

New Mexico Prosperity

Goal: To build a long lasting progressive political infrastructure in the state of New Mexico that will continue momentum built in election years.

New Mexico Prosperity
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Overview

The 2012 election cycle in New Mexico proved to be successful for Democrats. President Obama was reelected by a 10-point margin, Senator Heinrich by nearly a 6-point margin, and Congressman Lujan and elected Congresswoman Grisham by 27-point and 18-point margins respectively. In the State Senate, we ended up losing a net 3 seats and in the State House; we picked up a net 2 seats. In the strong presidential year, New Mexico continued its trend towards becoming more “blue”.

That being said, 2014 will be a very different environment. There will be 8 competitive statewide races in the state including the races for Governor and U.S. Senate at the top of the ticket. Unfortunately, even with that many competitive races it will still be hard to equal the turnout of 2012. This is especially troubling considering that the turnout last year was only 63%, which was lower than many expected. Given the popularity of Governor Martinez and the belief that there won't be a serious challenger to Senator Udall, all indications are pointing towards a less-than-expected turnout for Democrats with Republicans, Independents and moderate Democrats driven to vote by the Governor.

Governor Martinez has spent the past 2 years boosting her popularity by taking very little legislative action while promoting divisive issues that play very well with her base of support. Her popularity rating has routinely been in the upper 60 percentile due to this strategy. Coupled with the fact that the mainstream media has failed to cover most of the mistakes made by her or her administration; she has basically received a free pass since taking office. She also has shown the ability to raise large sums of money through her leadership PAC, (Susana PAC) as well as through her IE (Reform New Mexico Now).

The State House will once again be under attack. State Senators will not be up for election in 2014, therefore, even more focus will be put on the State House. A new era of campaigning has been ushered in legislative races and the intensity will only continue.

In 2012, \$ 8 million was spent by Independent Expenditure groups, Party Committees, PACs and individuals specifically on legislative races. This level of activity was unprecedented. There were at least five legislative races in which TV commercials were utilized to communicate with voters. This state is the latest to join the growing trend of big money being spent in state races and now that the Pandora's box has been opened, there is no shutting it.

It is because of these challenges that we must organize earlier than ever before. If we have any hope of taking back the Governorship while also maintaining our majority in the State House, we must get started now. New Mexico Prosperity will be the organization tasked to develop a long-term sustainable operation that will not only lead the way towards a successful 2014-election cycle, but will develop an infrastructure for years to come.

Organization Structure

New Mexico Prosperity will be structured as a 501(c)4 entity. This allows us to accept unlimited contributions with limited reporting obligations. Once each election cycle formally begins, we will form a “Super PAC” that will be used for all electoral activities. We will still not be limited by contribution limits, but at that time, we will need to disclose all contributions received to the New Mexico Secretary of State.

Director – Jon Lipshutz

- Partner relations
- Consultant hiring and management
- Hiring and managing staff
- Candidate recruitment and development
- Coordinate candidate trainings
- Develop and maintain budget
- Candidate and Member communications (mail/radio/television)
- Coordinate earned media (press releases/press conferences/online)
- Coordinate paid communications

Finance Consultant

- Develops Finance Plan
- Helps with Principle and Staff call time
- Help with list development

Field Director/Data Manager

- Develop targeting for paid communications
- Work with outside field organizations to help organize and target

Interns

- Assist principle staff with their responsibilities

New Mexico Prosperity will also be using various consulting firms to help with mail and media development.

We also plan on contracting with existing organizations such as Progress Now New Mexico, Ole and Working America to fill various needs in messaging, research and field.

Program Tactics

Polling/Research

We will look to field multiple polls throughout the cycle ranging from landscape to benchmark once candidates have been identified. We will be identifying issues and vulnerabilities that will drive our messaging in 2014. We will also be heavily involved in funding comprehensive research on opposition candidates as well as on our own members and candidates.

- **Landscape Polls**
 - We will run at least 2 landscape polls in 2013 to gauge how our operations are effecting the electorate and to fine tune our messaging. This will also give institutional partners the opportunity to weigh in and test issue specific messages that will be helpful for their own organizations.
- **Benchmark Polls**
 - We will look to run some simple benchmark polls as we start to recruit candidates for State House and Governor to test potential strengths and weaknesses as well as viability in races.
- **Research**
 - In order to be fully prepared for 2014 races, we will begin developing research books as early as this year to help guide our messaging. We will also need to do a limited amount of self-research as part of our candidate recruitment activities.
- **Focus Groups**
 - We will utilize focus groups to further test our messaging and get direct feedback on what messages resonate with the electorate. This will also give us the opportunity to test nuanced messaging on specific issues.

Mail

We will be running an aggressive mail program throughout 2013. Our mail program will be both positive and negative in nature, highlighting the successes and virtues of our legislative members while also putting pressure on opposition members.

- **Incumbent Protection**
 - We will run a series of mail programs in vulnerable incumbent districts to bolster name ID as well as highlight positive actions taken by our incumbent House members.

- Opposition Mail - House
 - We will run multiple mail campaigns in targeted opposition House districts based on specific messages that poll well in each district. These campaigns will consist of multiple pieces layered on each other to ensure message saturation. Targeted districts are below.
- Opposition Mail – Governor
 - We will be incorporating a mail program into each of our issue campaigns against the Governor. These pieces will be issue based-- either highlighting the Governor's activity or drawing contrast to legislative actions.

TV

In order to define our targets early, we will be pursuing going up on TV to highlight bad votes and actions taken by opposition legislators and the Governor. This will be essential (as shown in the US Senate race in 2012) in setting an early tone for the 2014 cycle. TV will be run in targeted markets depending on cost and targeting. The Albuquerque market is the single statewide market and will be used for targeting statewide issues against the Governor. Otherwise, we will look to pursue Cable spots in various counties where we are targeting specific legislators.

- We are planning on running TV spots as part of each of our issued based campaigns. Assuming that we have the resources to do this, TV will be run towards the end of the campaigns after all other tactics (mail, radio, phone, etc...) have helped to set narrative.

Radio

As part of our comprehensive communications strategy, we will look into utilizing radio in targeted markets focusing primarily in Santa Fe, Albuquerque and Las Cruces. Much like with TV, we will tailor our radio strategy depending on the specific campaign we are looking to run and the message we hope to communicate. Also like with TV, radio will just be one component of each campaign, but because of it's cost, we will look to run radio spots for much longer periods of time.

Phones

We will be running a series of paid auto and live calls throughout the cycle highlighting negatives against our opponents and positives for our members. We'll also look at running a series of tele-town halls in which we will invite members to take part in to discuss legislative accomplishments

- Tele-Town Halls
 - We plan on hosting a series of tele-town halls throughout 2013 to give friendly legislators the opportunity to communicate with their constituents regarding their accomplishments. These calls will be offered to vulnerable incumbents to help boost their name ID and begin laying the groundwork for their re-election in 2014. We'll also offer the opportunity to legislative leaders to join these

meetings to communicate their priorities during legislative sessions to the general public. The number of tele-town halls that we are able to host will be dependent on funding.

- Robo-Calls
 - Robo-calls will be used as part of our rapid-response tactics when either the Governor or opposition legislators come out adversely on specific issues. These calls will be simple messages delivered in targeted areas to generate grassroots actions towards the offenders
- Live Calls
 - Depending on what type of campaign we are looking to run, we may need to rely on paid live calls to help persuade the general public on our issues. These calls will also help us ID friendly people in targeted communities that we can then organize to help with grassroots lobbying efforts.

Web

An integral part of any issue campaign that we run will be the development of micro-sites to help drive the message. These sites will also be a useful tool in collecting information from supporters and building a strong list of potential validators on various issues. These lists will be proprietary to New Mexico Prosperity but we will share strong identified supporters and validators with other allied organizations.

- Online Advertising
 - At some point we will look into running targeted online ads to help drive specific messages and drive supporters to our micro-sites.

Trainings

We will be working with other partners to develop a comprehensive training program throughout the 2014 cycle to instruct members and candidates on best practices for constituency outreach, campaign planning, fundraising and numerous other topics. It will be essential to provide these opportunities throughout the cycle to also inform legislators on how to speak on and message around various issues. Allied partners will be invited to participate and take leadership roles in the trainings.

Issue Trainings

We will look to hold at least one (full-day) training in 2013 specifically dedicated to messaging on various progressive issues. This training will be open to all friendly legislators and will give them the opportunity to learn more about the issues most important to our allied organizations. The topics covered will at least be:

- Job Development/Economy
- Education
- Labor
- Reproductive Rights
- Ethics
- Environment

Not only will legislators be informed on these issues, but also there will be a discussion on how to properly talk about each issue and develop comprehensive message packages to be used when talking to constituents. Leaders in each field that work with our allied partners will moderate the trainings.

Campaign Trainings

We will be looking to hold at least one (full-day) training on how to build and develop a well-structured campaign. We will bring in specialists who are well versed in campaign tactics to moderate various issue areas. Topics that will be covered in the training are:

- Fundraising
- Field
- Messaging

- Public Speaking
- Crisis Management
- Compliance

We will conduct these trainings once our candidate recruitment is concluded. Participation in the trainings will be highly encouraged so that partner organizations will have the ability to see their development and gauge their dedication. Those candidates that do participate in the trainings will be given additional support to ensure that they maintain to progress throughout the cycle. Various benchmark goals will be determined for them to meet.

Voter Registration Program

With New Mexico consistently growing (especially in it's Hispanic population) we have a tremendous opportunity to register large numbers of people in a naturally inclined constituency. However, we cannot take these new registrants for granted which is why we will also need to invest in education as well. We will look to fund a paid field effort in targeted areas of the state to increase voter registration in order to increase Democratic turnout for the 2014 election. This effort will be targeted by legislative district in order to help pick up additional seats next election.

Geographical Targets

The following are some of the general geographic areas that we will look to conduct voter registration efforts. While some of these areas will directly influence specific House and Senate races, other areas will just be done to help statewide efforts.

- Southern Dona Ana and Otero counties
- Chaves county
- Targeted areas in Albuquerque
- Navajo Nation
- Various Pueblos

Political Targets

These are districts in when a targeted voter registration effort can drastically change the dynamic and makeup of the district and could either put new districts in play that have not been previously or help ensure our success in swing districts.

	<u>HisVAP - 2010</u>
• HD36 – Archuleta (D)	62.3%
• HD58 – Ezzell (R)	62.3%
• HD61 – Gallegos (R)	57.6%
• HD63 – Dodge (D)	57.0%
• HD53 – Cote (D)	55.3%
• HD08 – Baldanado (R)	50.8%

We will look at utilizing existing entities in the state such as Ole and Working America to help

run these efforts. All voter registration activities will be dependent on funding and will be primarily run during the summer and fall.

Issue Campaigns

As stated previously, we will develop multiple issue campaigns throughout the year to highlight areas of concern with the current administration. In 2013, we will organize around specific poll-tested issues, we will develop a narrative that defines the Governor and her allies. Through focusing on specific issues, we make our case that it's time for change in our administration due to inactivity for the past two years and an insistence of holding on to extreme right-wing agenda moving forward. Each campaign will vary in length from a few weeks to potentially a few months and will utilize both paid and earned media strategies to motivating the public to follow through with an actions such as calling their local representative or the governor to lobby on the issue at hand. While we will continue to poll to determine what issues will make the most sense to campaign around, the following are some of the more likely candidates:

Jobs and Economy

Since the Martinez administration has taken over, New Mexico is one of 6 states that have seen zero or negative job growth in the country. In the past year alone, we have lost 3,200 jobs. The Governor's answer is to cut corporate tax rates in hopes that lure business into the state with no guarantee that those businesses would hire state workers or even end up paying state taxes. We need a serious plan on how to get New Mexican's back to work immediately.

Education

New Mexico routinely ranks towards the bottom in graduation rates and other educational standards compared to other states in the region. The classrooms are over-crowded and teachers have minimal resources to educate their students. The Governor's idea is to prevent students from moving past the third grade creating a gridlock situation that could irrevocably hurt the student's development. We need to invest more in our public schools, lower the class sizes and make sure that students are getting all the help they need well before they reach third grade.

Women's Rights/Choice

Our Governor might be a woman, be she is clearly no friend of women. During her time in office, her and her cohorts in the legislature have done nothing but try to limit the rights of women and propose outrageous laws trying to dictate personal health decisions that individual women alone should make. A proposal to charge rape victims with a felony crime for making

the choice to have a legal abortion is just an example of the kind of radical agenda that this administration fosters and promotes. We need leaders who want to protect the rights of women, not constantly threaten them.

Ethics

The current administration came into office promising ethical reform and with the idea of “cleaning up” Santa Fe. Unfortunately, actions speak louder than words. Under this administration, there have been instances of no-bid contracts being handed out to political cronies and state paid workers using state resources to campaign on state time. The taxpayers of New Mexico deserve better from their elected officials. We need true ethics reform to ensure that our elected officials are accountable to the people and not the special interests.

Candidate Recruitment - House

Goals:

- Get the best possible candidates – candidates who fit the district and who can win – in all competitive open seats and competitive challenge races.
- By the start of session in 2014, have 32 candidates; including all competitive Republican open seats and our top tier districts filled

For the 2012 cycle, candidate recruitment was conducted by a select group of legislative leadership along with representatives from various partner organizations. The process yielded some very good candidates, but unfortunately (due to redistricting in 2011) the process took too long to get started. The goal is to undertake a similar process, just much earlier.

Since there are no Senate races up in 2014, recruitment efforts will focus on House candidates in 2013. New Mexico Prosperity will work with leadership in the House as to form a recruitment team to lead the efforts for candidate recruitment.

We will also coordinate with partner organizations as well as the DPNM to form a formal recruitment committee. This committee will first meet shortly after session has been completed and will begin to identify potential candidates in the 32 GOP held seats.

The goal is to have candidates recruited for all seats by the end of the summer in 2013.

Democratic open seats

House leadership will work to identify if there will be any retiring Democratic members. The goal is to have a new candidate in place before the Democrat announces retirement.

Republican open seats

We will have to work quickly to fill competitive Republican open seats before other (presumably not as good) candidates start to announce.

Republican Seats – Best opportunities

We are focusing on six seats, which has some combination of a weak Republican incumbent, likely retirement profile, or a district that Democrats do well in. These we are looking for the best possible candidate.

Republican Seats – Uphill Battles

We will then focus on 3-4 marginal seats that would be harder battles under current circumstances. These we'll see how things shape up before moving on a candidate. Finally there are 22 seats we'll fill with the first candidate that's willing to run.

Incumbent Protection - House

Goals:

- All members win re-election.
- To run paid and earned media operation in each district to assist in their efforts

We have 7 members on our Frontline program list:

		DP***	12
HD15	Emily Kane*	49.8%	51.2%
HD24	Elizabeth Thomson*	50.7%	51.1%
HD36	Phillip Archuleta*	52.6%	42.4%**
HD43	Stephanie Richard*	49.5%	51.2%
HD50	Stephen Easley*	54.7%	55.7%
HD53	Nate Cote*	46.8%	53.2%
HD63	George Dodge	52.1%	63.5%

* Freshamn

** Archuleta was in a competitive 3-way race. His nearest competitor had 36.9%

*** Based on 2012 NCEC numbers

2013 Program

We will want to ensure that vulnerable House members receive the support and training necessary to be successful in 2014. Given the limitations of what we are formally allowed to do to help these members, we will focus on general efforts revolving around issue-based initiatives to highlight their successes from the past session. Most of the tactics we will focus on have been laid out in detail above. Throughout the year we will be doing the following:

- Host a series of tele-town halls in each district to allow the incumbent members to receive feedback from their constituents on various topics. Each town hall will be held to discuss pre-selected specific issues.
- Send multiple mail pieces to a targeted universe in each district touting their support on specific issues. There will also be a push for recipients to contact their legislator and

thank them for their support. This will help incumbents build their list of supporters.

- We will look at possibly over-sampling these districts in our polling efforts to get a better sense of the issues that are moving the electorate specific to the district.
- Where possible, we will focus voter registration efforts in a few of these districts to help build a base of support. Along with voter registration, we will spend time educating the new voters on the issues to help ensure that they understand the importance of voting.
- We will look into the possibility of running paid live calls into these districts to persuade voters on single issues and request that each representative should be thanked for their support of each issue.