



**2003 Campaign Plan for Kristen J. Amundson
Re-election for 44th House District Delegate of Virginia**

Re-Elect Delegate Kristen J. Amundson

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2003 Re-election Campaign Plan for Delegate Kristen J. Amundson (D-44)

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Outside Election Memo

As of March 2003, Delegate Kristen J. Amundson (D-44) plans to seek re-election for the Virginia House of Delegates. Her past two elections have been among the closest in the state, her last election decided by 353 votes out of a total 19,027 cast (50.9%). 2001 NCEC numbers estimated the Democratic Performance Index of the 44th District at 51.4%. For the 2003 election, NCEC predicts a slight increase in DPI, to 52.4%.

The challenges confronting candidate Amundson in 2003 include decreased voter turnout and potential issue differences that are important to the Mount Vernon community. An "off off-year election", turnout is estimated to be very low. As Democratic precincts will be the higher proportion of this drop, Amundson could be seriously challenged in an election that experiences low turnout.

David B. Kennedy has won the local Republican primary and emerged as an inexperienced campaigner. Despite this supposed disadvantage, in a district that is split evenly politically, the challenger enjoys knowing that a Republican base is strong within the community. In the number one Republican target in 2003, any Republican will become a formidable candidate.

The community in Mount Vernon – much like the rest of Virginia – is not supportive of the direction of the General Assembly. Though extensive polling has not been contracted to this point, it is expected that voter sentiment is negative toward Richmond. As property taxes continue to rise throughout the region, Democrats have not been able to provide tax relief while also supporting important social programs. Mount Vernon voters are especially disturbed by this perceived ineffectiveness, and the opponent will rally around this sentiment. Other issues that the challenger will campaign upon are likely to include slow growth as an alternative to over development, restoring the transportation trust fund, and providing more money for Fairfax County education and transportation needs.

Amundson will once again rely on her base of voters that has elected her in the past two cycles – labor, minority communities, friends of education, and a shrinking base of older Democrats in Mount Vernon. Because of the district's new constituency, this core is not satisfactory. Amundson will communicate a clear campaign message to outreach to new supporters.

Early in 2003, Amundson will focus her own efforts on fundraising. The campaign is budgeted to spend just under \$250,000 to run a successful re-election campaign. An early fundraising plan includes scheduled fundraisers in Richmond in April and in Mount Vernon in May. Amundson will plan to raise more money at these events than she ever has in the past – a reasonable goal for someone dedicated to winning. The campaign will work to fill a calendar full of fundraising opportunities so that Amundson can achieve her goals of re-election and returning to Richmond with \$15,000 cash on hand.

The coordinated field plan with State Senator Toddy Puller's campaign will be developed in conjunction with the June 1 hiring of a field coordinator. This plan will specify an aggressive operation of voter identification and targeting in Amundson's stronger precincts, and also moderate precincts in which have strongly supported her past opponents. The coordinated operation will work with the local Democratic Committee to recruit volunteers, identify voters in targeted areas, and communicate a united message to voters. In addition to recruiting more volunteers than in past campaigns, Amundson will set realistic goals to out door-knock her opponent by a wide margin. In the interim, Amundson will



begin an early identification of supporters based on fundraising lists, past campaign volunteers, and 2001 voters in the Democratic primary for Governor.

This basic knowledge compels candidate Amundson to approach her campaign with a tireless work ethic, and drives her team to establish an effective plan to identify and get out her voters. Anything less would prove detrimental to her re-election effort.

Internal Election Memo

The campaign for control of Virginia's 44th District will again be one of the most contested races in the Commonwealth – and certainly among the hardest fought. The previous two elections in the district have demonstrated a narrowly divided constituency, and the results of the 2003 cycle can be expected to closely mirror this political trend. As the Democratic minority in the Virginia House of Delegates intends to make gains into the strong Republican majority, the 44th District will be a battleground to maintain its base of incumbent Delegates. Amundson is widely considered by Republicans as the most targeted Democratic incumbent in 2003.

Though incumbency certainly has its political benefits, the Democratic seat in the 44th District must not be taken for granted. Virginia's 2000 redistricting plan sponsored by the Republican majority has already created an electoral disadvantage in the once strong Democratic region. Offset by the efforts to increase voter turnout in Democratic precincts for Governor Mark Warner's successful election, Amundson defended her seat by the narrowest margin in the state – 353 votes out of 19,015 votes cast in the district (50.92%).

In 2003, Amundson will work against slimming Democratic turnout in key precincts that spurred her victory in 2001. An estimated 40% will cast ballots in the 2003 race for the House of Delegates. This approximately puts Amundson's GOTV minimum target at 7,241 votes (50% + 1).

The cause for concern in the 44th District is that Amundson will be forced to overcome significantly steeper drop offs in historically Democratic precincts than traditional Republican precincts. As astute insiders have observed, this seat was redistricted to increase the chances of winning in 2001, but the deeper intention of locking up the seat for a Republican in 2003. There are several factors of potential significance that are not being considered, including incumbency boost and the larger political landscape. The ominous tone of this internal memo is intended to show that despite winning the past two elections, this incumbency remains the most vulnerable in the state.

Former opponent, Scott Klein, has laid the foundation for a strong Republican challenge. To be brief, as it will be more detailed in the later plan, the challenger will not begin with name recognition equal to that of Amundson, but will have a formidable Republican base, the ability to raise enough money from Republican sources, and the advantage of several issues that continue to gain momentum in Mount Vernon. Kennedy will be a formidable candidate, and only thorough preparation and effort will help ensure electoral success.

In the interim between her last election and the beginning of the 2003 election cycle, Amundson has worked within the community to expand her support. On numerous opportunities, she has reached out to all of her constituents, including two district-wide mailings, bi-weekly press releases, town meetings, community-based projects, and also introducing herself during walks through the district. In addition, Amundson has strengthened relationships with Democratic constituency groups such as union



membership, senior citizens, African-American, and non-profit service organizations within the community. This work will intensify throughout the course of the campaign.

Amundson has also worked diligently to mitigate the two effective messages of her opponent in the last campaign – her lack of leadership and also her inability to bring back a “fair share” of tax dollars to Fairfax County. In 2002, Amundson became a member of the Democratic House leadership and increased her role with the caucus by taking on a number of responsibilities for incumbent services that her colleagues rely upon. She has additionally championed several key issues for small businesses and labor during floor debate in the House of Delegates.

Amundson’s legislative proposals have also reflected her commitment to Fairfax County during the past two sessions of the General Assembly. She has offered fourteen proposals to increase the services and funding to Fairfax County alone. Amundson has worked hard to pass increased benefits for public school teachers, remediation funding for needy students, and protection for Virginia’s first responders.

Budget

Despite the hard work that Amundson has put in during the “off-year”, this campaign will again be one of the more costly delegate races in Virginia. During the 2001 cycle, Amundson raised \$226,251 and spent \$222,500 – just over \$23 per vote. Amundson will need to raise and spend approximately \$250,000 to reach voters successfully for re-election. To her benefit, Amundson is an outstanding fundraiser, and she will be asked to raise enormous amounts of money again for her re-election.

Following the last campaign, Amundson has climbed out of an \$8,000 deficit, and started the June fundraising cycle with just under \$60,000 cash on hand. To put her efforts into perspective, this total is double what she began the 2001 cycle with.

During the short period before and after veto session, Amundson has working *vigorously* to raise money to report a war-chest of some size for the June campaign finance filing period. Despite her early success, Amundson will continue to work diligently to raise money in the coming months. Without this effort, the campaign will not be able to execute their desired field operations and direct mail appeals.

Initial fundraising in the spring included a Richmond fundraiser and her annual Syttende Mai festival. As a result of her work, Amundson enters June with nearly \$60,000 cash on hand.

All fundraising efforts (as well as voter contact later in the campaign) will necessarily take advantage of the Virginia Democratic Party, and more importantly, the honorable Governor Mark R. Warner. A schedule will be outlined to include district mailings, fundraising events, and call time opportunities.

Message and Field Direction

This campaign will develop and communicate a message to the electorate. Based partly on her legislative record, constituent service, and hard work for the community, the Amundson message must be distinctive and the overriding theme of her re-election. Though polling has not supported these ideas, Amundson run against an unfavorable Richmond by illustrating the differences between their values and the ones shared in the Mount Vernon community.



Once a theme is crafted, the staff will see to it that the campaign stays focused on this message. The electorate should be supersaturated with the candidate's message until they can barely stand it any longer. Amundson's past campaigns have not adhered to a specific message, and thus became convoluted by vagueness.

The campaign expects the challenger to go negative first, and will be prepared with thorough research of the Amundson legislative record to combat any falsities that he may offer. The direct mail plan will have flexibility to address these concerns. The Amundson campaign should not anticipate going negative, but will not make any promises that handcuff its electoral success.

Perhaps the most critical component of the campaign will be coordination of efforts to target and mobilize voters. With decreased turnout, it is vital that expected voters are identified, targeted, and accounted for on Election Day. A coordinated field effort will be developed with Senator Puller's campaign staff. Two joint Field Directors will be brought in by June 1, and an operative plan will be written in conjunction with the directors' hiring.

The field plan will work off of Amundson's base of Democratic supporters. Of the 14 precincts in Mount Vernon, Amundson has few strongly Democratic precincts (60% DPI). Still, the campaign will focus on efforts to mobilize voters in her best areas, the Bucknell, Fairfield, Huntington, and Groveton precincts. Turnout is crucial in these parts of the District, and the campaign will set out a voter registration component to take advantage of Democrats in the area. The campaign must work hard to increase Amundson's performance in *every other precinct*. Results from the 2001 re-election in the Hollin Hall, Stratford and Fort Hunt were not satisfactory, and Amundson herself is determined to turn this problem around.

To help such efforts, grassroots support within the Mount Vernon Democratic community is requisite. Community volunteers should play a larger role in this coordinated campaign, as the base will grow with the addition of Senator Puller and Supervisor Gerry Hyland both on the ballot. These volunteers will be asked to provide help in many ways. Visibility will be at a premium this year, with increased efforts at media and event planning and yard signs. Little effort was taken on this front in previous elections, and Amundson *must* become the more visible candidate.

Amundson's re-election must not be handcuffed by a loose campaign foundation. A well-drafted electoral plan made prior to the decision will provide the outline for the campaign direction. Obstacles and roadblocks will arise during the campaign. Current events, legislative development, baseline polls, and community developments may slightly alter the campaign course, but any plan should incorporate enough minor flexibility to react to any changes in the electoral landscape.

Amundson can successfully defend her incumbency, but it will take enormous amounts of time and effort on the part of the delegate herself and her staff.



GOALS

The bottom line of every campaign is simple: **to win.**

Candidate Amundson will continue to adhere to this tradition, but like all good candidates, she will attempt to significantly increase the margin of victory from previous elections. In March 2003, before a down payment on a baseline poll is even made, the candidate **intends to double the margin of victory.** This goal would lead to a victory of approximately 700 votes, and in a low turnout election, would reward with a 51.8% performance. These are small steps, but positive ones toward a wider re-election margin.

To help accomplish this first goal, the campaign will work vigorously toward fundraising and voter identification. Both aspects will be scrutinized further in the plan, but initial goals include **raising \$250,000**, and positively **identifying 60% of estimated turnout** in a low-voter election.

Stay on budget. As the campaign faces highs and lows, candidates and their staffs have the tendency to conjure up new ideas, deviating drastically from outlined budget projections and fundraising expectations. While flexibility is critical to good campaigns, it must be a budgeted flexibility. The budget will reflect this potential, but must not be stretched beyond its means.

Stay on message. Perhaps as important that being on budget, is maintaining a strong message throughout the campaign. *Amundson's past campaigns have suffered from lack of a compelling and cohesive message.* This message will be developed through a number of sources, including the candidate and her staff, a kitchen cabinet made up of members in the community, and results from early polling.

The campaign will take every possible step, and expend every possible resource to ensure an Amundson victory. In the event that the campaign can **preserve winning and avoid another campaign debt, it will make every effort to do so.** Winning will take precedent, however, candidate Amundson would prefer to avoid going into debt for a third straight campaign. The goal will be to stay in the black by a margin of \$15,000.

All of these goals will not be achieved overnight, nor will they be achieved without hard work. The fundraising, campaign plan, and field plan will approach these aspirations through thoughtful, incremental steps that apex on Election Day, November 4. We should always ask ourselves, what are we doing to further our goals?

Goals for 2003:

1. Win
2. Double margin of victory
3. Raise \$250,000 for expected campaign expenditures
4. Stay on budget
5. Stay on message



6. End campaign with \$15,000



Election Numbers

Projected voter turnout in the 2003 campaign will be typical for a Virginian off-year election. Statistical analysis performed by NCEC has indicated a 35% turnout for the 44th District, with Amundson collecting a 52.4% of the vote. This projected turnout of 14481 voters puts the election target at **7241 (50%+1)**.

PCT	NAME	REG	NCEC TO%	NCEC EXP VOTE	NCEC PERS%	NCEC DPER%	KRIS 2001	KRIS - NCEC	GOTV IDX	GOTV PCT
405	GROVETON	4409	25.1	1105	4.6	62.0%	61.72%	0.28%	228	5.2
413	FAIRFIELD	4757	28	1332	8	60.3%	64.08%	-3.78%	268	5.6
601	BELLE HAVEN	2292	38.7	887	6.4	49.2%	48.17%	1.03%	145	6.4
604	BUCKNELL	3600	27.8	1000	2.3	62.4%	61.37%	1.03%	208	5.8
605	FORT HUNT	2054	44.3	910	8.2	46.3%	45.20%	1.10%	140	6.8
606	HOLLIN HALL	1797	46.2	830	9	53.5%	51.79%	1.71%	148	8.2
607	HUNTINGTON	3619	29.6	1071	5.1	57.9%	57.93%	-0.03%	207	5.7
610	SHERWOOD	2713	35.9	975	3.4	56.9%	54.58%	2.32%	185	6.8
611	STRATFORD	3289	45.1	1484	6.9	49.5%	48.58%	0.92%	245	7.5
612	WAYNEWOOD	1358	49.7	676	8.2	46.7%	46.66%	0.04%	104	7.7
613	WESTGATE	3073	43.8	1345	8.5	37.3%	35.26%	2.04%	167	5.4
614	WHITMAN	2093	43.4	908	8.3	44.7%	40.09%	4.61%	135	6.5
615	WOODLEY	2569	34.8	895	5.2	47.9%	44.44%	3.46%	143	5.6
627	WOODLAWN	3785	28.1	1063	5.5	57.1%	53.98%	3.12%	202	5.3
41408			35	14481	6.4	52.4	50.93%	1.47%	2527	6.1

Even though the projections above indicate that Amundson will secure a majority of the votes in 2003, her victory can hardly be taken for granted. An opponent that works hard to motivate the Republican base can expect high turnout in Republican precincts. The same luxury cannot be afforded to Amundson with her Democratic precincts.

Four precincts in particular, Bucknell, Fairfield, Groveton and Huntington, are of concern for Amundson. Because of the efforts of the 2001 Coordinated Campaign, these heavily Democratic precincts voted disproportionately to past trends, helping propel Amundson to victory. In 2003, NCEC has already predicted greater turnout than in the previous most-similar election (1999).

PCT	NAME	REG	NCEC TO%	NCEC EXP VOTE	KRIS 2001	KA2001 - NCEC2003
405	GROVETON	4409	25.1	1105	22.82	-2.28
413	FAIRFIELD	4757	28	1332	24.73	-3.27
604	BUCKNELL	3600	27.8	1000	26.99	-0.81
607	HUNTINGTON	3619	29.6	1071	26.43	-3.17
16385			27.51%	4508		

If turnout is allowed to stagnate at 1999 levels, Amundson could see a significant drop in her Democratic turnout. In an election that was decided by such a slim margin in 2001, this problem cannot be allowed to occur.

Also indicated in the NCEC projections above are the Persuasion Percentages for each precinct. Five precincts (Fort Hunt, Hollin Hall, Waynewood, Westgate, and Whitman) all have percentages greater



than 8%. It is to the campaigns benefit that Amundson reach into the precincts as effectively as possible. Though her time is better spent in highly Democratic precincts, very targeted outreach into these Republican precincts could yield very positive results.

This overall view of the numbers will help set the basis for a well thought out field plan that should take advantage of targeted precinct analysis.

Field Plan

Estimated Universe Size 14,481
Estimated Universe Size with phones 9,557 (66%)
Positive ID Goal 8,689 (60%)
Win Number 7241

The Amundson campaign will work in coordination with the Puller for Senate campaign to utilize resources efficiently and effectively. Because the two campaigns share many of the same precincts in Fairfax County, the field plan will reflect joint efforts.

NCEC Data estimates a 35% turnout for the Delegate seat in the 44th District. With a universe size of 14,481 voters showing up at the polls, the magic win number is set at 7241 (50% + 1). In each of the past two election years, Amundson has received more than this number of votes, and we will do it again.

The early part of the field campaign, from June through early September, will consist primarily of voter identification. Through these summer months, the Amundson staff and volunteers will work toward positively identifying 60% of the expected turnout – that’s 8,689 voters committing to voting for Delegate Amundson. While this identification number is high, the campaign sets it so that it can achieve one of its primary goals of doubling the margin of victory.

In order to find as many positive identifications as possible, the 44th District will be broken down into tiers based on electoral performance. Tier I will consist of precincts with a Democratic performance greater than 50%, tier II precincts perform at 45-49.99%, and tier III at performance lower than 45%. The chart below indicates which tier each of the 14 precincts falls under.

TIER	PCT	NAME	REG	NCEC DPER%	KRIS 2001
I	413	FAIRFIELD	4757	60.3%	64.08%
I	405	GROVETON	4409	62.0%	61.72%
I	604	BUCKNELL	3600	62.4%	61.37%
I	607	HUNTINGTON	3619	57.9%	57.93%
I	610	SHERWOOD	2713	56.9%	54.58%
I	627	WOODLAWN	3785	57.1%	53.98%
I	606	HOLLIN HALL	1797	53.5%	51.79%
II	611	STRATFORD	3289	49.5%	48.58%
II	601	BELLE HAVEN	2292	49.2%	48.17%
II	612	WAYNEWOOD	1358	46.7%	46.66%
II	605	FORT HUNT	2054	46.3%	45.20%



III	615	WOODLEY	2569	47.9%	44.44%
III	614	WHITMAN	2093	44.7%	40.09%
III	613	WESTGATE	3073	37.3%	35.26%
			41408	52.4	50.93%

These tiers will be the basis for field canvassing, literature drops, neighborhood coffees, the direct mail program, and Get Out the Vote efforts. The Amundson campaign will saturate tiers I and II, and selectively extrapolate from tier III. By placing resources efficiently, the campaign hopes to reach its identification and turnout goals.

Voter Canvassing

Because the identification goal is set high, canvassing will need many dedicated volunteers. Canvassing volunteers will generally yield 20 identifications within an hour’s time. Of those, only one-fourth are likely to be positive. Doing the math, in one hour, one volunteer can find five positive Ids. Follow this logic through, and the Amundson campaign will need approximately 1700 hours of canvassing from volunteers – **walking or making phone calls**.

That number appears is not unreachable. First, let’s start with the candidate.

Amundson. Delegate Amundson is a tireless campaigner – she has to be in this district – and has committed to canvassing five days a week from June through November. If Amundson can walk for a minimum of two hours a day on weeknights, and four hours each weekend day, that’s 14 hours of walking time per week. This weekly number may shift up an extra day as Election Day gets closer. Over the course of the campaign, Amundson herself can canvass **at least 250 hours**.

Student Interns. As part of Delegate Amundson’s Policy and Politics Internship, participating students have dedicated 5 hours of weekend canvassing for ten weeks during the summer. As their schedules and number of students participating fluctuate, the campaign can expect at least 5 interns to spend 50 hours each canvassing, for a **total of 200 canvassing hours**.

Campaign Staff. The staff for the Amundson campaign are particularly invested in ensuring victory. In such a campaign – one this size and this coordinated – the staff will need to be part of the grassroots effort to identify voters. The staff will provide a minimum of 100 hours each of canvassing work, or **400 hours as a group**.

Delegate Amundson = 240 hours
 Student Interns = 200 hours
 Campaign Staff = 400 hours

The combination of work above yields just over 800 hours of canvassing work, leaving the campaign in search of 1000 hours worth of volunteer help throughout the campaign. Recruiting and retaining volunteers for weekend and weeknight support will be the job of the campaign. Weekends are especially important, since that is the time most volunteers have to offer.



On weekends, the campaign will set a goal of bringing in 10 volunteers to give two hours of their time, a reasonable goal for now. Over the course of 20 weekends between June and Election Day, the campaign should try to get 400 hours of volunteer time.

Even with this support, the campaign **is still 600 hours short of volunteer support** over the course of the canvassing plan. The campaign will prepare large “canvassing days” focusing around particular weekends, Labor Day, etc., but it is still quite clear that the staff must emphasize volunteer recruitment throughout the summer and into the fall.

Canvass Script

The canvass will begin on June 14th and will run until early September (a date will be nailed down as the canvass progresses so as to achieve set goals). Precincts will be canvassed in order of their Tier categories (i.e. Tier 1, then Tier 2, etc.). Canvass volunteers will ask the following ID questions:

1. Are you a registered voter?
2. Do you consider yourself a:
 - A) Democrat
 - B) Somewhat Democrat
 - C) Somewhat Republican
 - D) Republican
 - E) Independent (will be an answer choice, but will not be read by volunteers during canvass)
3. Out of the following 5 issues which do you consider most important:
 - A) Transportation
 - B) Public Education
 - C) Property Taxes
 - D) Public Safety
 - E) Environment
4. Senator Toddy Puller is running for reelection this November, would you say that you:
 - A) Strongly Support
 - B) Support
 - C) Undecided
 - D) Against
 - E) Strongly Against
5. If above answer is either A or B:
 - A) Put up a yardsign
 - B) Volunteer
 - C) Host an event

Would you like to:



Canvass Phone Banking

Phone banking will be utilized by the campaign as a supplement to the door-to-door canvass. Volunteer phone bankers will begin calling those voters who were not available during the door-to-door. If there is sufficient time the phone bank will also begin in the lowest Tier 3 precincts to a highly targeted universe.

Paid Phone Banking

The paid phone services will provide identifications beginning in October. The paid program will supplement our canvassing, but should not be relied upon instead of door-to-door canvassing. As a clearer picture of our identifications becomes apparent, we will budget for live persuasion identifications to boost our numbers. Again, this program will not substitute for strong volunteer recruitment and personal canvassing.

Visibility

Yard Signs. During the past two elections, the Amundson campaign has not had a strong yard sign program. Though it is clear that yard signs do not win elections, they do serve the purpose of providing a strong presence and show community support leading up to Election Day.

The campaign will make a concerted effort to sign up 25 yard signs at houses in each of the 14 precincts before September. That's 350 signs that will go up in yards beginning in September.

Though signs can begin to go up in September on public roads, the campaign team will focus more energy on October. Street signs have a way of disappearing in September. A strong finish in terms of sign coverage will save resources and build more momentum closer to Election Day.

Amundson Walking. Delegate Amundson will be hitting the streets heavily throughout the campaign. Her goal is to knock on 6,000 doors of probably voters between now and Election Day – that's 9,000 likely voters. A probable voter consists of anyone who voted in the 1999 election or 2001 or registered since the 2001 election.

This figure is reachable, and it helps us reach our goal of canvassing, and our larger goals of winning. Because of the close proximity of homes and apartments in the Mount Vernon community, Amundson can average 20 homes per hour. To reach 6,000 doors, Amundson must walk 15 hours per week from June 1 through the Election. Amundson will have to walk at least four weeknights – each two hour shifts – and 4 hours on both Saturday and Sunday. Should Amundson be able to reach more voters per hour, the campaign will either cut back on her schedule, or re-adjust the total number of voters reached.

Amundson will walk in predominantly Tier II precincts in June, July, and August. This early outreach into these winnable communities could pay off strongly in November. Beginning in September, Amundson will walk in her Tier I precincts. These voters need to be reached as close to Election Day as possible. If Amundson walks in them too soon, there is danger of peaking their interest too soon.



In these Tier I precincts, Amundson’s campaign will work ahead of her scheduled walks to pre-canvass the area. By distributing post cards announcing her arrival, Amundson can get more bang for her buck when she walks these precincts.

Friend-raiser receptions. The Amundson campaign will continue to introduce Amundson to the community by finding key locations throughout the district to hold “friend-raisers.” These small coffees will be in tier I and II precincts, as well as targeted tier III areas to maximize support. This is an opportunity for Amundson to have community discussions and recruit volunteers from group audiences. The campaign will “blanket inform” the surrounding community with information about the meeting, and work to ensure good attendance. The campaign will attempt to hold 15 coffees from July through November, the majority of which should be in tier I precincts.

Earned Media. In addition to the paid media program, the Amundson campaign will make a concerted effort to release press advisories each week on campaign-related issues. As the incumbent, Amundson has the advantage of using legislative issues to create press events or releases. Each press advisory must adhere to the overall message developed by the campaign.

Literature Drops and 72 Hour Project

72 Hour Project – 100 volunteers going to undecided voters houses with literature on their specific issues. This idea is in development, depending on how well the canvassing goes. Without issue identification, this isn’t possible. Also, the volunteer power may be limited at this point, and take away from Election Day efforts.

Election Day

In such a tightly drawn district, Election Day will be incredibly meaningful. Without the proper support, the months of work done beforehand can be negated by a poor E-Day showing. A thorough program, which includes covered polls, phone banks, neighborhood flushers, and rides to the polls will be critical.

Polls. The campaign will need to staff the polls at all times during Election Day. Each poll requires four volunteers -- two outside workers handing out campaign literature and two inside workers checking off names of voters. Inside workers are not needed after 4 pm, as the campaign needs to focus energy on getting people to the polls at that point. Polls open at 7 am and close at 7 pm, so at least 24 hours of volunteer workers are needed outside, and 18 hours of volunteers inside at each poll.

2 Outside workers X 12 hours of coverage = 24 hours

2 Inside workers X 9 hours of coverage = 18 hours

Total volunteer hours needed at each poll is 42 hours

The 44th District has 14 polls to fully cover. Thus, the Amundson campaign needs to recruit have at least 588 volunteer hours for complete poll coverage. The campaign should assume that volunteers will also be needed to open and close the polls, which is an hour on each end of the day. Adding 28 hours to the total is reasonable, thus the campaign needs at least 604 volunteer hours from the community. Obviously, the campaign will take advantage of slower times during the Election Day to allocate resources most efficiently. This will mean only one inside worker during off hours, 2pm-4pm, and using more volunteers for outside or the phones.



Total Poll Coverage = 604 volunteer hours

Phone Banks. As turnout figures come in throughout the day, the campaign will need teams of volunteers to set up phone banks to call positively identified voters to urge them to vote. This will begin as early as noon on Election Day. The campaign will set a goal of 15 phone lines strictly for phone banking.

7 hours of phone banking X 15 phone lines available = 105 volunteer hours

Flushers. As important as phone banks can be, some voters in high turnout precincts will not have access to a phone. This is important because as turnout figures come into the office, the campaign will assign volunteers to “flush” high Democratic areas to get voters to the polls. The campaign absolutely needs a team of energetic volunteers between the hours of 3pm and 7pm. During these four hours, the campaign hopes to have 15 flushers in high Democratic precincts (60% and above) urging voters to go to the polls. This goal may be the hardest for the campaign to reach because flushing is labor intensive and difficult compared with other Election Day activities.

15 flushers X 4 hours of work = 60 volunteer hours

Runners. All campaigns attempt to make order out of chaos on Election Day. One measure of avoiding this disarray is to have runners – volunteers with cars willing to deliver literature to polls, take poll sheets to phone banks, drop off and pick up volunteers, and provide any additional support for the campaign staff. The campaign will need 5 runners on Election Day throughout the day.

5 runners X 12 hours of work = 60 volunteer hours

Total Volunteer Hours of Election Day.

Poll coverage = 604 hours
Phone banking = 210 hours
Flushers = 60 hours
Runners = 60 hours
Total Volunteer Hours = 934 hours

These estimates are cursory and made relatively early in the campaign. However, the Amundson campaign currently projects a need for approximately 900 volunteer hours during Election Day. This figure feels overwhelming, but over the course of the campaign, every member of the Amundson team will be recruiting volunteers for field canvassing and showing up on Election Day. Without this support, Amundson cannot count on a successful Election Day turnout.

Celebrity walks. Amundson will try to earn media through a new walking program that incorporates state and local officials, as well as well-respected members of the community. The program will include a diverse slice of the community, as well as take advantage of Governor Mark Warner’s administration.



Labor to neighbor outreach. The Virginia State AFL-CIO works each Labor Day to education and identify labor supporters in the community. Amundson will walk with this group during this turnout and encourage them to continue working throughout the campaign.

Pro-choice outreach. The volatility of this issue clearly favors Republican candidates and their constituency. In order to ensure that pro-choice voters are well educated on the policy differences of the parties, Amundson will work with Northern Virginia NARAL to disseminate information to this group at least twice during the election season.

Early Field Calendar

June:

Grand Office Opening

- Solidify campaign and finance plan and budgets
- Begin canvassing with Kris in early May, volunteers beginning June 14
- Establish 6 phone lines & Internet in office
- Field Directors Begin – June 2
- Formalize Field Program – June 5
- Office Grand Opening – June 10
- Establish consultants – Paid phones, direct mail, pollster.
- Meet with Labor to discuss their role in the field plan
- Establish Kitchen Cabinet and initiate meeting schedule
- Organize all campaign materials and all articles from 1995 through now
- Deep Research David Kennedy
- Recruit volunteers for canvassing
- Develop Friend-raiser list and begin setting up dates

July 1 – July 31

- Continue ID's
- Presence at July 4th events/parades
- Baseline poll
- Begin Friend-raisers in Tier III & II precincts
- Coordinate College/Absentee program
- Recruit volunteers for canvassing

August 1 – August 31

- Continue ID's
- Develop and implement absentee outreach to 18-25 year-old Democratic voters
- Based upon Baseline, Modify hand card text and order
- Strategy on Mail/TV
- Targeted Friend-raisers in Tier III & II precincts
- Direct Mail starts late August
- Sign Visibility program in high gear – 25 signs per precinct.
- Recruit volunteers for canvassing



September 1 – September 30

- Start on Middle Ids/persuasion
- Paid Phones on old ids and others
- Establish GOTV plan
- Continue Direct Mail program
- Presence at Labor Day events/parades
- Tracker Poll #1?
- Based upon Tracker #1, tweak hand cards and order
- Continue targeted Friend-raisers in Tier II & I precincts
- Start Absentee request & chase program for voters except 18-25 year-old Democratic voters.

October 1 – October 31

- Finish Middle Ids/persuasion
- Start Final persuasions/Ids
- Paid persuasions/Ids week 4 (clean up)
- Continue Direct Mail
- Continue Absentee program (chases and start early voting program)
- Targeted Friend-raisers
- African-American church outreach

November 1 – November 6

- Finish Final persuasions/Ids
- Complete absentee program
- Implement GOTV program (paid phones, recorded phones, vols, mail, rides, etc)

MESSAGE

The Republican Message

The Republican candidate will emphasize much of the same rhetoric that Amundson has faced in her past two campaigns. Because of several local issues coupled with the recent inability of the General Assembly to address pressing needs in Northern Virginia, the Republican challenger will have a **distinct issue advantage**. Though Amundson has done a credible job as a public servant to personally address the interests of her community, the challenger has the benefit of running against a very unpopular General Assembly.

Challengers always run against incumbency, it is perhaps the most effective campaign message ever. David Kennedy will likely create a message that highlights three weaknesses of Amundson's legislative record: **1) Amundson has a long record of increasing taxes and increase spending frivolously; 2) She has not addressed the needs of the constituency to curb rising property taxes; and 3) the General Assembly, and therefore Amundson, doesn't do enough to back a fair share of tax dollars for citizens in Mount Vernon.** The current economic and political atmosphere is such that this message will likely reverberate with voters who already pay high property tax and are ready to see northern Virginia values become more prominent in Richmond.



This message is duplicitous, but incredibly effective. Amundson has not voted recently to increase taxes; she is an effective legislator and concerns herself with the needs of her constituency; and she has only supported budgets that do not decrease funding for Fairfax County. Still, the General Assembly is not well received in Northern Virginia, especially as property taxes escalate, traffic remains gridlocked, and County services are reduced. This message will be well received by angry voters.

Additionally, the challenger will enjoy the advantage of two other issues in the community: smart growth and furthering the anti-choice agenda. The first gained momentum during the northern Virginia sales tax referendum when coalitions of citizens concerned with the rate of development affecting property taxes and the environment joined forces. This group, along with anti-tax proponents, defeated the referendum with a ten percent margin in November 2002. **The challenger will advocate smart growth, and may use this issue to his advantage with voters.**

The second issue, **an anti-choice platform**, will be communicated to a strong contingent of single-issue voters. The anti-choice constituency will remain loyal to any Republican and support him financially and with a powerful showing on Election Day. The pro-choice constituency, while still the majority of the community, will not as a whole make electoral decisions on the choice issue. Amundson cannot run an openly pro-choice campaign, but will work underneath the radar to mobilize support.

Analysis of previous Republican campaigns also provide clues to other possible campaign messages. These could include, but are not limited to, the following:

- Amundson and the General Assembly cannot be trusted with taxpayers' money;
- Promoting alternative workplace environments (teleworking) as part of smart growth;
- Public schools need to be safe environments for learning; and
- The Republican is a community leader with a long resume of activism.

The Republican challenger now has a strong position from which to stand. His recognition throughout the community is high, and the economic and political demographics favor a no-tax challenger this election cycle.

The Amundson's Message

In the past, Amundson has not had a strong theme to her campaign. If everyone in the campaign does not know the candidate's message, then you don't have one. A priority of the next election is to clearly define the values Amundson represents for the electorate and present this distinctive message over and over again. The candidate and her staff must bring every issue back to the overriding message if they are to successfully communicate to the electorate.

As the incumbent of an unpopular General Assembly, **Amundson has the difficult mission of running against Richmond in this election.** Her voting record, and to some extent her own legislation, reflect the desires of her constituency. Of course, being able to communicate this message while being credible is what Amundson must overcome.

The second issue that Amundson must moderate is the anti-tax sentiment pervading across northern Virginia. In the past several sessions, Amundson has voted several times to equalize the taxing authority



of Fairfax County. This would allow the County to raise taxes other than property taxes and still maintain important social services. Amundson *must* run to ease the burden on taxpayers.

Within this framework, Amundson can point to three R's: Results, Reactive, and Representative.

Results – Amundson has passed legislation to benefit Fairfax County in the areas of public safety, education, environmental stewardship, and women's health care. She will work hard to ease the burden on taxpaying homeowners.

Responsive – Amundson has addressed many constituents concerns and requests, as well as reached out to establish two-way communication with her voters. Her efforts have been written about in the local newspapers on several occasions. These include holding Community Office Hours, establishing a Youth Leadership Program, speaking with many groups in the community on budget issues, and numerous cases of individual service for constituent requests.

Representation – Amundson represents a wide variety of interests in her district. In the spirit of Governor Warner's bipartisanship, Amundson represents the best values of each political party – fiscal responsibility, providing resources for public education, and protecting Virginia's most vulnerable citizens. Additionally, she has voted to give Fairfax County its own taxing authority so that the burden on homeowners can be eased.

The message is still in the development stage, but will work to promote these three R's. Other issues that Amundson is considering using during the campaign include the following.

- Running against Richmond
- *Amundson is a leader in public safety in northern Virginia*
- Education first – Fairfax County schools deserve increased resources
- *Governor Warner – popular in northern Virginia – needs people like Kristen Amundson*
- *Responsible taxes – cigarette and estate taxes*
- Responsible budget that reflects our values.
- Experience and strong legislative record
- Innovative approaches to solving Fairfax County's education crisis
- Incentives to bring small business
- Environmentally responsible
- Fair pay for fair work/justice in worker's compensation (fire fighters)
- 14 years of serving the people, Fairfax School Board and VA Delegate
- Community service through extensive constituent service
- Community leader (a place where her daughter...)
- "Representing Mount Vernon's Values"
- "Fighting for our Future"

The italicized ideas above are ones that should be polled on during the baseline inquiry. These issues are ones that Amundson has heard consistent messages on from the electorate, and can be used to her advantage.

Using Governor Warner is particularly exciting because polling tells the campaign that his bipartisan approach has been incredibly well received while the negatives for the General Assembly have been



increasing steadily. Additionally, the use of the sales tax to lessen the burden on homeowners is an intriguing idea. While most citizens oppose tax increases as a whole, a clear majority support raising the levy on cigarettes as a means to pay for public programs. If this sentiment can be used in her message to ease the burden on taxpayers, Amundson will campaign on this issue.

Research and Response

In the case that the Republican candidate goes negative, as they have done in his previous campaigns, the Amundson staff must react quickly. For this purpose, we must have a complete record of Amundson's voting history on the Fairfax County School Board and in the General Assembly. The staff will rely on the compiled research from the 2001 campaign, but also update this research for past two sessions of the General Assembly.

Because Amundson expects a negative campaign from any challenger, the direct mail program will have planned pieces for reaction in the overall strategy. It is essential that the campaign counter any false or negative claims that the challenger makes.



Message Box

	Incumbent	Challenger
What We Say	<p>ACTION</p> <ul style="list-style-type: none"> Representing Virginia’s values Budget must reflect community equality for Fairfax County and Mt. Vernon Supports responsible tobacco tax Supported decreasing the burden of property tax on seniors Leader within the Democratic Party Innovative approaches to solving Fairfax County’s education crisis Incentives to bring small business to region Environmentally responsible Fair pay for fair work/justice in worker’s compensation (fire fighters) Make schools safer (student discipline bills) Healthcare more affordable (BCC bill) Supports food-tax repeal Tobacco settlement for healthcare Co-sponsor bill on closing gun loophole near recreation centers and schools 14 years of serving the people, Fairfax School Board and VA Delegate Community Office Hours – Keeps in touch with the area Community involvement in PTA, Route One Housing, CA leader, etc Family (a place where her daughter...) 	<p>TALK</p> <ul style="list-style-type: none"> No experience and no record Won’t represent Mt. Vernon values If he goes negative, he isn’t telling the truth about the Amundson record Words speak louder than his actions. Anti-choice candidate Doesn’t care for Virginia’s most vulnerable citizens Inexperience and no prior record
Challenger’s Message	<ul style="list-style-type: none"> Tax and spend liberal (tax referendum and estate tax) Hasn’t delivered on “Fair Share” for Fairfax County Running against Richmond Too close to labor and developers Can’t be trusted Doesn’t support smart growth Doesn’t support Mount Vernon business Too liberal for 44th Not a life-long resident of district Pro-choice (anti-life) 	<ul style="list-style-type: none"> Return more resources from Richmond Spending is out of control in Richmond Anti-growth agenda Anti-tax agenda Better understands needs of community Transportation funding needs overhaul Need to revitalize Route One business Eliminate classroom trailers School positive atmosphere of learning Reduce food tax Reduce reliance on real estate tax Help parents make decisions for their children



MARCH 2003

Sun	Mon	Tue	Wed	Thu	Fri	Sat
						1
2	3	4	5	6	7	8 Community Office Hours
9	10 Primary Nomination Due Fundraising Begins	11	12	13	14	15
16	17	18	19 Meet with GSG	20	21	22
23	24 Petitionin g Begins	25	26	27	28	29
30	31					

March

Expenditure

Revenue

March 10—Deadline for Primary Nomination
 March 19 – Global Strategies Group meeting
 March 24– Beginning of petition signatures period
www.Amundson.Com Development

\$400.00
 \$35.00
 \$104.00
 \$50.00
 \$500.00
 \$250.00
 \$250.00
 \$401.28



APRIL 2003

Sun	Mon	Tue	Wed	Thu	Fri	Sat
		1	2 Desserts & Cordials	3	4	5
6 Gossip and Goodies	7	8	9	10	11 Primary Paperwork Due	12 Community Office Hours
13 Establish Finance Committee	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30 Formalize Budget			

April

Expenditure

Revenue

Establish Finance Committee		
Formalize Campaign Finance Plan		
April 2 - Desserts and Cordials Fundraiser		\$20,000.00
Printing (X200)	\$147.36	
Postage (\$.37X200)	\$74.00	
Food		\$750 In-kind
April 6 - Gossip and Goodies		
Printing – Leftover card stock from 2002	\$0.00	
Postage (\$.23 X 700)	\$200.00	
Food and Drinks	\$50.00	
April 11		
Registered Voter Petitions (125), Declaration of Candidacy, Certificate of Candidate Qualification, Statement of Econ. Interests		
Primary Filing Fee Due	\$352.80	
Annual website fee and new website design	\$1,235.00	
Purchase Prevail	\$304.74	
Photography and Digital Imagery	\$500.00	
Public Storage Rent	\$104.00	
Misc. Paper, Photocopying and Printer	\$50.00	
Stationery – Letterhead and envelops	\$1,500.00	
Office Postage	\$500.00	
Miscellaneous	\$500.00	



MAY

Sun	Mon	Tue	Wed	Thu	Fri	Sat
				1 Campaign Headquarte rs	2	3
4	5	6	7	8	9	10 Community Office Hours
11	12	13	14	15 Syttende Mai Fundraiser	16	17 Mount Vernon Community Day
18	19 Meet with Kitchen Cabinet	20	21	22 Launch New Website	23	24
25	26 Formalize Field Program	27	28	29	30 Complete Amundson Research	31 Complete Opponent Research

May

Expenditure

Revenue

Move into Campaign Headquarters
 Establish Kitchen Cabinet and initiate meeting schedule
 Finish tracking of Kris' voting record (2002 & 2003)
 Continue Early Identification with Amundson Walks
 Complete Kennedy research
 Formalize Field Program for June 1 Hire
 Presence at Memorial Day and Easter Events
 Phone lines, Fax and Internet
 Internet Website development
 May 15 - Syttende Mai Fundraiser
 Printing
 Postage
 Food and Staffing
 Opposition Research
 Polling – Global Strategies Group
 Office Postage
 Misc. Paper, Photocopying and Printer
 Utilities
 Miscellaneous

\$600.00
 \$1200.00

 \$500.00
 \$250.00
 \$250.00
 \$2,000
 10,000.00
 \$500.00
 \$125.00
 \$400.00
 \$500.00

40,000.00

Total



JUNE

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1 Campaign Office Opening	2 Field Director Begins Finance Report Due	3 21 st Century Democrat Field Person Begins	4	5	6	7
8	9	10 Primary Date Office Opening	11	12	13	14 Community Office Hours
15 Begin Voter Identificati on	16	17	18	19	20	21 Gum Springs Communit y Day
22	23	24	25	26	27	28 Huntingto n Communit y Day
29	30					

June

Expenditure

Revenue

Office Grand Opening	
Begin Field Program and Voter Identification	
Establish Volunteer Coordinator	
June 2 Financial Filing	
Hire Field Director	\$1,000.00
Baseline Poll	\$9,000.00
Yard Signs	\$1000.00
Bumper and Lapel Stickers	\$1000.00
Phone lines, Fax and Internet	\$550.00
Office Postage	\$250.00
Misc. Paper, Photocopying and Printer	\$125.00
Utilities	\$100.00
Miscellaneous	\$500.00



JULY

Sun	Mon	Tue	Wed	Thu	Fri	Sat
		1 Anne Reed Event	2	3	4 July 4 th Holiday	5 July 4 th Festivities
6	7	8	9	10	11	12 Community Office Hours
13	14	15 Financial Filing Due	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

July

Expenditure

Revenue

July 1 st – Tim Kaine Fundraiser		\$10,000
July 4 th - Festivities – Waynewood Parade, Hollin Hall Picnic		
Continue Voter Identification		
Summer Fundraising Event – TBA		\$10,000
Fundraising Appeal Letter		\$5,000
July 15 Financial Filing		
Campaign staff salary (Consultant and Field Director)	\$2,666.66	
Direct Mail Program	\$6,500.00	
Phone lines, Fax and Internet	\$550.00	
Office Postage	\$250.00	
Misc. Paper, Photocopying and Printer	\$125.00	
Utilities	\$100.00	
Miscellaneous	\$500.00	



AUGUST

Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1 Heath Vacation	2 Heath Vacation
3 Heath Vacation	4	5 Boat Fundraiser	6	7	8 Amundson Vacation	9 Amundson Vacation
10	11 Student Absentee Program	12	13	14	15	16 Communit y Office Hours
17	18	19	20	21	22	23
24 Begin Back to School Kickoffs	25	26	27	28	29	30 Labor Day Weekend Activities
31 Labor Day Weekend Activities						

August

Expenditure

Revenue

August 5 th – Boat Fundraiser		\$5,000
Continue Voter Identification		
Back to School Kickoffs – Secretary Wheelan?		
Labor Day Weekend Activities		
Labor to Neighbor begins		
Student Absentee Program		
Campaign staff salary (Consultant and Field Director)	\$2,666.66	
Phone lines, Fax and Internet	\$550.00	
Office Postage	\$250.00	
Misc. Paper, Photocopying and Printer	\$125.00	
Utilities	\$100.00	
Miscellaneous	\$500.00	



SEPTEMBER

Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1 Labor Day Persuasion IDs	2	3	4	5	6 Begin Absentee Ballot Program
7	8 Find Phone Bank Location	9	10	11	12	13 Community Office Hours
14	15 Financial Filing Due	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

September

Expenditure

Revenue

Continue Voter Identification – Begin Middle Ids/persuasion		
Governor Warner Campaign Event		\$60,000
Secure phone bank location		
September 15 Financial Filing Due		
Campaign staff salary (Consultant and Field Director)	\$2,666.66	
Direct Mail Program	\$10,000.00	
Tracking Poll – Global Strategy Group	\$9,000.00	
Paid Phones	\$5,000.00	
Absentee Ballot Program	\$5,000.00	
Palm Cards – revised from Tracker #1	\$500	
Stationery – Letterhead and envelopes	\$500	
Phone line, Fax and Internet	\$1050.00	
Office Postage	\$250.00	
Misc. Paper, Photocopying and Printer	\$150.00	
Utilities	\$100.00	
Miscellaneous	\$500.00	



OCTOBER

Sun	Mon	Tue	Wed	Thu	Fri	Sat
			1	2	3	4
5	6 Begin Final Persuasion IDs	7	8	9	10	11 Community Office Hours
12	13 Columbus Day	14	15	16	17	18 Finalize GOTV Plan
19	20	21	22	23	24	25
26 Solidify Election Day Volunteers	27	28	29	30 Absentee Ballot Application Due Date	31 Halloween	

October 1

October Solicitation letter
 Establish GOTV Plan
 Paid Media – Dixon Media
 October Fundraising Appeal
 Campaign staff salary (Consultant and Field Director)
 Direct Mail Program
 Polling – Global Strategy Group
 Absentee Ballot Program
 Paid Phones
 Yard Signs
 Phone lines, Fax and Internet
 October 18 – Finalize GOTV Plan
 October 26 – Finalize Election Day Volunteers
 Thank you postcard and reminder
 Office Postage
 Misc. Paper, Photocopying and Printer
 Utilities
 Miscellaneous

Expenditure

\$40,000.00
 \$500.00
 \$2,666.66
 \$70,000.00
 \$8,000.00
 \$5,000.00
 \$5,000
 \$500.00
 \$1050.00

 \$25.00
 \$250.00
 \$150.00
 \$100.00
 \$500.00

Revenue

\$5,000



NOVEMBER

Sun	Mon	Tue	Wed	Thu	Fri	Sat
						1 GOTV Weekend Absentee ballot due date in person
2 GOTV	3 GOTV	4 Election Day	5 Communit y Cleanup	6	7 Thank You Party	8 Community Office Hours
9	10 Retire the Debt Letter	11	12	13	14	15

November

Expenditures

Revenue

November 5 – Lawn signs come down		
November 7 – Thank You Party for volunteers		
November 10 – Retire the Debt letter		\$2,500
Campaign staff salary (Consultant and Field Director)	\$2,666.66	
Direct Mail Program	\$5,000.00	
Phone lines, Fax and Internet	\$550.00	
November 1-3 – GOTV Weekend		
Paid Phones	\$5,000.00	
Recorded Calls	\$5,000.00	
Radio/TV	\$10,000.00	
November 4 – Election Day		
Rides to polls	\$250.00	
Paid volunteers (Flushers)	\$500.00	
Election Night Party	\$250.00	
Office Postage	\$250.00	
Misc. Paper, Photocopying and Printer	\$125.00	
Utilities	\$100.00	
Public Storage	\$104.00	
Miscellaneous	\$500.00	