Day and bringing them out to vote.

### **Volunteer Phone Calls**

Using the data we receive from our poll watchers, we will make targeted phone calls to our prime voters stressing the importance of getting out to vote. Volunteers should be making these phone calls all day to the voters who have not yet voted. We must have extra volunteers on hand to target voters who have not yet voted by our 6:00pm reading. Our volunteers should call every prime voter who has not yet voted before 6:00pm.

### **Palm Carding**

Congresswoman McCollum and Volunteers should be seen by the public throughout the state on Election Day. The campaign needs to stay visible to get any last minute non targeted votes. Volunteers and Betty should hand out palm cards at major transportation hubs, shopping centers and any visible place that voters frequent. Every volunteer should carry a list of polling places and a map on their person within the district they are palm carding for informational purposes.

We should encourage residents we meet on Election Day who are interested in our campaign but aren't registered to vote to stop down at their polling place and take advantage of Minnesota's same day registration program. This would benefit Congresswoman McCollum since many residents of Minnesota participate in same day registration voting.

### **The Importance of the Plan**

It is important that Congresswoman McCollum focuses heavily on field operations. This is where she will meet most of the voters face to face. This will leave a more memorable impression and connection with residents. Although other aspects of the campaign are

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important, when you have a tight race like this, the race is won on the pavement. A well-oiled grassroots campaign like the one this campaign hopes to build for Betty has the ability to gain a surplus of votes from hitting the pavement with our targeting and non-targeting strategies. It is vital for the campaign to stick to the plan we have put forward. If all of our targets are hit, and the plan is executed to the fullest extent; Betty McCollum will be the next Governor of Minnesota.

# Fundraising Plan







Betty McCollum's off-year, three-party race for Governor of Minnesota cannot operate on a slim budget. It must be well-funded to be able to adhere to the campaign strategy for winning crucial independent voters and to adapt to the unpredictability of media magnet third-party candidate Jesse Ventura. We need to understand the urgency of raising money early in the campaign. Money readily translates into other political resources. If we raise money in the early stages of the campaign, it will enable us to secure personnel, make media buys, and give the campaign a sturdy footing. We need to keep in mind that raising money in the later stages of the campaign is relatively easy as the momentum of the campaign picks up. This financial plan must be adhered to strictly in order to gain the financial resources necessary to win.

The Financial Director should be a full-time paid position on the campaign staff. The Financial Director will oversee the entire process and will oversee the Treasurer and Fundraising Chair. The Financial Director should be in charge of staying on budget and meeting our fundraising goals. The Treasurer should be familiar with campaign accounting procedures. He/she is responsible for campaign accounting and reporting procedures in accordance with State regulations. The Financial Director, Treasurer, Campaign Manager, and the Candidate are the only four individuals with the check signing authority.

The Financial Director should be the sole authority in raising the funds needed to implement this campaign strategy. The Financial Director is responsible for implementing the plan to raise enough to fund the campaign budget. Congresswoman McCollum has \$171,163 in her Congressional campaign account now and will use those funds for seed money. The seed money should be deposited into the new campaign account and will be used as needed up front before the campaign moves into high gear when McCollum announces her intention to run for Governor of Minnesota.

### The Decision to Reject Public Financing

The decision to reject public financing is an unprecedented decision in Minnesota history, but is mitigated by a number of things, including the surprise decision by John Kline not to participate in public financing -- despite the fact that the Political Contribution Refund Program (PCR) allowing reimbursement by the state for political contributions of up to \$50 for individuals and \$100 for couples was reinstated in July, 2013, and would have applied to both candidates had they decided to accept public financing.

Independent candidate Ventura, lacking other funds, has chosen to participate in the public financing program and can be expected to make this an issue in the campaign. Ventura's fund-raising ability *per se*, though enhanced by his decision to accept public financing, is not expected to be a significant factor in the campaign. When Ventura ran and won as a third-party candidate for governor in 1998, he spent just \$254,953, while

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his opponents Norm Coleman (GOP) and Hubert H. Humphrey, III (DFL) spent \$2.5 million and \$1.8 million respectively. Ventura didn't need to raise large sums for that campaign because of the unpaid-for media attention he received. The fact that McCollum is not accepting public financing will give her campaign greater freedom to pay for media to counter any unpaid-for publicity that lifts Ventura's poll numbers. His newsworthiness is one of the most volatile, unpredictable aspects of the present campaign, and McCollum does not want to be caught flat-footed in this campaign as both the Republican and DFL candidates were in 1998. Ventura does not have to win to cause McCollum to lose. He only has to make a good showing. Money well spent is the best solution to this problem – the problem of the wildcard third-party candidate.

There are many reasons for turning down public financing. No greater lesson is being taught in American politics today than the overriding importance of raising large sums of money to affect the outcome of a campaign. Granted, much of this “big” money is being raised by PACs, but campaigns need to raise large sums as well, even as super PACs take over some of the traditional functions of a campaign. The McCollum campaign needs to raise larger sums than ever before and to control how those sums are spent in its effort to win swing and independent voters in Minnesota and to ward off any populist surge of votes for Ventura.

We found that the overlap between donors to McCollum's congressional campaigns and Mark Dayton's 2014 gubernatorial campaign was very small, which means that the potential donor base for McCollum's bid for the governorship more than doubles when the two lists are combined. Dayton, though disabled, has pledged his support to McCollum and to the interests of the DFL in Minnesota. He has promised to make his donor list available to McCollum and is expected to make calls on her behalf over the next six months.

Given the unusual circumstances of this campaign –

- (a) the fact that no other campaigns are underway anywhere else in the state,
- (b) the fact that only one other governor's race is to take place elsewhere in the country (in Louisiana), and
- (c) the fact that McCollum is seeking to replace a Democratic (DFL) governor who was part of a national strategy as well as a major state-wide push to promote Democratic hegemony in Minnesota's legislature and executive branch

—the campaign is confident that it can pull in substantial donations from out-of-state as well as from the combined in-state lists. The precedent for this is the fundraising activities of the most successful PAC in Minnesota, the Alliance for a Better Minnesota (ABM), which political analysts credit with making the difference for Dayton in his most



recent gubernatorial campaign, and liberal groups such as the Gill Action Fund, which have contributed large sums to a national strategy to fund state political “monopolies” in Minnesota in particular.

In other words, what we intend to capitalize on is the reported fact that “a resurgent Democratic version of the Republican national strategy that moved a dozen states to sole Republican control, including presidential swing states like Ohio and Pennsylvania – financed chiefly by labor unions and wealthy liberal donors rather than corporations – began to catch up [with the Republicans in 2012], spearheading Democratic takeovers in Minnesota and Colorado.”

Twenty-three states are now solely controlled by Republicans, and 13 solely by Democrats. In two others – New York and Washington – one chamber is jointly controlled. From the point of view of campaign finance, this is the argument that should convince small donors as well as wealthy individuals from out of state to contribute to McCollum’s campaign – to support her, yes, but more importantly, to support the strategic deployment of campaign cash to help confirm Minnesota as a “Democratic” state.

It should be noted that Minnesota has some of the most restrictive campaign finance laws in the country. State law prohibits corporations from contributing to campaigns whether publicly funded or not, and the maximum amount unions can contribute is \$4000, the same as is it for individuals. here is also an aggregate contribution limit of three-quarters of a million dollars – a sum not dependent upon the signing of a public subsidy agreement – that applies to contributions and loans from lobbyists, political committees or political funds, and associations not registered with the state’s Election Campaign Finance Board. Once that aggregate sum is reached, the upper limit of campaign contributions from a single source drops to \$2,000.

The key to our out-of-state strategy is modeled on the success of groups such as Outgiving, a Denver-based group organized by the Gill Action Fund, which solicited “a blizzard” of small donations for state candidates whom they believed would move their agenda forward. In other words, one of our fundraising strategies is to appeal to small donors from outside the state through groups like “Outgiving” that support McCollum’s legislative and proposed executive agenda to save the governorship of Minnesota for the Democratic Party.

While Outgiving organized contributions directly to candidates, it also joined up with one of the most successful state-based political operations anywhere in the country: a liberal nonprofit group, the previously mentioned Alliance for a Better Minnesota. This, of course, we cannot do. However, we should be able to go to the outside interests – unions, abortion-rights supporters, environmental groups, and others that the ABM has cultivated -- and appeal to them to solicit their out-of-state donors to contribute up to



\$4,000 each to keep the governorship of Minnesota in Democratic hands. The campaign's communications plan involves appeals to Minnesotans to keep their traditional "morality politics" rather than move in the direction of the anti-labor, anti-education, Republican politics of neighboring-state governor Scott Walker.

Whatever the ABM spends on issue campaigning in 2015 should help McCollum, but it cannot make up for what the campaign itself needs to accomplish with the money it raises and spends. The McCollum campaign needs to control large sums of money to target swing and independent voters (a necessity for winning candidates in Minnesota) and to fend off a possible populist challenge from wildcard candidate Jesse Ventura.

Television is still king for campaign spending. Though the data from Minnesota is less clear, Nielsen ratings confirm that "nothing will displace television as the centerpiece of presidential campaign media strategy in 2016." Despite Jesse Ventura's winning campaign for governor in 1998, there is no such thing as a cheap winning campaign for a mainstream candidate such as Betty McCollum.

In terms of fundraising, the biggest problem for the campaign is the fact that Minnesota law allows reimbursement by the state for political contributions of up to \$50 for individuals and \$100 for couples. Turning down public financing means forgoing reimbursement of donors who give \$50 or less to a campaign. McCollum has been disproportionately dependent upon small donors in the past. And, on grounds of principle, the Democratic Party is more closely associated with campaign finance reform, including the public financing of campaigns, than Republicans.

Why, then, forego public financing of this special election for Governor of Minnesota? What we have discovered, is that the DFL has been the stronger party in Minnesota for the past several years; that it has been trying to fend off a resurgence of the MNGOP; and that resurgence of the MNGOP is due in no small part to its recent success fundraising, which can be attributed to the reinstatement of the Political Contribution Refund Program (PCR) allowing reimbursement by the state for political contributions of up to \$50 for individuals and \$100 for couples. According to *Politics in Minnesota*, "Republicans have always been good at taking advantage of this program" ("Minnesota GOP Shows Signs of Resurgence") – yet another reason for the McCollum campaign to capitalize on its expanded base of supporters within the state and seek individual donors outside the state.

Taken together, all of the above factors explain why we took the unprecedented step of foregoing public financing of Betty McCollum's special election campaign for Governor of Minnesota in 2015, and set a target of \$5.5 million.



## Fundraising Overview

The task of raising 5.5 million dollars seems daunting, but if you break it down into individual segments it is attainable. We need to devise two different strategies to court large and small donors to the campaign. The candidate should create a list of potential sources of money, which can include family, friends, colleagues, associates, associated unions, habitual givers, and political parties at all levels. Since Congresswoman McCollum has already built many strong connections during her time in Congress we suggest she look to companies and members of associations that have contributed to her past campaigns.

Employees of companies such as Heartland Realty Investors, which contributed \$17,500 just this year, National Community Action foundation which contributed \$10,500, International Brotherhood of Electrical Workers which contributed \$10,000 and Southern Minnesota Beet Sugar Co-op, which contributed \$10,000 should all be solicited in her gubernatorial campaign, keeping in the mind that the maximum any single entity can contribute to the governor's race in Minnesota is \$4,000, and that Minnesota laws bars corporations as such from contributing to campaigns for state office. The full list of top contributors should be obtained from her congressional donor lists. Outgoing Governor Tom Dayton's donor list can then be added to hers. She should create an additional list of members and companies she believes will donate, as should Dayton, who has agreed to do so. It is reasonable to expect that expanded McCollum-Dayton list can be further expanded because of the national significance of the race.

The large donor strategy should include donors who will donate large sums of money within the campaign finance regulations. The large donor strategy will put emphasis on the solicitation of large contributions from individual donations for the maximum amount of \$4,000. This list should consist of at least 150 people. Individual members of outgoing Governor Dayton's family, whose personal wealth comes from Target stores, including his ex-wife, Alida Messinger, heiress to the Standard Oil fortune and director of the ABM, should be among the first asked to contribute.

Congresswomen McCollum should also develop a list of at least 250 persons she thinks will contribute \$1,500 each to the campaign. This will give us a starting point when seeking additional donations. The large donations will be a major source of income for the campaign. These lists will consist of early donors responding to candidate calls and fundraisers and are expected to net \$1.0 - \$1.5 million in the first two months of the campaign.

The small donor strategy will rely on small contributions made to the campaign. One way to do this is to ask for small donation of 10 to 15 dollars as a way of prompting a contribution and getting money into the donor system. Once small donors are in the

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donor system, it is more likely they will donate in the future. We should reach out to these small donors through the digital media: email, social media, text messages, and campaign websites. We can also seek small donations when we have volunteers canvass the State. Small donors are especially important in Minnesota – a state that has gone to great lengths to encourage public participation in the financing of its political campaigns.

The campaign should also have a series of fundraisers. Similar to the large donor and small donor strategies, we should implement two distinct types of fundraising plans, a fundraising plan for large donors and a fundraising plan for small donors. We will also hold fundraisers for donors who fall somewhere in-between. The main purpose is to get voters to participate and make a commitment to the campaign. Once they are committed to the campaign, donors are likely to influence other people to support the campaign as well. Every person who contributes to the campaign will be encouraged to influence at least seven other people to vote for candidate Betty McCollum.

Large-scale fundraising plans should be promoted among those who can afford large sums of money to attend political events. These large donor events should require a maximum donation of \$4,000 (or \$2000 once the aggregate limit has been achieved). There should be at least four-to-five major fundraisers a month during this election cycle. These fundraisers will generate a major portion of the funds we want to raise. A major fundraising event should be a dinner at a venue big enough to fit 200 -300 people. These events should feature a prominent person as a guest speaker. The plight of Governor Dayton and his family can be used to appeal to those who want to perpetuate his legacy in politics. The process of planning this event should begin at least two months prior to the event. The cost of the event should never exceed 25% of the price of the ticket. Large donor events will also be held in an intimate setting where a donor can get more one-on-one time with the candidate. These will be held in the state of Minnesota and, because of the nationalizing of this campaign, in other parts of the United States as well.

Unlike the large donor fundraisers, when seeking out small donations through fundraisers, we should plan multiple events. We recommend small donor fundraisers whenever possible in all the counties of Minnesota. Low-priced events designed to appeal to the campaign's lower-middle-income supporters, will be priced at 25 dollars a person or 40 dollars a family for pizza parties, spaghetti dinners, or pancake breakfasts. These events are very popular with people who do not have the means to donate large sums of money. These events are not expected to net much in direct contributions to the campaign, but look to get new donors into the system. During the events, we need to set aside some time to hold an auction, which can often generate more revenue than tickets to the events themselves.

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We also need to seek donations through direct mail and to raise money on re-solicits. Raising money from direct mail is vital to this fundraising strategy, but in order to implement the strategy we have to target donors we believe will contribute to the campaign. Direct mail should begin with a prospect list and a database of individuals who have shown some characteristics likely to make them susceptible to a candidate's appeal for funds. We need to obtain and create lists of these groups. These lists can be rented for fundraising purposes. One strategy we should implement is to obtain professional membership lists, and then have a prominent member of that profession send a letter to his or her colleagues appealing for their support. This is especially important since direct corporate contributions are banned, and groups per se can only give up to the maximum set by law, whereas individuals can each contribute up to the max. We should also use this strategy for memberships a union endorses, and for endorsements from elected officials in the areas they represent. These specialized mailings can make a difference. We will pursue this strategy in state and out of state.

The best organized out-of-state groups with a firm commitment to our candidate are gay rights groups, such as the Gill Fund; women's groups, such as Emily's List; unions, such as the SEIU; environmental groups, such as the Wilderness Fund; young professionals, such as the Emerging Leaders Council; and education groups, such as the NEA. Select CEOs and business leaders, both within Minnesota and out-of-state, who are committed to the Democratic national strategy should be brought onboard, e.g., Jeff Immelt (GE), Brian Goldner (Hasbro), Huhang Ansary (Stewart & Stevenson LLC), Peter Scherr (Chase), Herb Kohler (Kohler), and others.

We also need to solicit contributions through PAC donations. We need to make PAC kits to distribute to PACS, unions, and special interest groups. These kits should include positive poll results, our campaign plan, list of donors, and policy information, along with a questionnaire. We will send these kits to PACS that we believe will be the most likely to support our campaign as we prove our case for their support. We should look to the PACS that donated money in previous Democratic elections, more specifically Congresswoman McCollum's 2014 congressional campaign and Mark Dayton's 2014 gubernatorial campaign. As mentioned, of special importance here is the ABM.

We need to raise enough funds to be able to disseminate Congresswoman McCollum's message throughout the State. Congresswoman McCollum has the ability to raise the funds necessary to win this election with the plan we have put in place. She has to build on her strong connections in the financial hubs in Minnesota (as well as outside Minnesota), and her 13 years of service Washington D.C. Once she secures the initial donations, it will enable us to solicit donations from other groups and organizations, which, in turn, will allow us to implement the campaign strategy.

This Gubernatorial election will be different from most in Minnesota. It will be a three-way race. It will be a special election during an off year in national politics. All signs



point to national recognition of this campaign. The Finance team will play off extra earned media coverage and campaign interest throughout the United States. We need to target small and large donors alike in Minnesota and throughout the United States. In particular, donor calls and large fundraisers will target out-of-state donors for large sums of money. We need to stress why this election is important, and why Minnesota needs to stay in Democratic hands.

During Congresswoman McCollum's 2014 campaign for Congress, 34% of her campaign funds were raised from out-of-state donors. We need to replicate this model of courting out-of-state donors and ensure that at least 40% of all donations come from out-of-state donors. The top out-of-state Metro Areas which donated to Congresswoman McCollum's campaign were Washington D.C., San Bernardino, Phoenix, and San Diego; while other areas, such as the Philadelphia and the Hudson Valley, were lucrative fundraising venues for particular groups such as the Gill Fund. We should consider holding fundraisers in areas that have previously been top contributors to her campaign and to the issues at play in this election. New York City would be an ideal place to court large donors as well as Chicago and Hollywood.

This national appeal of the campaign will draw many potential donors to our webpage and social media accounts. Using social media to portray Jesse Ventura as a conspiracy "theorist" who has frequently talked about leaving the country is an important aspect of the campaign strategy. Another important aspect of the campaign is targeting donors online in hopes of gaining small donations from across the country. We will target online donations through our website, social media, email, and Google banner ads. We will also use email and text messaging for re-solicits. The online strategy will target small donors (those who give less than \$250 dollars). In some instances will we target donors and ask them to give minimal amounts as well – sums as small as \$5 - \$10 to get them into the donor system.

Courting out-of-state donors is an important aspect of our campaign. Since we are expecting 40% (\$1,980,000) of total individual contributions to come from out of state, the Financial Director must guarantee that the campaign is seeking out-of-state contributions throughout the entirety of the campaign. Ongoing contact with out-of-state donors should be done by telephone. Dialing for dollars fundraisers, candidate phone calls, volunteer phone banks, and telemarketing phone calls should be directed to out-of-state donors. We also expect to employ the structured networking capability of "Outgiving" and similar support groups. These donors should be identified in lists we build and obtain.

### Fundraising Objective

Betty McCollum for Governor's Financial Committee is to execute a specific campaign finance plan to maintain the campaign's operation by raising funds to ensure the



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Campaign Manager has enough money to execute the campaign plan. These monies will be raised for the general elections campaign activities, which will include, but are not limited to, media buys, campaign payroll, direct mail, campaign events, all campaign expenditures, etc.

## Fundraising Goals

The total fundraising goal from May 1<sup>st</sup> 2015 to November 3<sup>rd</sup> 2015 is to raise \$5,500,000. This number will be broken down into three segments: Announcement, Summer, and Fall.

We hope to raise \$2,350,000 during the Announcement period, \$1,000,000 during the summer period, and \$1,600,000 during the fall.

We want to raise the bulk of the money upfront because we want to lock in media buys, pay campaign staff, and ensure that we have enough money to run an effective campaign. We plan an early fundraising push, which will allow the Campaign Manager to use the candidate's time strategically during critical time periods in the campaign.

We hope to raise \$3,595,000 from large donors, \$1,355,000 from small donors (those who contribute under \$200), and \$550,000 from PACs.

<b>Campaign Budget</b>	
Media	\$3,591,300
Staff and Consultant	\$750,000
Misc. Expenses	\$200,000
Merchandise	\$100,000
Database Services	\$50,000
Field Operations	\$650,000
Phone Bank Consultants	\$250,000
<b>Total</b>	<b>\$5,591,300</b>

The campaign set out to raise \$5.5 million for McCollum's race for Governor of Minnesota. The above campaign budget is \$91,000 over that amount, but Congresswoman McCollum began her campaign with \$171,163 in her congressional campaign fund that she was able to roll over into her gubernatorial campaign fund. If we spend \$5,381,300 million on 3,137,539 voters, we will spend just about \$1.75 per voter – right in the target range of what a high spending campaign spends.



## Fundraising Tactics

The Campaign’s Finance Chairman will work to fulfill the main objective of financing the campaign by raising \$5,500,000 in three phases as follows:

**Announcement Fundraising Plan- May 1 – June 31st- \$2,350,000**

**Summer Fundraising Plan- July 1- September 7 - \$1,000,000**

**Fall Fundraising Plan- September 8 – November 3- \$1,600,000**

**PAC contributions May1 – November 3- \$550,000**

We hope to raise the maximum aggregate amount allowed by law – three-quarters of a million dollars – from “special sources,” e.g., lobbyists, political committees and political funds, and associations not registered with the Minnesota Elections Campaign Board who can contribute up to \$4000 each. In addition, we hope to raise four and three-quarters million dollars from individuals, labor unions, and other groups. The breakdown between “small donors” and “large donors” makes less sense in the context of Minnesota’s campaign finance laws than it did in McCollum’s congressional campaigns, given the upper limit of \$2000 once the special sources aggregate amount has been reached and the outright ban on corporate contributions. In her last campaign for Congress, however, McCollum’s campaign finance committee raised 20% of its total from small donors – those contributing less than \$200 each – and 80% from large donors – those contributing more than \$200. In this campaign, we expect to raise 65% from large donors, 10% from PACs, and 25% from small donors, with some flexibility in the definition of large vs. small donors.

	May	June	July	August	September	October	November	Total
Candidate Calls	\$350,000	\$300,000	\$200,000	\$0	\$75,000	\$75,000	\$0	\$1,000,000
Non-Candidate Calls	\$50,000	\$50,000	\$50,000	\$200,000	\$75,000	\$75,000	\$0	\$500,000
High-Priced Events	\$700,000	\$400,000	\$50,000	\$0	\$150,000	\$175,000	\$0	\$1,475,000
Dialing for Dollars	\$50,000	\$50,000	\$25,000	\$0	\$100,000	\$0	\$0	\$225,000
Medium-Priced Events	\$25,000	\$50,000	\$75,000	\$0	\$50,000	\$50,000	\$0	\$250,000
Professionals' Fundraiser	\$50,000	\$75,000	\$0	\$0	\$50,000	\$50,000	\$0	\$225,000
Direct Mail Solicitation	\$50,000	\$75,000	\$100,000	\$100,000	\$125,000	\$225,000	\$0	\$675,000
Online Targeting	\$25,000	\$50,000	\$75,000	\$50,000	\$100,000	\$100,000	\$20,000	\$420,000
Grassroots Fundraising	\$0	\$0	\$25,000	\$50,000	\$50,000	\$50,000	\$5,000	\$280,000
<b>Total</b>	<b>\$1,300,000</b>	<b>\$1,050,000</b>	<b>\$600,000</b>	<b>\$400,000</b>	<b>\$775,000</b>	<b>\$800,000</b>	<b>\$25,000</b>	<b>\$4,950,000</b>
							<b>PACs Total</b>	<b>\$550,000</b>
							<b>GRAND TOAL</b>	<b>\$5,500,000</b>

## Fundraising Techniques

High priced fundraising events- These events will mainly take place in affluent cities in Minnesota such as Minneapolis, Saint Paul, Rochester, Bloomington, Duluth, Brooklyn Park, and Plymouth. Since this will be one of only two gubernatorial races in 2015, we



will bring our fundraising to out-of-state financial hubs such as New York City, L.A., Chicago, Denver, and Washington D.C. These events will each be priced at \$2,700 per ticket escalating to a donation of \$4,000 per ticket. Congresswoman McCollum must attend each of these events. These events will either be in a ballroom or in an intimate setting. We should also invite special guest to these events such as Minnesota Senator Al Franken and California Governor Jerry Brown. For these events we should also get outside support for the event in the form of journals that will be placed at each table. Lower priced high-priced events such as a \$1,500 ticket price should be held to court large donors who aren't willing to give more. These events should be in a similar format as the higher priced fundraisers, but without special guests.

Candidate Donor Calls- Congresswoman McCollum should dedicate time to call high profile donors and bundlers such as hedge fund billionaire, S. Donald Sussman, a Democracy Alliance member, and Tim Gill of the Gill Action Fund, one of many deep-pocketed gay-rights groups, and ask them to contribute to her campaign. The amount will be different depending on the donor and his/her donor history. She should also ask large donors to be a bundler or host a fundraising event for her. These donors can be a part of our financial committee as well. An emphasis should be placed on calling the high donors who gave the maximum contribution amount during her last election to Congress and those who gave the maximum donation to Governor Dayton in 2014, as well as those associated with the national strategy to win back state houses and governorships for the Democratic Party.

Non Candidate Donor Calls- These calls will be done through Campaign Staff /Volunteers. Staff members should target donors who are likely to give larger amounts, while Volunteers should target unknown donors. The "ask" is going to be different depending on the person being called and his/her donor history.

Dialing for Dollars Fundraisers- This will be done with and without the Congresswoman in attendance. This event is where we have our wealthy and influential fundraisers and everyone who attends dial their contacts to get donations to the campaign. (Volunteers who maxed out their contributions are welcome to attend as well.)

This can be done throughout Minnesota and in other financial hubs such as New York City and Washington D.C. This will enable the caller to contact their high donor friends and thus become a bundler for the campaign.

Direct Mail Solicitations- One of the most influential and cost-benefiting operations that we will rely on during the entire duration of the campaign will be our Direct Mail Solicitations. We will use direct mail solicitations throughout the entire campaign. We should especially use this tactic during pivotal moments, such as during key high points in the campaign, when we have to go negative on our opponent, and during events such as debates and major news stories.



Ways we will incorporate direct mail solicitations: We will send out these direct mail solicitations in multiple formats; surveys, bumper sticker donation requests, requests for matching funds, and political raffles... etc.

For the Direct Mail Solicitations, we will want to test a 10% random selection of the list. For every dollar we spend, we hope to get 65 cents in return. We hope to gain money on re-solicits. In the mail piece, we will make sure to state the “ask” at least three times and include a P.S. where the ask is made again.

Email Solicitation- Like the Direct Mail Program, this will be done throughout the campaign’s entirety. It will increase in intensity during peak and pivotal moments in the campaigns such during the campaign announcement and debates, when the candidate is surging the polls, or if there is a lull in fundraising efforts. The email solicitation can be put out by the campaign staff, endorsers (senators, governors, Democratic leadership, etc.), or by the Congresswomen herself. They should ask for various amounts of money. These emails will be sent to the lists we obtain and build. We will be using Constant Contact and should track who is opening up the emails. We follow the campaign rule: Always test emails and sources for the rate of return. Check returns against those sent to individuals through out-of-state supporters such as the Gill Action Fund and the Democracy Alliance.

Online Fundraising- Online fundraising is an important piece of the fundraising plan and will gather a lot of small donations and new donors for the campaign. This should not replace the traditional methods of fundraising, however. This will be used to target low dollar, grass roots donors who give small sums, but may contribute more than once. It is also an effective fundraising source in conjunction with major news events such as the announcement, debates, and pivotal moments in the campaign. The goal for online fundraising should always be to seek upgrades in donations when we target re-solicits and to emphasize the longstanding tradition of “morality politics” in Minnesota.

**How it will be done:** Online fundraising will be done through the means of direct website contributions, banner ads, Facebook advertisements, online merchandise sales, small online fundraisers, and text message donations.

Once folks donate through one of these media, they can sign up for e-text message donations or automatic donation services that will enable them to donate automatically without having to re-register.

**Example:** “7 dollars once a week for 10 weeks”

Grass Roots Fundraising- This is a major component of small donor fundraising throughout Minnesota; grassroots fundraising will target small contributions with low



overhead campaign costs. These fundraisers will be done with online Facebook groups with campaign oversight. These fundraisers will enable grassroots supporters to invite people from across the state to hold fundraisers for Congresswomen McCollum. These will be done throughout the campaign and will include small donors' fundraisers such as pancake breakfasts, pizza parties, barbeques, debate parties, and campaign rallies.

Medium Priced Fundraisers- These Fundraisers will be put together by our field offices throughout Minnesota. These fundraisers will have different price points such as \$250 per person, \$1000 sponsorship, and \$1500 VIP sponsorship. These fundraisers should be held periodically throughout the entire campaign. They should be the typical low-cost ballroom/ dinners.

Professional Donor Fundraisers- Once we have endorsements we should do professional donor fundraisers; for example Teachers for McCollum, to supplement the push for individuals donations from NEA members. We should target niche groups, such as environmental advocacy groups, that can reach individuals in and out of state. Congresswomen McCollum does not have to attend all of these fundraisers, but she should try to make it to the higher donation fundraisers.

High Donor Resources- Major Donors will still play an important role in the campaign once they are maxed out by contribution limits. If these donors still want to play a role in the campaign, they can become a finance director. The Finance Director is in charge of raising \$50,000 - \$100,000 by either bundling donations or holding fundraisers for Congresswomen McCollum. We want to stress the importance of utilizing large donors' resources within the early portion of our campaign. This will enable the campaign to get large contributions in the early portion of the campaign. Additionally, these members can be a part of our Campaign Finance Committee and become a member of a Host Committee.

Telemarketing- These professional phone banks will seek to get contributions to the campaign from lists that we have rented, bought, or built throughout the course of the campaign. It's a quicker resource than direct mail because you can get instant feedback and can make adjustments on the fly. You can deliver a political message immediately at pivotal moments. This resource should be used throughout the campaign.

### Fundraising Lists

A majority of the direct mail solicitations, phone calls, and e-solicitations will be done from lists. These lists will be compiled, bought, rented, and assembled by the campaign team. These lists will be constantly updated and refined down so we are targeting prime donors as well as groups that can mobilize their members to inject cash into the campaign at key points. We want to constantly bring new donors into the system by expanding these donor lists. These lists will be instrumental to the donor prospecting



process. This was used effectively on Governor Dayton's behalf by groups interested in the Democrats' national strategy to bring more state officers into the Democratic fold. We anticipate even more interest in this strategy in a year with so few political positions in play.

These lists will be used to target certain types of individuals who are more inclined to donate. Using these lists, we will micro-target certain groups and individuals. This will be useful in delivering a more direct fundraising message.

We should rely on the lists we build through petitions, Google banners, online signups, Facebook, and advertisements for e-solicits. We should purchase or rent lists for direct mail solicits. We should also rent or buy these lists when trying to micro-target certain groups such as unions and Sierra club members.

### Targeting

Based on the criteria the campaign manager provides, we will use the lists (as previously discussed) to target donors.

The donors we want to target initially are those who gave to Congresswomen McCollum during her last election to the House of Representatives and those who gave to former Governor Dayton in 2014. We need to target these donors in the general election since they have previously donated to like interests, as well as those developed by the Alliance for a Better Minnesota and The Democracy Alliance in their fight for a Democratic state house in 2012 and 2014. Anyone who gave to the Congresswomen in the 2014 should be expected to match their donation in the general election, though some gave more than \$4000 and will not be able to do so in her campaign for governor. We also want to target the max donors from her 2014 Congressional election and get them to donate the max donation again for this governor's race.

We also want to target groups and individuals who typically support Democrats whether or not they were part of the national strategy of activist groups in 2012 and 2014, e.g., Minnesota Indian tribes, unions other than the NEA, alumni of Minnesota colleges and university, especially McCollum's alma mater, and others.

We also want to target donors who previously gave under the maximum donation limit. Once a donor is in the system we want to get them to donate again in re-solicits. We also want to encourage donors to sign up for recurring donations large or small. Our goal is for each donor to stay in the donor system throughout the entirety of the campaign

### PAC Kits

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The Committee is to set up PAC kits for the Candidate. These Kits should be sent to any and all PACs who might donate to the campaign. We should seek out PACs who have given to the Democrats in governors' races previously, PAC donors who gave to Congresswomen McCollum in 2014, and those PACS that align with the ideology of our campaign.

These kits should be assembled to the specific guidelines of the PACs we are trying to have donate to our campaign. We should create a new kit for each PAC and follow up with each PAC if we don't hear back. Like donors, the "ask" for PACs will be different for each prospective PAC.

According to Opensecrets.org, Betty received 56% of her overall campaign funds from PACs generating \$479,975. We should expect that these same PACs will donate again. It is important for our fundraising plan to receive \$550,000 in total PAC contributions in this race. This should be relatively easy since most of these organizations have already donated to Betty's campaign previously and are more apt to donate again. Given the strictures of Minnesota campaign finance law, PAC contributions cannot be conduits for corporate donations or for amounts exceeding \$4,000 per individual or organization.

## Host Fundraising Chairs

We will try to encourage large donors to be on the Finance Committee for events as Host Fundraising Chairs. The donors who are Host Fundraising Chairs have to commit to raising a certain high-dollar amount of money or selling a certain significant number of tickets for said fundraising event.

**Example:** One Event in New York City, goal: \$100,000 event. The Fundraising Chair is responsible for selling 25 tickets at \$4,000 a piece or \$50 tickets for \$2,000 a piece depending on the type of the event.

## Super PACs

By law, PACs cannot contribute directly to a candidate's campaign. Although they are prohibited from donating directly to a candidate and our campaign is prohibited from contacting a Super PAC, we anticipate Super PACs raising and spending significant sums of money in this race. Substantial sums of money that did not go through the candidate's campaign committee were raised and spent on behalf of Mark Dayton in 2012 and 2014. Liberal donors from outside the state who are dedicated to the Democratic Party's national strategy to take back or retain governorships and state houses and might well contribute to the campaign itself or to a Super PAC, include:

- The Democracy Alliance (with a \$10 million State Initiatives Fund, aimed at building liberal organizations).

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- Hedge fund billionaire S. Donald Sussman, a Democracy Alliance member, who has been active in Maine, but might be persuaded to give money and use his influence to give money to the fight to “hold” Minnesota for the Democrats.
- The Gill Action Fund, one of many gay-rights groups that were heavily involved in helping Democrats win back the Minnesota Legislature. In May 2013, Minnesota became the 12<sup>th</sup> state to legalize same-sex marriage, but the Fund continues to raise money for incumbents who voted for the measure.
- Outgiving, a Denver-based group organized to solicit “a blizzard” of small donations for candidates in key states such as Minnesota.
- Other liberal groups that follow this same model. They understand that Minnesota has one of the lowest donation limits in the country. Instead of cutting a few big checks, liberal groups can organize a flurry of small donations from dozens of donors.

“While [Outgiving] organized contributions directly to candidates, it was also joining up with one of the most successful state-based political operations anywhere in the country: a liberal nonprofit group called the Alliance for a Better Minnesota.” The ABM is a nonprofit organization, not a campaign committee, so it is not required to disclose a full roster of its donors. But state law requires it to disclose sources of funding for its political spending. ABM’s Executive Director, Standard Oil heiress Alida Messinger, contributed \$1.3 million to help elect Mark Dayton and key Democratic candidates for the Minnesota legislature, both directly and through two other fund-raising committees set up to manage donations. An additional \$937,000 came from out-of-state donors, including the NEA and America Votes. Three donors affiliated with the Gill Fund provided \$90,000.

The Washington-based group, the Democratic Legislative Campaign Committee, contributed \$400,000 to help finance a joint polling and research effort for the Alliance and the Democratic Party. The DLCC raised money from unions, wealthy individuals, and corporations. It also contributed \$700,000 directly to the state party. In this off-election year, we expect to be able to tap funding sources cultivated by the ABM, such as Alida Messinger herself, within the limits of Minnesota campaign finance law – in other words, not directly from corporations and not above \$2,000 per individual, union, and group after maxing out campaign contributions from lobbyists, political committees, political funds, and associations not registered with the Minnesota Campaign Finance Board. We do anticipate benefiting directly from the ABM’s ongoing communications campaign, however, such as the news story, “Republicans in Denial that Minnesota is the #1 State to do Business,” which the ABM took from a CNBC poll and disseminated across multiple media formats in June.





## Budgetary Breakdown by Plan

The Budgetary Breakdown will explain how the campaign finance plan will be broken down into three distinct subsections. Each section is equally important. The fundraising plan will be based on raising a bulk of the money in the first three months of the race to enable the candidate to focus more on reaching voters in the last 100 days of the campaign rather than focusing on fundraising during the critical final phase of the campaign.

As explained previously, these three sections of the campaign will be broken down into announcement, summer, and fall fundraising phases. By November 3<sup>rd</sup> 2015 the campaign **MUST** have raised at least \$5,500,000 to cover all the costs of the campaign.

The goal for each section is as follows.:

Please Note: This plan does not include the \$550,000 we expect to receive from PACs. These PACs will be solicited throughout the entirety of the campaign.

### **The Announcement Fundraising Plan - \$2,350,000**

This plan will consist of ways to reach our fundraising goal of \$2,350,000 in the first two months of the campaign.

This will be done multiple ways with a big emphasis placed on methods that will target large donors both in state and out of state. These activities will include high priced fundraising events, donor calls, and high priced dialing for dollars fundraisers. We want to heavily target large donors during this first portion of the fundraising plan so we can achieve our goal of raising half of the total fundraising goal. All large donors should be encouraged to become a bundler and invited to be a Host Fundraising Chair.

We will also focus on the traditional methods of fundraising such as direct mail solicitations, e-solicitation, and medium priced fundraisers.

### **Summer Fundraising Plan- \$1,000,000**

During this 2-month period our goal is to raise \$1,000,000. This breaks down to roughly \$16,129 raised a day.

We put an emphasis on targeting large and medium sized donors during the summer to reach our \$1,000,000 goal. There will be a greater emphasis placed on Donor Calls/ Dialing for Dollars fundraisers to quietly raise money during a typically slow campaign period.



There should be a direct mail solicitation during the summer targeting constituents in her congressional district that have given small amounts in the past.

We will also encourage small grassroots fundraising such as summer barbeques, pancake breakfasts, and backyard parties. These small grassroots donors are important because they will get donors into the system, and it will be easier for a re-solicit them in the fall.

### **Fall Fundraising Plan - \$1,600,000**

This Plan will consist of the days immediately following Labor Day through the final push to Election Day. The goal for this final campaign push will be to raise the remainder of the money in the finance plan. We will continue to target large donors and professional groups after they make their endorsements. We must encourage the large donors to continue their support by being a bundler or becoming a finance chair for an event. There will be less reliance on candidate fundraisers.

During this portion of the campaign plan, we will put a greater emphasis on direct mail, online e-solicitation, and grassroots fundraising. We will target small donations with these methods.

### **Budgetary Breakdown by Month**

#### **May - \$1,300,000**

Since our Announcement Fundraising plan includes a bulk of the fundraising to be done in the early months of the campaign, May is going to be a very important month for fundraising. We need to raise a little less than a quarter of the total money needed for the General Election.

**Candidate Donor Calls - \$350,000** - Large donor phone calls will be done by the candidate. She will focus heavily on phone calls in the morning and will spend at least 3 hours a day making calls to large donors. These calls can be made to in state and out of state supporters of the Democratic Party.

**Non Candidate Donor Calls - \$50,000** - We will have the Staff and Volunteers make donor calls to the donors who have given to former Governor Dayton in 2014. We will also start to target donors from our lists.

**High Priced Fundraisings events - \$700,000** - We will focus on having many events in Minnesota and major fundraising hubs we have identified such as Chicago, L.A., New York City, the Hudson Valley and Washington DC. The candidate may attend multiple fundraisers in same city in one night. We should



hold at least 7 of these high-priced fundraisers. Since the max donation is \$4,000 it will be easier to reach our goal of \$750,000 quicker than federal races where the limit is \$2,700.

**Dialing for Dollars Fundraisers - \$50,000** - This is an important fundraiser we need to utilize. The candidate should be at these events as often as she can. There should be an emphasis on focusing on large donors in New York City and in Washington D.C.

**Medium Priced Fundraisers - \$25,000** - We should have at least 2 medium sized events a week held by host committees in swing counties.

**Professional Donor Fundraisers - \$50,000** - We should try to encourage any professional club or association to hold fundraisers for Congresswomen McCollum. These groups should include any professional groups that have endorsed Mrs. McCollum or are enthusiastic about her running for Governor.  
*Example: Teachers for McCollum*

**Direct Mail Solicitation - \$50,000**- There should be one survey direct mail solicitation sent to our entire list within the state of Minnesota. There should also be a personalized letter sent to people who donated to her Congressional campaign in 2014 with a pre-stamped envelope attached.

**Online Targeting - \$25,000** - We will start the e-solicitation program and send out emails to our list about once every ten days. We will also use Facebook, Google banner ads, the website, and merchandise sales. We will target instate donors as well as out of state donors. We hope to get these small online donors into the system so we can re-solicit them throughout the entirety of the campaign.

## **June - \$1,050,000**

The month of June will follow the same format as May's fundraising goals. In similar fashion we hope to raise an additional \$1,250,000 to bring our total fundraising effort to \$2,750,000 when this month concludes.

**Candidate Donor Calls - \$300,000** - High Donor Phone calls to be done by the candidate. She will focus heavily on phone calls in the morning, spending at least 3 hours daily making these calls to large donors. These calls can be made to in-state and out-of-state supporters of the Democratic Party.

**Non-Candidate Donor Calls - \$50,000** - We will have the Staff and Volunteers make donor calls to the donors who have given to former Governor Dayton in 2014. We will also target donors from our lists.



**High Priced Fundraising Events - \$400,000** - We will focus on having many events in Minnesota and major fundraising hubs we have identified such as Chicago, L.A., New York City and Washington DC, as well as Philadelphia, San Francisco, and the Hudson Valley. The candidate may attend multiple fundraisers in same city in one night. We should hold at least 7 of these high-priced fundraisers. Since the max donation is \$4,000 it will be easier to reach our goal of \$500,000 quicker than federal races where the limit is \$2,700.

**Dialing for Dollars Fundraisers - \$50,000** - These are an important fundraiser we need to hold as often as we can. There should be an emphasis on focusing on large donors in Minnesota, New York City, Washington D.C, Chicago and California.

**Medium Priced Fundraisers - \$50,000** - We should have at least 5 medium sized events during this month with throughout the state of Minnesota and Congresswomen McCollum's district.

**Professional Donor Fundraisers - \$75,000** - As more professional groups, unions and associations start to endorse Congresswomen we should encourage these groups to hold fundraisers for Congresswomen McCollum throughout Minnesota.

**Direct Mail Solicitation - \$75,000** - There should be one direct mail solicitation sent to our entire list. There should also be re-solicit of the people who donated in May.

**Online Targeting - \$50,000** - We will continue the e-solicitation program and will send out emails to our list about once every ten days. There should also be an online raffle done through online targeting. This raffle should state if you donate \$10 or more you will be entered into winning a free trip to one of the Minnesota high priced fundraisers. We will also use Facebook, google banner ads, the website and merchandise sales.

## **July - \$600,000**

This period will mark a major shift in our fundraising philosophy as we slow down our fundraising efforts over the summer and try to raise only \$1,000,000 between these two months.

Our fundraising efforts will remain the same as May and June but there will be a greater emphasis placed on medium and low priced fundraisers, online targeting and grassroots fundraising where we can get small donors into our donor system



**Candidate Donor Calls - \$200,000** - High Donor phone calls to be done by the candidate. She should continue to spend one to two hours a day courting donors.

**High Priced Fundraising Events - \$50,000** - 2 big events one in each New York City and California to be hosted by the Governor (Cuomo and Brown respectively). These two events should be in an intimate setting for the max donation fundraising event. Each event should net about \$25,000.

**Non-Candidate Donor Calls/ Telemarketing - \$50,000** - Rely heavily on donations during the summer from target based on lists.

**Dialing for Dollars Fundraisers - \$25,000** - We should do multiple dialing for dollar phone call events hosted by donors who have maxed out their contribution limits.

**Medium Priced Fundraisers - \$75,000** - We should have at least 10 medium sized events during this month throughout the state of Minnesota including Congresswomen McCollum's district.

**Direct Mail Solicitation - \$100,000** - We should do two direct mail solicit. A personal letter from Congresswomen should be sent thanking the Democrat donors for their support. One mail piece should be sent to supporters across state lines who have a vast history of giving money outside their state.

**Online Targeting - \$75,000** - We shall send out an email once a week during the summer and during pivotal moments the summer campaign. During the summer we should have the emails come from people who endorse Congresswomen McCollum such as prominent political figures, professional groups and celebrities. We will also use Facebook, Google banner ads in a similar fashion. We will also continue to use and promote, the website and merchandise sales.

**Grassroots Fundraising - \$25,000** - These grassroots fundraisers should be in the form of low-priced, low-cost fundraisers such as block parties, barbeques, wing nights, pizza dinners, pasta dinners, etc. They should take place in as many counties throughout state as possible.

## **August - \$400,000**

August will be the slowest month for fundraising throughout the entire cycle. We will include all of the basic elements from the previous fundraising plans, but with less involvement from the candidate. We will rely heavily on grass roots donations, direct



mail, and e-solicitations; although we will still have fundraisers and will continue donor calls, but we won't rely on them as much.

**Candidate/Non Candidate Donor Calls/Telemarketing - \$200,000** - Donor calls should continue throughout August in a similar fashion as July.

**Direct Mail Solicitation - \$100,000** - One direct mail solicitation to the entire list should be sent. We also need to micro-target certain groups such as teachers, Hispanics, and middle aged mothers with issue oriented mail pieces.

**Online Targeting - \$50,000** - We will continue the e-solicitation program and send out emails to our list about once a week. We will also use Facebook, Google banner ads, the website and merchandise sales.

**Grassroots Fundraising - \$50,000** - These small fundraising events should be held throughout Minnesota. These events should be low priced and low cost fundraisers such as pizza parties, and pancake breakfasts.

## **September - \$775,000**

Typically, the electorate tends to pay attention to the Presidential election after Labor Day. This is also a marker for when the campaign activities such as rallies, campaign stops, and public events are in full swing, consequently leaving less time for fundraising. Congresswomen McCollum will still have a hand in the fundraising activities, there will be a major emphasis placed on grass roots fundraising direct mail and online solicitations.

**High-Priced Fundraising Events - \$150,000** - There should be at least two high-priced fundraisers due to time constraints. The location of these events will be determined based on the availability of money in out of state networks; but they should take place in financial hubs with wealthy donors.

**Candidate/Non Candidate Donor Calls/Telemarketing - \$150,000** - We should focus on re-solicits from donors and cleanup calls targeting those who stated they will donate but never did. We should also target groups that endorsed Congresswomen McCollum. Each ask should be different depending on the donor.

**Dialing for Dollars Fundraisers - \$100,000** - These events should be held throughout Minnesota and in places like New York City and Washington D.C. We should encourage large donors to hold these fundraisers, to receive large contributions. We should also hone in on medium sized donations in these fundraisers as well



**Direct Mail Solicitations - \$125,000** - There should be two direct mail solicitations during this month one should be from Former Governor Dayton urging the citizens to keep Minnesota in Democratic control and the one should be from the candidate herself. We should target our donor list with both of these mailings.

**Medium-Priced Fundraisers - \$50,000**- These fundraisers should be done throughout the Minnesota and put together by the field offices in the county's the field offices are in. They should have different levels of donations and should be the typical ballroom sit-down dinner fundraiser. There should be incentives to give higher amounts such as a signed picture of Congresswomen McCollum or a special guest if you give \$1,500.

**Online Fundraising - \$100,000** - The email solicitations will continue to be sent out to our list about once every five days. We will also do a political raffle to for a donor who donates 10 dollars or above come watch the first debate, live. We will also use Facebook, Google banner ads, the website and merchandise sales. A major push should be made to get online donations from people in other states. Since this is one of the only national races in 2015, the media and citizens will be focusing in on this race. We need to take this opportunity to raise money online from out of state donors. These donations can be as little as \$5, but every dollar is important because once they are in the donor system, they are more likely to donate more than once.

**Grassroots Fundraising - \$50,000** - Small donation grass roots fundraising is an important aspect of the overall fundraising plan, not because of the amount of money raised by the small donations; but because it gets donors in the donor system. Grassroots fundraising will be encouraged to take place in all of the counties and will be directed through our field offices. These events should include pancake breakfasts, pizza parties, barbeques and Minnesota Vikings football watch parties.

**Professional Donor Fundraisers - \$50,000** - As endorsements continually start coming in we need to encourage these groups to hold fundraisers for Congresswomen McCollum.

## **October - \$800,000**

In the final full month of campaigning, the Campaign Finance Committee will keep the focus on grassroots fundraising, direct mail solicitations, and online fundraising.



**Direct Mail - \$225,000** - We should send out multiple direct mail solicitations. The first one should be from the candidate to the entire donor base. The others should be endorsement solicitations that we will micro-targeted based upon the endorsement and their base. We should also work on re-solicits to donors who have donated previously.

**High-Priced Fundraising Events - \$175,000** - Due to time constraints there should only be 2 high priced fundraisers that the Governor should attend. The locations and cities are TBD.

**Candidate/Non Candidate Donor Calls/Telemarketing - \$150,000** - We should focus on re-solicits from donors and cleanup calls targeting those who stated they will donate but never did. We should also target groups that endorsed Congresswomen McCollum. Each ask should be different depending on the donor. Even though Mrs. McCollum will not have ample amount of time to dedicate to donor calls, she should try to set aside two hours every day during this final push for donations.

**Online Fundraising - \$100,000** - We will use the online fundraising in a similar fashion as we did in September. A major push should be made to get online donations from people in other states. Since this is one of the only national races in 2015, the media and citizens will be focusing in on this race. We need to take this opportunity to raise money online from out of state donors. These donations can be as little as \$5, but every dollar is important because once they are in the donor system, they are more likely to donate more than once.

The email solicitations will continue to be sent out to our list but at a more rapid pace about once every three days or so.

We will also do another political raffle to have a donor who donates 10 dollars or above come watch the final debate, live.

We will also use Facebook to promote an online debate watch fundraiser. We will continue to utilize, Google banner ads, the website and merchandise sales.

**Grassroots Fundraising - \$50,000** - In this last push for campaign contributions, small donation grass roots fundraising is important. Grassroots fundraising will take throughout Minnesota and will be directed through our field offices. This will consist of pancake breakfasts, pizza parties, Minnesota Vikings watch parties and other like events. All of our field offices should hold debate watch fundraisers as grassroots donors. This should be done in every state that has a field office.





**Professional Donor Fundraisers - \$50,000** - As endorsements continually start coming in we need to encourage these groups to hold fundraisers for Congresswomen McCollum.

**Medium-Priced Fundraising - \$50,000** - These fundraisers should be done Minnesota, there should be at least 5 of these types of fundraisers. There should be different levels of donations. This will be a typical ballroom sit-down dinner fundraiser.

### **November - \$25,000**

In the Final 3 days we will vastly scale down our fundraising efforts. We will continue to use online solicitations, and grassroots fundraising. These last few days of fundraising will be used to mainly cover some campaign debt and to lock in any last minute changes in the campaign plan in battle ground states.

**Grassroots Fundraising - \$ 5,000** - In this last push for campaign contributions, small donation grass roots fundraising is important. Grassroots fundraising will take place throughout Minnesota and will be directed through our field offices.

**Online Fundraising - \$20,000** - The email solicitations will continue to be sent out to our list but at a more rapid pace about twice a day. We will also do another political raffle. A donor who donates 20 dollars or above can come to our election night party. We will also continue to utilize Facebook, Google banner ads, the website, and merchandise sales.

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**FOR GOVERNOR**

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