

FLORIDA VICTORY 2004

September 3, 2004

I. INTRODUCTION

Democrats have a unique opportunity in 2004: to rightfully return the state to the blue side of the electoral ledger. Polling data indicate that the race in Florida is stable with neither side garnering a firm advantage. This underscores the necessity of a well-run and well-funded coordinated campaign.

In order to prevail, Victory 2004 will need the greatest grassroots organization the state has ever seen. Our staff will build, train and activate over 33,000 volunteers, including 3,809 precinct captains, to manage and implement an elaborate voter contact and GOTV plan. This team will be complemented by a generous paid and earned media campaign and an advanced technology system to track and direct progress.

Victory 2004 will focus its ground game primarily on two segments of the Florida electorate: 1) the underperforming Democratic base, particularly in sporadic voting African-American and non-Cuban Hispanic communities, and 2) swing voters, with particular attention paid to women in the I-4 corridor between Tampa, Orlando and Daytona Beach. In addition to following the Kerry-Edwards/DNC field model, this plan outlines several unique elements of Victory 2004's plan, including: our plan for ballot protection; an elaborate Early Vote (Absentee Vote in Person) campaign; a comprehensive and aggressive absentee ballot program and a program to motivate Florida veterans to support our ticket.

In broad geographic terms, it is essential to 1) maintain and increase our base lead in the three key South Florida counties: Miami-Dade, Broward and Palm Beach; equally important is 2) minimizing Republican gains in northern Florida. In tactical terms, it is essential that we cut into the Republicans' traditional advantage among absentee voters and run up our advantage among early voters, especially in base vote communities.

We anticipate amendments and improvements to our plan. We need to quickly develop a systematic market-by-market surrogate-scheduling plan. A Jewish vote plan is being developed along with other constituency-specific organizing plans.

Coordinated Campaign Decision Making Table:

A committee of the following individuals and organizations will serve as table partners of the Coordinated Campaign. This committee will meet bi-weekly through September and weekly during October.

- State Party Chair Scott Maddox
- Kerry-Edwards Campaign
- U.S. Senate Nominee
- Coordinated Campaign Director
- AFL-CIO
- SEIU
- Florida Academy of Trial Lawyers
- Florida Education Association
- Florida Congressional Delegation

Goals:

- Identify undecided and persuadable voters for John Kerry and the Democratic ticket;
- Energize and motivate Democrats with unreliable or non-voting histories;
- Track statewide volunteer efforts in Florida-specific software;
- Recruit and train 1,391 precinct captains in base precincts;
- Recruit and train 2,418 precinct captains in swing precincts;
- Turn out Kerry supporters in base precincts;
- Persuade swing targets in swing precincts;
- Win the state of Florida for Kerry-Edwards with 3,314,240 supporters.

II. VOTE GOALS & TARGETING:

Vote Scenario:

	2004		2002		2000
Exp. Vote 70%	6,373,538	Turnout	5,100,581	Turnout	5,963,110
Dem Performance		Bush	2,856,845	Bush	2,912,790
Win # (52%)	3,314,240	McBride	2,201,427	Gore	2,912,253
Nader		Kunst	42,039	Nader	97,488
		Vote		Vote	
Vote Deficit	554,498	Margin	655,418	Margin	537

Vote Goal:

The Florida statewide vote goal, based on a 52% Democratic win number, is 3,314,240. Within that goal, Victory 2004's targeting will focus on a universe of persuadable voters derived from the Kerry-Edwards Florida vote model and a turnout target of 711,493 Democrats in our base precincts. Our initial focuses, especially for precinct captain recruitment, will be geographic. We will focus on two precinct types:

Base voter precinct targets are defined as:

- High Democratic Performance (65% +)
- We have 1391 base vote targeted precincts with approximately 711,493 base voters.

Persuasion precinct targets are defined as:

- Democratic Performance between 40% and 65%
- Persuasion Percentage above the statewide average - 14.9%
- We have 2,418 persuasion-targeted precincts that include 408,430 persuasion targets.
- The above numbers are placeholders, pending Florida-specific targeting.

The coordinated campaign will use the state-specific Florida vote model to guide paid voter contact activity, volunteer persuasion phone calling, and volunteer ID calls. Based on currently available modeling data, the campaign assumes a Presidential Swing Target of 926,525 voters. Our persuasion voter contact targets will be pulled from this subset. Given Bull's Eye data, we estimate our GOTV target will number approximately 931,291 infrequent voters and 397,766 new registrants. (Between January 2003 and February 2004, 397,766 Democrats were added to the file statewide.)

New Registrants:

	2003				2004			
	Individuals	%	HH	W/Phones	Individuals	%	HH	W/Phones
New Registrants	787,25	100.00%	414,805	787,255	453,178	100.00	167,234	453,178
Democrats	250,45	31.81%			147,315	32.51		
Dem Male	110,49	14.04%	67,402	62,157	67,090	14.80	27,788	36,099
Dem Female	139,95	17.78%	84,700	78,652	80,225	17.70	33,602	43,132
NPA/Ind Male	103,21	13.11%	57,725	57,477	67,188	14.83	23,612	35,609
NPA/Ind Female	110,54	14.04%	60,976	60,457	65,909	14.54	23,122	34,872
Republicans	245,31	31.16%			125,715	27.74		
GOP Male	129,02	16.39%	84,399	78,800	67,145	14.82	32,371	39,095
GOP Female	116,29	14.77%	77,029	70,573	58,570	12.92	29,391	34,209
AA Male	35,61	4.52%	19,864	18,323	23,637	5.22	8,253	11,932
AA Female	47,58	6.04%	25,999	24,900	28,867	6.37	9,691	14,718
Hispanic Male	40,81	5.18%	21,076	21,835	24,050	5.31	7,929	12,700
Hispanic Female	46,87	5.95%	24,255	24,622	26,591	5.87	9,025	13,859

Special Population Targets:

The Victory 2004 campaign will give special focus to population targets including, but not limited to:

- African-Americans
- Hispanics
- GLBT community
- Veterans (and families of)
- Seniors (focus on absentee voting)
- Sportsmen
- Republican Women (esp. with Democratic husbands)
- College Students
- Haitian immigrants, particularly in South Florida

The Florida political team will include volunteer constituency directors who aim to meet the needs of the community and increasing participation in these groups' networks. The goal of the constituency program will be to feed people into the field program and increase our volunteer base.

Voter Contact:

Our targets are categorized below and include suggested volunteer and paid voter contact activity:

Presidential Swing Target: *This universe is a placeholder, based on Strasma data, *
 926,525 Total Presidential Swing (from model)
 414,391 Households with phone numbers

Volunteer ID calls are the first round of calls to presidential swing voters, and the 2s and 3s gained through those calls will become our persuasion universe. The persuasion program will include 2 volunteer contacts and 9 paid contacts.

Total Contacts: 12
 Precinct Captains: 2,418
 Volunteer Contacts: 2

- 1 Persuasion Call

- 1 GOTV Volunteer Call

Paid Contacts: 10

- 1 Paid Auto ID call
- 1 Paid Auto ID to undecided remainder
- 5 Mail contacts
- 1 Paid Live call on September 15th
- 1 Paid Live GOTV call
- 1 Paid Auto GOTV call

Persuasion Program Calendar

Wednesday, September 15	Paid Live call
Tuesday, October 12 – Thursday, October 28	Volunteer Persuasion Calls
Tuesday, October 12	Auto ID Call
Friday, October 15	Mail Piece 1 Drops
Tuesday, October 19	Mail Piece 2 Drops
Friday, October 22	Mail Piece 3 Drops
Sunday, October 24 – Thursday, October 28	Live ID Call
Friday, October 30–Tuesday, November 2	<ul style="list-style-type: none"> • Volunteer GOTV Call • Paid Live GOTV Call • Paid Auto GOTV Call

Base Vote Target:

931,291	Total base vote target
354,366	Households with phone numbers
397,766	New Democratic registrants
1,329,057	Total New Registrants and Base Vote Target

The Base Vote Target is primarily made-up of (but not limited to) African-American and non-Cuban Hispanic Democrats with weak voter history from 1391 high GOTV index precincts. 397,766 new registrants will receive the same Early Vote contact program. Both of these numbers are subject to change as we identify what other organizations are doing in the base, how much excitement is generated, and the volume of new registrants. The program itself consists of two volunteer contacts and 19 paid contacts totaling approximately \$2.673 million.

Total Contacts: 19

Precinct Captains: 1,391

Volunteer contacts: 2

- 2 Volunteer calls

Paid contacts: 17

- 2 Paid auto-calls (express Kerry-Edwards message)
- 7 Paid auto-calls (generic Democratic turnout)
- 4 Paid canvasses (focus on urban base precincts)
- 2 Paid live calls
- 2 Paid mail

EARLY VOTE PROGRAM:

VICTORY 2004 FLORIDA COORDINATED CAMPAIGN

Early Vote Timeline:

Saturday, October 16 th – Monday, November 1	<ul style="list-style-type: none"> • Paid canvassing of universe (2x) • Volunteer calls to universe
Sunday, October 16 th	<ul style="list-style-type: none"> • Auto Call 1
Monday, October 18 th	<ul style="list-style-type: none"> • Auto Call 2
Monday, October 18 th	<ul style="list-style-type: none"> • Mail 1 drops
Wednesday, October 20 th	<ul style="list-style-type: none"> • Auto Call 3
Friday, October 22 nd	<ul style="list-style-type: none"> • Auto Call 4
Sunday, October 24 th	<ul style="list-style-type: none"> • Auto Call 5
Monday, October 25 th	<ul style="list-style-type: none"> • Mail 2 drops
Monday, October 25 th	<ul style="list-style-type: none"> • Auto Call 6
Wednesday, October 27 th	<ul style="list-style-type: none"> • Auto Call 7
Saturday, October 30 th	<ul style="list-style-type: none"> • Auto Call 8

For fifteen days leading up to Election Day, Florida residents may vote in person at public places (typically city halls and public libraries). Florida law also provides for traditional absentee voting.

These two forms of voting have played a key role in recent general elections. In 2000, 11% of all votes cast came through Absentee or Absentee in Person (Early Vote), and according to a *St. Petersburg Times* analysis, in 2002 16% of all votes came from the same population.

Kerry-Edwards campaign polling data confirm that Early Vote can play a similarly significant role this year. Most recently, a post-convention Kiley & Company poll indicated that 11% of Florida voters will vote in advance of Election Day.

The Kiley poll describes the universe of early voters as leaning heavily Democratic, including a disproportionately high number of African-Americans and voters from other base Democratic communities.

Given the history and trends of the Early Vote, Florida Victory 2004 views it as a potential gold mine and an excellent opportunity to turn out Florida's energized (and aggravated by 2000) Democratic base.

While keeping an eye on what other organizations are doing to get out this key vote, the Victory 2004 campaign will marshal a significant portion of its resources to make Early Vote's impact as significant as possible. This effort will be focused especially on key urban counties.

To better inform this project, we would like to spend \$20,000 on focus groups to determine base precincts' response to Early Vote. We will also produce a more detailed plan for the Early Vote Program within several weeks. What is contained below is designed to paint in broad strokes the goals and tactics of our program.

Universe:

Given the Kiley data and experience from recent elections, the Early Vote program should focus on sporadic voters, especially African-American, Hispanic and female voters with weak voter history, and new registrants. This universe will number approximately 1,329,057 voters.

Grassroots Leadership:

Leaders of the campaign at the grassroots will play a key role in the development and execution of the Early Vote Program:

- The campaign will challenge precinct captains to deliver a specific number of early voters. We are looking into the legality of creating a competition among the precinct captains for this project.

- We will also ask local elected officials to design proposals for local Early Vote Programs.

Staff Leadership:

To direct and manage the grassroots leadership, to develop more fully this plan and to ensure the absolute success of the Early Vote plan, the campaign will hire by September 15 a Statewide Early Vote Director and three Regional Early Vote Directors.

- Early Vote staff will also be placed in Miami-Dade, Broward and Palm Beach counties, and Orlando, Jacksonville, in Tampa/St. Petersburg.
- Two Early Vote Cyber Organizers will make use of the FLDP website and email addresses collected by the campaign to motivate volunteers and encourage early votes.

Training:

Our Regional Organizing Conferences on September 12th and October 9th will include training on Early Vote.

Special Outreach:

In addition to the broad universe for Early Vote, the campaign will creatively reach out to probable candidates for Early Vote including (but not limited to) seniors with flexible schedules; the unemployed and people at unemployment check pickup locations; community service organizations; people who have unusual jobs; college students; parishioners at African-American churches; business employees through a workplace outreach program; and members of tightly-knit immigrant communities including the Puerto Rican and Haitian communities of South Florida.

Events:

- In mid-October, "Early Voting House Meetings" will make use of the network developed by campaign's organizers to encourage strong early turnout. Some of these house meetings will be organized around major campaign and social events through Florida including debate watch parties, Halloween, Labor Day, or even television's Sweeps Night.
- Surrogate and possible principal events that take place near Early Vote locations will be employed to promote Early Vote opportunities and to physically deliver voters to Early Vote sites.
- \$30,000 has been budgeted in October to fund these events.

Voter Contact:

Below is an approximate schedule of paid and volunteer contacts to the Early Vote universe. We will submit a more detailed plan after the hiring of an Early Vote Director and closer to the date of the Early Vote period. Please note that Early Vote begins Monday, October 18th, fifteen days prior to Election Day.

Note also that the auto calls will likely be sent to specific universes rather than the broad universe; we will work to build these universes after we learn more about what types of voters are open to Early Vote.

Communication:

All October campaign voter communication to base communities will emphasize the ease of Early Voting. Extra effort will be made, however, not confuse voters by promoting Early Vote locations too close to Election Day. Among the current ideas:

- Earned and paid media campaign to Hispanic and African-American outlets;
- Sound trucks throughout urban neighborhoods.

Ballot Pickup:

In Florida, it is legal to handle ballots. This means it is possible for the campaign to canvass base neighborhoods, pick up completed ballots and deliver them to Early Vote locations. We will incorporate these deliveries into our Early Vote canvassing program.

Monitoring:

Throughout the fifteen day Early Vote period, the campaign will monitor on a daily basis the characteristics of voters who are participating so that we can augment or alter the target universe. This will also help the campaign gauge the involvement of other Democratic groups, as well as the RNC, in turning out Early Voters. The data can be collected from town clerks. Victory 2004 will identify which targeted counties will participate in this program.

Condo Commando Program:

A Condo Commando Program will use our precinct captain and volunteer structure to turn out condominium residents for the Early Vote Program. The target audience of the program is white, middle class retirees who live in condominium communities, primarily in the Palm Beach - Broward corridor. The campaign will particularly utilize house meetings in these communities to boost together Early Vote. \$20,000 has been budgeted to pay for literature for condo commando canvasses and events.

A similar program may be initiated in conjunction with our College Campus Outreach, along the lines of a 'Campus SWAT Team' focused on Early Vote.

ABSENTEE VOTE BY MAIL (TRADITIONAL ABSENTEE)

Universe:

The universe for the absentee vote by mail program includes two components:

- Democrats over 65 who have voted in 1 of 4 or 2 of 4 elections since 1996: 267,885 individuals in 223,238 households.
- NPA/Independents over 65 who have voted in 1 of 4 or 2 of 4 elections since 1996: 111,952 individuals in 93,293 households. We assume we will ID approximately 50% of this universe as supporters, which brings the number to: 46,647.

Total absentee universe: 379,837 individuals in 269,885 households of Independent and Democratic voters who are 65+ and who have voted in 1 of 4 or 2 of 4 recent elections.

Military Ballots:

The campaign is developing a thorough plan to address proactively the issues experienced in 2000 regarding military absentee ballots.

Monitoring and Integration:

Victory 2004 field staff and precinct captains in targeted absentee vote precincts will monitor on a weekly basis the number and type of voters who mail absentee ballots. In addition, the Florida Voter File will be updated to include a system for designating which voters have completed and mailed their absentee ballots. These voters will be removed from the GOTV universe and additional absentee contacts.

Program:

Total contacts: 5

- 1 Volunteer call
- 2 Paid mail contacts
- 2 Paid live calls
- 4 Paid automatic calls

Absentee Program Timeline:

Wednesday, September 25	Initial Auto Call
Friday, October 1 – Sunday, October 17	Ongoing Volunteer Calls
Friday, October 1	Mail Piece 1 drops
Saturday, October 2	Auto Call 2
Wednesday, October 6	Live Chase Call

Wednesday, October 13	Auto Call 3
Monday, October 18	Mail Piece 2 drops
Monday, October 18	Auto Call 3

Voter Contact Totals:

BASE VOTE UNIVERSE: 1,329,057 (Strasma GOTV Universe + New Regs)

EARLY VOTE	Unit Cost	Broad U	Contact	Match/HH	Cost
Volunteer Call	0.0800	1,329,057	0.43	0.490	\$22,402.58
Volunteer Call to Subset of AB Calls	0.0800	1,329,057	0.43	0.120	\$5,486.35
Phone 1 Auto	0.0800	1,329,057	0.43	0.490	\$22,402.58
Phone 2 Auto	0.0800	1,329,057	0.43	0.490	\$22,402.58
Phone 3 Auto	0.0800	1,329,057	0.43	0.490	\$22,402.58
Phone 4 Auto	0.0800	1,329,057	0.43	0.490	\$22,402.58
Phone 5 Auto	0.0800	1,329,057	0.43	0.490	\$22,402.58
Phone 6 Auto	0.0800	1,329,057	0.43	0.490	\$22,402.58
Phone 7 Auto	0.0800	1,329,057	0.43	0.490	\$22,402.58
Phone 8 Auto	0.0800	1,329,057	0.43	0.490	\$22,402.58
Paid Phone Live	0.1500	1,329,057	0.43	0.490	\$42,004.85
Mail 1	0.4000	1,329,057	1.00	0.625	\$332,264.25
Mail 2	0.4000	1,329,057	1.00	0.625	\$332,264.25
Paid Canvass	0.5300	1,000,000	1.00	0.625	\$331,250.00
Paid Canvass	0.5300	1,000,000	1.00	0.625	\$331,250.00
					\$1,576,142.96

GOTV UNIVERSE: 1,000,000 (Estimated Subset of Early Vote)

BASE/GOTV UNIVERSE	Unit Cost	Broad U	Contact	Match/HH	Cost
Phone Auto	0.0800	1,000,000	0.43	0.490	\$16,856.00
Phone Live	0.1500	1,000,000	0.43	0.490	\$31,605.00
Mail 1	0.4000	1,000,000	1.00	0.625	\$250,000.00
Mail 2	0.4000	1,000,000	1.00	0.625	\$250,000.00
Paid Canvass	0.5300	1,000,000	1.00	0.625	\$331,250.00
					\$879,711.00

ABSENTEE UNIVERSE: 379,837 voters

ABSENTEE BY MAIL	Unit Cost	Broad U	Contact	Match/HH	Cost
Volunteer Call	0.0800	379,837	0.43	0.490	\$6,402.53
Mail 1	0.4000	379,837	1.00	0.625	\$94,959.25
Mail 2	0.4000	379,837	1.00	0.625	\$94,959.25
Auto Call 1	0.0800	379,837	0.43	0.490	\$6,402.53
Auto Call 2	0.0800	379,837	0.43	0.490	\$6,402.53
Auto Call 3	0.0800	379,837	0.43	0.490	\$6,402.53
Auto Call 4	0.0800	379,837	0.43	0.490	\$6,402.53
Paid Live Call	0.1500	379,837	0.43	0.490	\$12,004.75
Paid Live Call	0.1500	379,837	0.43	0.490	\$12,004.75
					\$245,940.66

PRESIDENTIAL PERSUASION UNIVERSE: 926,525 Strasma Placeholder

SWING/PERSUASION	Unit Cost	Broad U	Contact	Match/HH	Cost
Paid Auto ID Call	0.2000	926,525	0.50	0.490	\$45,399.73
Paid Live ID Call	0.5000	926,525	0.50	0.490	\$113,499.31

Volunteer Persuasion Call	0.0800	926,525	0.50	0.490	\$18,159.89
Mail 1	0.4000	926,525	1.00	0.625	\$231,631.25
Mail 2	0.4000	926,525	1.00	0.625	\$231,631.25
Mail 3	0.4000	926,525	1.00	0.625	\$231,631.25
Mail 4	0.4000	926,525	1.00	0.625	\$231,631.25
Volunteer GOTV Call	0.0800	926,525	0.50	0.490	\$18,159.89
1 Paid Live GOTV Call	0.1500	926,525	0.50	0.490	\$34,049.79
1 Paid Auto GOTV Call	0.0800	926,525	0.50	0.490	\$18,159.89
					\$1,173,953.50

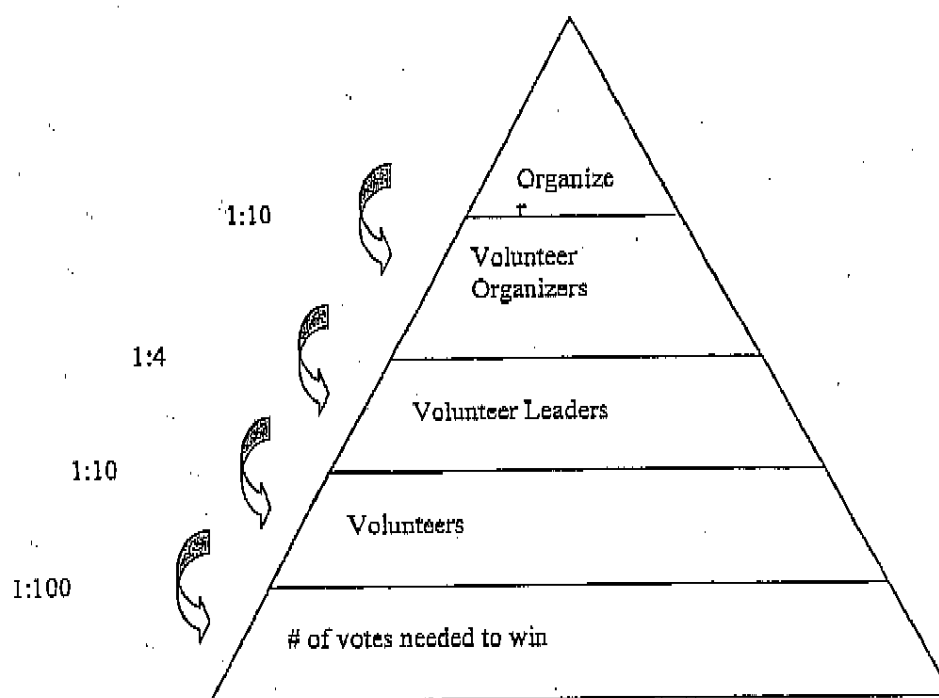
\$3,875,748.12

III. CAPACITY:

The Victory 2004 campaign must rely on unprecedented volunteer commitment and effort to build a grassroots organization unlike one ever seen in Florida and the Democratic Party. We must engage supporters to build the capacity to carry out our voter contact goals. For example, to meet just the call goals, the campaign will need at least 1,092,230 shifts of volunteer service in the final two months. And given the campaign's assumption that it takes one volunteer to win 100 votes, we will need a total of at least 33,142 (win number 3,314,240 divided by 100) volunteers on our team. Clearly the need to develop an elaborate and intense grassroots campaign organization is of the utmost importance in the coming weeks.

Assumptions:

The following pyramid illustrates the assumptions underlying volunteer capacity goals for the campaign:



Volunteer Capacity Calculations:

To win, the campaign will need significant manpower from its grassroots volunteer operation. As outlined above, the biggest facet of the volunteer effort will be the completion of 1,092,230 volunteer-to-voter calls. We estimate that this will necessitate 24,282 volunteer shifts:

- Between September 1 and Election Day, there are approximately 71 working campaign days (this excludes Yom Kippur, and Rosh Hashonnah, Halloween, and September 11 and counts weekend days as double).
- Each 'working campaign day' will include 3 hours of voter contact, with an estimated 15 attempted contacts per hour.
- At this rate, to meet its goals the campaign will need to include $(1,092,230 / 45 / 71)$ 342 volunteers per working day for a total of 24,282 volunteers between September 1 and Election Day. (Note: as of this writing, 35,000 volunteers have signed up on the JohnKerry.com website alone.)

These volunteers will be led by the most extensive precinct leader team in Florida history. To date, the campaign has already identified a significant number of precinct leaders through its house meeting and community action meeting programs. To date, more than 27,771 volunteers have also been identified for the effort.

Within several weeks the campaign will have identified a total of 3,809 precinct captains, including 1391 from targeted base precincts and 2,418 targeted persuasion precincts.

But these calls are just one part of the volunteer program. Volunteers will be integral to every part of the campaign. Because the campaign estimates that it takes one volunteer to earn 100 votes, we believe the campaign will need at least the 33,142 volunteers, and probably many more.

To build a team consisting of 33,142 volunteers, we need:

- 15% of our volunteers recruited in June (4,971)
- 25% of our volunteers recruited in July (8,286)
- 50% of our volunteers recruited in August (16,571)
- 80% of our volunteers recruited in September (26,514) and
- 100% of our volunteers recruited in October (33,142)

Volunteer Phoning and Canvassing:

Our primary volunteer phoning and canvassing operations will be run through centralized phone banks and canvass sites out of our field offices. By September 10, we will have least 25 field offices throughout the state of Florida.

Precinct Teams:

Precinct organizing will anchor our voter contact program. Precinct captains will be recruited in all target base and persuasion precincts. Our primary focus is creating teams with a precinct captain and one volunteer per 100 Democratic votes. Their purpose will be to implement a volunteer-based voter contact program.

Organizing Conventions & Trainings:

Our first in-state training for field organizers was held August 27th. Two additional trainings will be held in September and October. The goal of each training is to review the strategy of the next phase of the field plan. In addition, regional organizing conventions will be held on September 12th and October 9th. The October training will focus on Early Vote tactics. Finally, local trainings will be held regularly in every field office for precinct captains, volunteer organizers and phone bank supervisors.

"Road Trip to Victory" Out of State Volunteers and Travelers:

Florida is in a unique position to draw out-of-state volunteers because of its status as the site of the Florida recount and as a symbolic battleground. Led by an Out-of-State Volunteer Coordinator, Victory 2004 will coordinate recruitment and deployment of 10,000 out of state volunteers for targeted get out the vote efforts.

The campaign recently brought on additional staffers to help ensure a smooth, efficient and massive out-of-state effort:

- A full-time senior operative joined the Florida campaign recently to identify 'ubers' who can manage counties and key precincts for the final month of the campaign. These ubers will work with existing field staff to implement GOTV efforts in key regions.
- An additional staff member started work in the headquarters recently to secure housing for the influx of out-of-state talent.
- We are also investigating adding several paid staffers to assist with the management of the out of state volunteer program on a regional basis.

IV. ADDITIONAL PROGRAMMATIC ELEMENTS AND TOOLS:

Volunteer and Voter Tracking:

- **Voter File:** The Florida voter file is managed by Leverage and hosted online. Each organizer has access to the voter information for his or her geographic region. Organizers will print call and canvass lists using Leverage. The IDs gained through calling and canvassing will be inputted into the voter file nightly. Because the current phone match on the voter file is 49%, we will engage in a program to enhance the Florida voter file with new phone numbers (including possibly prospecting by auto-call for live numbers, i.e. call 240-0000, then 240-0001).
- **Bottled Lightening:** this program tracks and records field volunteer activity including events and office work, house meetings and constituency preferences. It will also communicate with the voter file.
- **Dashboard:** The "Dashboard" online software tracks progress against goals, using information from Bottled Lightening and the Voter File. It allows staff and precinct leaders to easily gauge progress regionally and statewide.

Ballot Protection:

We believe a comprehensive program combining and merging legal, field and resources aimed at both preventing and preparing for a potential recount is critical. Dave Friedman has joined the campaign to establish an organization capable of mounting an extremely aggressive legal operation.

The specter of 2000 still haunts Florida politics and the current machination by the Secretary of State regarding the "felon list" demonstrates that without continuous oversight, we should expect no better in 2004.

Critical in a state as large as Florida are varied electoral protection and enhancement strategies relating to absentee ballots (both domestic and overseas); poll protection, felon issues, and machine monitoring and validation. This is a unique necessity combined (as the Recount was) field and lawyer operation that needs the cooperation of the entire team.

We utilized the August 31st primary as an opportunity to do a dry run of this lawyers' operation and will develop a comprehensive ballot review, ballot security and voting machine security validity plan.

Total pre-recount cost of this program is \$85,000. Please see Appended Election Protection Plan for additional information.

Minority Media:

We believe that it is important to institutionalize a specific minority media, mail and phone program in three different communities - Caribbean, African-American and non-Cuban Latino. We will work to identify vendors in all these areas.

The total media budget would be \$750,000 (\$475,000 African-American and \$275,000 Hispanic). The radio could be paid either on a split if there are partisan references or 100% non-Federal if, for example, the script were simply 'Get Out and Vote Today, Our Lives and Future Depend On It.'

The mail should be a discreet subset of the base program and should have no additional costs element.

Military Families:

We believe cutting the Bush margin among military families provides us with a real opportunity in Florida. The margin among military absentee ballots was critical in the 2000 election.

We would like to understand what current thinking is among this voter segment, and determine whether a focused mail and phone operation would bear fruit (particularly, given the number of ex-senior military officers who endorsed Senator Kerry). We propose utilizing at least two focus groups: one aimed at returned reservists and the other, families of currently stationed full-time military.

A well-orchestrated and timed surrogate operation will also be designed to increase support in this segment.

If a military families program is considered, the program cost is estimated at \$100,000.

Referenda:

Florida voters will be faced with eight different constitutional amendments on the November 2 ballot. Each initiative will attract a different constituency and needs to be taken into account through the remainder of the campaign. Among the initiatives:

- **Parental Notification Of A Minor's Termination Of Pregnancy:** Proposing an amendment to the state Constitution to authorize the Legislature to require by general law for notification to a parent or guardian of a minor before the termination of the minor's pregnancy.
- **The Medical Liability Claimant's Compensation Amendment:** Proposes to amend the state Constitution to provide that an injured claimant who enters into a contingency fee agreement with an attorney in a claim for medical liability is entitled to no less than 70 percent of the first \$250,000 in all damages received by the claimant, and 90 percent of damages in excess of \$250,000, exclusive of reasonable and customary costs and regardless of the number of defendants.
- **Authorizes Miami-Dade and Broward County Voters to Approve Slot Machines In Pari-mutuel Facilities:** Authorizes Miami-Dade and Broward counties to hold referenda on whether to authorize slot machines in existing, licensed pari-mutuel facilities (thoroughbred and harness racing, greyhound racing, and jai alai) that have conducted live racing or games in that county during each of the last two calendar years before effective date of this amendment.
- ***Florida Minimum Wage Amendment:** Creates a Florida minimum wage covering all employees in the state covered by the federal minimum wage. The state minimum wage will start at \$6.15 per hour six months after enactment, and thereafter be indexed to inflation each year.
- **Repeal of High Speed Rail Amendment:** Repeals an amendment in the Florida Constitution that requires the Legislature, the Cabinet and the Governor to proceed with the development and operation of a high speed ground transportation system by the state and/or by a private entity.
- **Patients' Right to Know About Adverse Medical Incidents:** Current Florida law restricts information available to patients related to investigations of adverse medical incidents, such as medical malpractice. This amendment would give patients the right to review, upon request, records of health care facilities' or providers' adverse medical incidents, including those which could cause injury or death.
- **Public Protection from Repeated Medical Malpractice:** Current law allows medical doctors who have committed repeated malpractice to be licensed to practice medicine in Florida. This amendment prohibits medical doctors who have been found to have committed three or more incidents of medical malpractice from being licensed to practice medicine in Florida.

(Source: *FloridaVoteSmart.org*)

Student Organizing:

If 2004 is as close in Florida as 2000 was, finding new voters, especially new voters on campus, could be the difference between a win and a loss. The student population in Florida, as described in the table below, is significant enough to warrant an aggressive student-organizing program.

School	Undergra	Location	Phone	Website
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	Students	Location	Phone	Website
University of Florida	47,640	Gainesville	352-392-1365	www.ufl.edu
Florida Institute of Technology	2,300	Melbourne	321-674-8030	www.fit.edu
University of Central Florida	44,000	Orlando	407-823-3000	www.ucf.edu
University of North Florida	13,620	Jacksonville	904-620-2624	www.unf.edu
University of South Florida	42,000	Tampa	813-974-3350	www.usf.edu
University of West Florida	9,267	Pensacola	850-474-2230	uwf.edu
Florida A&M University	12,463	Tallahassee	850-599-3796	www.famu.edu
Florida Atlantic University	23,836	Boca Raton	561-297-3040	www.fau.edu
Florida Southern College	2,300	Lakeland	941-680-4111	www.flsouthern.edu
Florida State University	37,328	Tallahassee	850-644-2525	www.fsu.edu
Jacksonville University	2,050	Jacksonville	904-744-3950	www.ju.edu
Nova Southeastern University	4,100	Ft. Lauderdale	954-262-7300	www.nova.edu
Rollins College	2,837	Winter Park	407-646-2000	www.rollins.edu
University of Miami	9,000	Coral Gables	305-284-2211	www.miami.edu
University of Tampa	3,000	Tampa	813-253-3333	www.utampa.edu
Florida Gulf Coast University	5,122	Fort Myers	800-590-3428	www.fgcu.edu
Florida International University	33,436	Miami	(305) 348-2000	www.fiu.edu
Total at Major Campuses:	294,299			

A special outreach effort will be made to historically black colleges and universities throughout Florida. The most significant of these campuses are as follows:

Florida A&M University	11,150	Tallahassee	850-599-3796	www.famu.edu
Bethune Cookman College	2,301	Daytona Beach	940-255-1401	www.bethune.cookman.edu
Edward Waters College	610	Jacksonville	904-355-3030	www.ewc.edu
Florida Memorial College	1500	Miami	305-626-3650	www.fmc.edu

Student Organizing Goals:

FL student organizer will facilitate student program to achieve three goals:

- 693 student volunteers;
- Campus organizations (with leaders) on every major campus;
- Participate in voter contact with field organizers.

Student Organizing Phases:

- **Recruiting Campus Organizers:** We will establish campus-by-campus steering committees, and campus organizers will work in regional field offices and be responsible for activity on their individual campuses. Individual organizers will not be compensated monetarily but will receive internship credit or recommendations based on performance.
- **Conference Call with Student Leadership:** We will schedule a conference call to introduce our campaign team and to foster a dialogue among interested students. This will be our first opportunity to engage student leaders and interested students.
- **Calendar of Tabling Opportunities and Welcome Back Week:** Assembling a calendar of opportunities at campuses around the state will enable regional organizers to act quickly to recruit students when they arrive in their regions.

- **Increase Student Vote on FL Campuses:** We will obtain student directories for every major campus and match this data against the voter file will make it easier for the campaign to target the unregistered students as well as ID and turnout those who are already registered to vote.
- **Student Targeted Events and GOTV Concerts:** Events targeted to students and hosted on college campuses in the weeks leading up to November 2 will be critical to motivate large student populations to the polls.

V. UNIVERSES & CALL PROGRAM:

Florida is a complex state of numerous geographic regions that range from large urban cities to rural towns. It is imperative that targeted call universes and programs be applied regionally rather than to the state as a whole. Call scripts and talking points must also be tailored according to regional polling data.

Kerry Vote Goal By the Numbers:

North: 567,795 Kerry Vote Goal
497,758 Democratic Base Voters
196 Base Precincts (108,179 base voters)
622 Swing Precincts (58,955 swing voters)

Plan of Action:

1. Recruit 818 Precinct Captains
2. Swing Precincts Universe: Blind ID to Independents in swing precincts
3. Base Precincts Universe: Persuasion message & ID to low performing D's & independents

Central: 1,475,361 Kerry Vote Goal
1,238,432 Democratic Base Voters
253 Base Precincts (122,346 base voters)
2379 Swing Precincts (376,587 swing voters)

Plan of Action:

1. Recruit 2632 Precinct Captains
2. Swing Precincts Universe: Blind ID to Independents in swing precincts (Independent voters with verified phones)
3. Base Precincts Universe: Persuasion message & ID to low performing D's & independents

South: 1,271,581 Kerry Vote Goal
1,058,322 Democratic Base Voters
937 Base Precincts (490,758 base voters)
1205 Swing Precincts (174,582 swing voters)

Plan of Action:

1. Recruit 937 Precinct Captains
2. Base Precincts Universe: Persuasion message & ID to low performing D's & independents (Dems & Independents with verified phones, who voted in '00 but not '02)
3. Swing Precincts Universe: Blind ID to Independents in swing precincts (Independent voters with verified phones)

Presidential Swing Precincts:

North: 58,955 voters
36,846 HH

Week	Dates	Universe	Pct Calls	Total Calls
Week 7	8/24-9/4	36,846	.10	3,684

Week 6	9/5-9/11	36,846	0.10	3,684
Week 5	9/12-9/18	36,846	0.12	4,422
Week 4	9/19-9/25	36,846	0.14	5,158
Week 3	9/26-10/2	36,846	0.16	5,895
Week 2	10/3-10/9	36,846	0.18	6,632
Week 1	10/10-10/16	36,846	0.20	7,368

Central: 376,587 voters
235,366 HH

Week	Dates	Universe	Pct Calls	Total Calls
Week 7	8/29-9/4	235,366	0.10	23,536
Week 6	9/5-9/11	235,366	0.10	23,536
Week 5	9/12-9/18	235,366	0.12	28,243
Week 4	9/19-9/25	235,366	0.14	32,951
Week 3	9/26-10/2	235,366	0.16	37,658
Week 2	10/3-10/9	235,366	0.18	42,366
Week 1	10/10-10/16	235,366	0.20	47,073

South: 174,582 voters
109,113 HH

Week	Dates	Universe	Pct Calls	Total Calls
Week 7	8/29-9/4	109,113	0.10	10,911
Week 6	9/5-9/11	109,113	0.10	10,911
Week 5	9/12-9/18	109,113	0.12	13,093
Week 4	9/19-9/25	109,113	0.14	15,276
Week 3	9/26-10/2	109,113	0.16	17,458
Week 2	10/3-10/9	109,113	0.18	19,640
Week 1	10/10-10/16	109,113	0.20	21,823

Base Precincts:

North: 108,179 voters
67,612 HH

Week	Dates	Universe	Pct Calls	Total Calls
Week 7	8/29-9/4	67,612	0.10	6,761
Week 6	9/5-9/11	67,612	0.10	6,761
Week 5	9/12-9/18	67,612	0.12	8,113
Week 4	9/19-9/25	67,612	0.14	9,466
Week 3	9/26-10/2	67,612	0.16	10,818
Week 2	10/3-10/9	67,612	0.18	12,170
Week 1	10/10-10/16	67,612	0.20	13,522

Central: 122,346 voters
76,466 HH

Week	Dates	Universe	Pct Calls	Total Calls
Week 7	8/29-9/4	76,466	0.10	7,646
Week 6	9/5-9/11	76,466	0.10	7,646
Week 5	9/12-9/18	76,466	0.12	9,175

Week 4	9/19-9/25	76,466	0.14	10,705
Week 3	9/26-10/2	76,466	0.16	12,235
Week 2	10/3-10/9	76,466	0.18	13,764
Week 1	10/10-10/16	76,466	0.20	15,293

South: 490,758 voters
306,724 HH

Week	Dates	Universe	Pct Calls	Total Calls
Week 7	8/29-9/4	306,724	0.10	30,672
Week 6	9/5-9/11	306,724	0.10	30,672
Week 5	9/12-9/18	306,724	0.12	36,807
Week 4	9/19-9/25	306,724	0.14	42,941
Week 3	9/26-10/2	306,724	0.16	49,076
Week 2	10/3-10/9	306,724	0.18	55,210
Week 1	10/10-10/16	306,724	0.20	61,345

VI. TIMELINE:**Phase II: Building Support-8/23-9/12****Goals:**

- Build volunteer capacity in specific areas of concentration to conduct voter contact

Steps:

- Call Independents in Swing Precincts
- Call weak-voting Democrats in Base Precincts
- Identify 50% of Precinct Captains

Sunday, August 22 nd	<ul style="list-style-type: none"> • Planning meeting with RFDs and FD – 1 pm • Statewide Field Call – 3 pm
Sunday – Thursday, August 22 nd -26 th	<ul style="list-style-type: none"> • Phone Banks • Calls to ID independent voters in persuasion precincts
Saturday, August 28 th	<ul style="list-style-type: none"> • Statewide Field Training at Broward County AFL-CIO
Sunday, August 29 th	<ul style="list-style-type: none"> • Statewide Planning Meeting – 1-6 pm • Statewide Field Call – 3 pm
Sunday-Thursday, August 29 th – September 3 rd	<ul style="list-style-type: none"> • Phone Banks to independent voters in persuasion precincts
Sunday, September 12 th	<ul style="list-style-type: none"> • Organizing Conventions throughout Florida

Phase III: Persuade & Motivate the Voters- 9/13-10/16**Goals:**

- Turn persuadable voters into Kerry/Edwards voters through a personal voter contact
- Begin preparations for Early Vote campaign (esp. NPA women in I-4 corridor)

Steps:

- Call Independents in Swing Precincts
- Call weak-voting Democrats in Base Precincts
- Identify 100% of Precinct Captains

Sunday-Thursday, September 13 th -16 th	<ul style="list-style-type: none"> • Phone Banks • ID calls to independent voters in persuasion precincts
Sunday, September 19 th	<ul style="list-style-type: none"> • Planning Call with RFDs and FD – 1 pm • Statewide Field Call – 3pm
Sunday-Thursday, September 20 th – 23 rd	<ul style="list-style-type: none"> • Phone Banks to ID independent voters in persuasion precincts
Saturday, September 25 th	<ul style="list-style-type: none"> • Canvass
Sunday, September 26 th	<ul style="list-style-type: none"> • Planning call with RFDs and FD – 1 pm • Statewide Field Call – 3pm
Sunday – Thursday, September 26 th – 29 th	<ul style="list-style-type: none"> • Phone Banks • Calls to ID independent voters in persuasion precincts
Thursday, September 30 th	<ul style="list-style-type: none"> • Presidential Debate (Miami) • Organize Visibility outside debate • Organize Statewide FDP fundraisers

Friday, October 1	• Reporting of Absentee Ballot Requests
Saturday, October 2	• Canvass
Sunday, October 3 rd	• Planning meeting with RFDs and FD – 1 pm • Statewide Field Call 3pm
Sunday, October 3 rd	• State Leadership Training with Rakis, Shea, Robinson, Baker, Baldick et al
Sunday – Monday, October 3 rd – 4 th	• Phone Banks to ID independent voters in persuasion precincts
Tuesday, October 5 th	• Vice Presidential Debate (Cleveland) • Organize Debate Watch Parties
Wednesday – Thursday, October 6 th and 7 th	• Phone Banks to ID independent voters in persuasion precincts
Friday, October 8 th	• Presidential Debate (St. Louis) • Organize Watch Parties • FDP Low Dollar Fundraiser
Saturday, October 9 th	• In-State Training for Field Staff
Sunday – Tuesday, October 10 th – 12 th	• Phone Banks to ID independent voters in persuasion precincts
Wednesday, October 13 th	• PC & Phone Bank Leader Training, followed by Debate Watch Party
Thursday, October 14 th	• Early Vote Phone Banks
Friday, October 15 th	• Reporting of Absentee Ballot Requests
Saturday, October 16 th	• Organizing Convention for field and constituency staff and top volunteer leadership

Phase IV: Early Vote 10/17-10/28 (Early Vote Begins October 18th)

Goal:

- Turn out voters for Early Vote

Steps:

- See Early Vote section of plan

Sunday, October 17 th	• Planning Meeting with RFDs and FD – 1 pm • Statewide Field Call – 3 pm
Sunday-Sunday, October 17 th -October 28 th	• Early Vote Canvasses and Phone Bank to Base Precincts and Ids
Monday, October 18 th	• Early Vote (Absentee Vote in Person) begins
Sunday, October 24 th	• Planning meeting with RFDs and FD – 1 pm • Statewide Field Call – 3 pm

Phase V: Remind the Voters 10/29-11/1

Goals:

- Remind voters of the how, where, and when to vote

Steps:

- Deploy volunteers for GOTV
- Train volunteers, precinct & phone bank leaders for GOTV

Friday-Monday, October 29 th – November 1 st	• Phone Banks and Canvasses
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Sunday, October 31 st	<ul style="list-style-type: none">• Planning meeting with RFDs and FD -- 1pm• Statewide Field Call -- 3 pm
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Phase VI: GOTV-Get out the Vote- 11/2**Goals:**

- Turnout all identified ls and base voters

VII. PAID FIELD STAFF:**Field Organizers:**

Central Region (41 organizers)	North Region (11 organizers)	South Region (41 organizers)
Daytona (5)	Gainesville (4)	Ft. Lauderdale/Broward (14)
Melbourne (5)	Jacksonville (2)	Ft. Myers (4)
Orlando (8)	Pensacola (2)	Miami-Dade (15)
St. Petersburg (13)	Tallahassee (3)	Palm Beach (8)
Tampa (10)		

Late October GOTV Staff (125k):

Senior GOTV, communications, and surrogate advance staff will be added to each field office during September.

Office Locations:

County	City	<i>We anticipate the need for additional offices during September. The offices listed here are the campaign's initial beachheads in the most important counties.</i>	County	City
Alachua	Gainesville		Miami Dade	Little Haiti
Brevard	Melbourne		Miami Dade	Calle Ocho
Broward	Ft. Lauderdale HQ		Miami Dade	Aventura
Broward	Plantation		Miami Dade	Palmetto Bay
Duval	Jacksonville		Orange	Orlando Main
Escambia	Pensacola		Orange	Orlando East
Hillsborough	Tampa		Palm Beach	West Palm Beach
Leon	Tallahassee Main		Palm Beach	Delray
Leon	Tallahassee Storefront		Palm Beach	Belle Glade
Miami Dade	Miami Main		Pinellas	St. Petersburg
Miami Dade	Liberty		Volusia	Daytona Beach

APPENDICES

A. Veterans Organizing Plan

Veteran Population: 1,875,597 (15% of the state)

Congressional Veterans: Sen. Bill Nelson and Rep. Allen Boyd

National Guard and Reserve Troops deployed: 42% (13,788 – which I believe is the highest in the nation.)

Active Duty: 55,267

Reserve: 48,198

National Guard: 13,158

Killed in Iraq/Afghanistan: 40/13

If you add in the active duty, reserve and National Guard you add an additional 116,623 military personnel in the state. Also, if you assume that in general there is one member of these units in each household, you are looking a potentially an additional 116K households that have a direct household military connection in the state. Anecdotally, you will have extended families, parents, siblings etc...that may live in the state and have strong military connections.

All of the following numbers are based on population data rather than voter registration data.

Breakdown of Veterans by field region is as follows:

Total	Central	5,248,621	913,369	17%
Total	South	4,695,372	534,609	11%
Total	North	2,339,493	427,619	18%

Vet population in the state corresponds nicely with the presidential swing voters from the targeting:

Central:	430,601
South:	355,895
North:	140,069

Breakdown of veterans by media market is as follows:

Media Market	Total Pop	% Vet	Raw Vet #
Tampa-St. Petersburg	2,902,829	18%	522,509
Orlando	2,249,316	17%	382,384
Miami	2,999,476	8%	239,958
West Palm Beach	1,262,110	16%	201,938
Jacksonville	1,068,435	18%	192,318
Mobile, AL – Pensacola	910,195	18%	163,835
Fort Myers – Naples	733,795	19%	139,421
Tallahassee – Thomasville, GA	472,504	13%	61,426
Panama City	242,002	19%	45,980
Gainesville	222,023	13%	28,863

Breakdown of media market and corresponding field regions:

Media Market / Region	Total Pop	% Vet	Raw Vet #
Tampa-St. Petersburg	2,902,829	18%	522509
Orlando	2,249,316	17%	382384
Central	5,152,145	18%	904,893
Fort Myers – Naples	733,795	19%	139421
Miami	2,999,476	8%	239958
West Palm Beach	1,262,110	16%	201938
South	4,995,381	12%	581317
Jacksonville	1,068,435	18%	192318
Mobile AL – Pensacola	910,195	18%	163835
Tallahassee – Thomasville, GA	472,504	13%	61426
Panama City	242,002	19%	45980
Gainesville	222,023	13%	28863
North	2,915,159	17%	492422

It is clear from population numbers that the most crucial veteran region in the state for the campaign is central Florida. 49% of all the veterans in Florida live in the central region - almost one million veterans - and the two main media markets in central FL cover virtually all of the veterans in this region. Almost one in six people in this region are veterans. In addition, this area represents the campaign's highest number of presidential swing voters according to the targeting.

The rest of the veterans in the state are relatively evenly divided between the northern and southern regions. The density of veterans compared to the general population in the north is 30% greater but due to the sheer size of the population in the southern region there is a greater raw number of vets. The small and diverse number of media markets in the north, make communicating through free press on mass more difficult - or at least more balkanized. The large and concentrated markets in the south provide more centralized free press opportunities for high level surrogates.

Veterans Surrogates:

Based on the vet population numbers, targeting and set up of the media markets we should concentrate our veteran surrogate trips in the central part of the state with the heaviest emphasis on Orlando, Tampa - St. Pete and the I-4 corridor. My guess is that veterans in the south will tend to be more supportive of Kerry-Edwards than in the north but we need some survey research to here to drive the north / south scheduling. On a basic level, scheduling veteran surrogates for the north could help tamp down GOP vote and cut into their advantage there.

Available veteran surrogates currently used by the campaign and the DNC are:

- Senator Max Cleland
- Crewmates and Swift Boat Captains
- General Clark
- Ambassador and former FL Congressman Pete Peterson
- 12 generals from the convention (including former Joint Chiefs of Staff Crowe and Shalikashvili)
- Balanos Brothers (5 Hispanic brothers who all fought in Vietnam)
- Paul Bucha and other Congressional Medal of Honor Recipients
- General Claudia Kennedy

- Paul Rieckhoff (Served in the Army in Iraq, just came off active duty in May. Has been an outspoken critic of the war)
- Joseph Lesniewski- Kerry's guest for the WWII memorial. 101st Airborne, 506th Regiment, Easy Company, famous "Band of Brothers."

Veterans Field Situation:

Currently there are 4,481 veterans marked on the voter file in FL -- this is .2% of the number of veterans in the state. We have 3,390 veterans that have signed up to be Veterans for Kerry in Florida according to the campaign. That gives us a starting point of 7,871 vets in the state in addition to what the local organizers have collected -- which seems to be limited to date.

According to research, there are two main ways to find vets in large numbers in FL.

- Any veteran that is at least 10% disabled due to their service is eligible for property tax relief. Property taxes are generally public record but they are assessed by county. We are checking with two or three supportive county commissioners to see how much of this data we will be able to mine but this will still only give us disabled veterans.
- Military plates available in FL if you are a member of the National Guard, U.S. Reserve, Ex-Prisoner of War, Pearl Harbor Survivor, Purple Heart, and Medal of Honor societies. HSMV also issues military services specialty license plates for the United States Army, Navy, Air Force, and Coast Guard. All military plates, except Medal of Honor, are available at local tax collector's offices. I am hopeful that there are 150-200K of these plates in the state. Preliminary research indicates that we will be able to buy these lists through vendors but I will not have an answer to that until Monday at the earliest.

Other options: The remaining options are the traditional networks -- VFW, American Legions, Army reserves and national guards and other veteran organizations in the state. We are currently putting together a comprehensive list of all of these organizations in the state and will need to go to the local organizers to collect local veterans lists from supportive vets. This approach is limited in creating enough data to run a real field program unless we hit the jackpot.

Vet Organizers:

We should hire 3 organizers, one for each region with the best organizer assigned to central FL. We may even want to consider hiring a late addition to the central region for the final month. Depending on the success of the data search, these folks could be added to the surrogate team if we come up short on the data and need to concentrate on press and surrogates.

State Leadership Structure:

We will put together a statewide veterans steering committee with county captains responsible for veteran-to-veteran outreach in their community. This steering committee will have regular conference calls to keep the group updated and on the same program.

APPENDIX B. Turnout by Race and Ethnicity in Recent Florida Elections**2000 GENERAL ELECTION**

Race	# Reg	% Reg	# Reg Dem	% Reg Dem	# Reg GOP	% Reg GOP	# Reg I/N	% Reg I/N
Caucasian	6,613,587	53.18%	2,614,913	39.54%	2906263	43.94%	1,077,495	16.29
African-American	888,487	38.08%	754,533	84.92%	48446	5.45%	85,084	9.58
Hispanic	734,033	31.87%	236,314	32.19%	324,573	44.22%	172,173	23.46
Hispanic/Other	913,802	35.37%	304,398	33.31%	372979	40.82%	234.72	25.69
Total	8,415,876	55.90%	3,673,844	43.65%	3327688	39.54%	1,397,299	16.6

1998 GENERAL ELECTION

Race	# Reg	% Reg	# Voted	% of Voters	% Voted (of Reg)	% Voted (of total)
Caucasian	6,586,453	52.96%	3,240,526	83.24%	49.2	26.06%
African-American	856,974	36.73%	357,108	9.17%	41.67	15.30%
Hispanic	655,259	28.45%	225,538	5.79%	34.42	97.90%
Hispanic/Other	767,839	29.72%	295,216	7.58%	38.45	11.43%
Total	8,220,026	54.60%	3,892,850	100.00%	47.36	25.86%

1996 GENERAL ELECTION

Race	# Reg	% Reg	# Voted	% of Voters	% Voted (of Reg)	% Voted (of total)
Caucasian	6,565,941	52.80%	3,896,276	82.44%	59.34	31.33%
African-American	845,179	36.22%	446,290	9.44%	52.8	19.13%
Hispanic	583,862	25.35%	300,796	6.36%	51.52	13.06%
Hispanic/Other	666,757	25.80%	383,913	8.12%	57.58	14.86%
Total	8,077,877	53.65%	4,726,479	100.00%	58.51	31.39%

1994 GENERAL ELECTION

Race	# Reg	% Reg	# Voted	% of Voters	% Voted (of Reg)	% Voted (of total)
Caucasian	5,845,493	47.00%	0	0.00%		0.00%
African-American	614,384	26.33%	0	0.00%		0.00%
Hispanic	99,720	4.33%	0	0.00%		0.00%
Hispanic/Other	99,720	38.60%	0	0.00%		0.00%
Total	6,559,598	43.57%	0	0.00%		0.00%

Source: 2000 Coordinated Campaign Review

APPENDIX C: Voter Statistics by County

COUNTY	REG	PROJECTED TURNOUT %	EXPECTED VOTE	GOAL TURNOUT %	GOAL RAW	PREZ SWING (PVIDX30)	PREZ SWING VOTERS	GOTV %	GOTV TARGET VOTERS	DEM BASE %	DEM BASE VOTERS	PREZ DEM PERFORMANCE	PERFORMANCE ADJUSTMENT	GOAL %
Alachua	125,480	71.	89,485	71.3	89,485	11.6	10,389	12.2	15,261	52.8	47,28	59.6	0.62	60.2
Baker	11,589	65.	7,641	65.9	7,641	11.2	853	7.7	897	31.6	2,41	35.2	0.62	35.8
Bay	99,267	63.	63,188	63.7	63,188	9.4	5,959	6.6	6,573	33.2	20,94	36.6	0.62	37.2
Bradford	13,767	68.	9,176	66.7	9,176	10.4	955	5.8	792	37.4	3,43	41.6	0.62	42.2
Brevard	307,054	77.	236,737	77.1	236,737	19.1	45,335	11.9	36,542	40.2	95,17	49.6	0.62	50.2
Broward	978,297	64.	634,324	64.8	634,324	18.6	118,301	15.9	155,836	55.9	354,42	68.3	0.62	68.9
Calhoun	7,602	71.	5,426	71.4	5,426	13.2	715	12.9	983	43.5	2,36	49.9	0.62	50.5
Charlotte	105,117	68.	71,964	68.5	71,964	14.6	10,492	6.5	8,830	38.3	27,57	44.9	0.62	45.5
Citrus	84,864	70.	59,866	70.5	59,866	15.2	9,082	6.0	5,067	41.0	24,53	48.3	0.62	48.9
Clats	83,929	66.	55,824	66.5	55,824	8.4	4,700	3.0	2,489	25.2	14,06	27.5	0.62	28.1
Clay	139,179	74.	104,261	74.9	104,261	10.2	10,614	6.4	8,934	29.3	30,56	32.7	0.62	33.3
Collier	31,791	59.	19,036	59.9	19,036	11.1	2,117	5.3	1,884	39.7	7,55	44.6	0.62	45.2
Columbia	16,864	50.	8,446	50.0	8,446	11.9	1,001	6.5	1,091	41.2	3,47	46.6	0.62	47.2
De Soto	9,247	39.	3,658	39.6	3,658	15.2	557	6.7	621	39.9	1,45	46.9	0.62	47.5
Dixie	446,788	65.	290,533	65.0	290,533	10.1	29,344	6.3	28,017	39.2	113,89	43.5	0.62	44.1
Duval	173,477	68.	119,183	68.7	119,183	6.3	7,509	7.1	12,261	35.8	42,70	38.2	0.62	38.8
Escambia	39,721	81.	31,429	81.2	31,429	16.4	5,148	11.8	4,573	44.5	13,98	53.2	0.62	53.8
Flagler	7,006	62.	4,347	62.0	4,347	11.9	518	6.0	417	44.3	1,92	50.2	0.62	50.8
Franklin	25,518	60.	15,361	60.2	15,361	17.2	2,841	4.4	1,133	57.6	8,84	69.2	0.62	69.8
Gadsden	8,169	79.	6,413	78.5	6,413	10.8	691	14.7	1,199	38.7	2,48	43.4	0.62	44.0
Gilchrist	5,737	54.	3,119	54.4	3,119	13.8	429	6.1	349	40.3	1,25	46.6	0.62	47.2
Glades	9,083	63.	5,736	63.2	5,736	10.7	611	4.2	380	43.0	2,46	47.9	0.62	48.5
Gulf	7,422	58.	4,353	58.6	4,353	12.6	547	10.7	792	44.1	1,91	50.3	0.62	50.9
Hamilton	11,653	57.	6,701	57.5	6,701	12.7	852	7.2	833	36.5	2,57	43.9	0.62	44.5
Hardee	15,396	52.	8,051	52.3	8,051	14.1	1,138	8.0	1,229	37.3	3,00	42.9	0.62	43.5
Hendry	101,013	68.	68,992	68.3	68,992	15.2	10,501	7.7	7,732	44.4	30,66	52.5	0.62	53.1
Hernando	56,434	66.	37,747	66.9	37,747	14.0	5,296	7.0	3,949	37.0	13,94	42.9	0.62	43.5
Hillsborough	530,003	72.	382,572	72.2	382,572	12.4	47,324	10.3	54,796	44.4	169,79	50.5	0.62	51.1
Holmes	77,833	71.	7,142	71.7	7,142	10.4	743	9.8	971	34.8	2,48	38.9	0.62	39.5
Indian River	25,885	69.	17,943	69.3	17,943	12.2	6,614	7.2	5,580	37.2	20,12	42.5	0.62	43.1
Jackson	8,178	71.	5,823	71.2	5,823	8.1	469	6.5	531	54.2	3,15	48.1	0.62	48.7
Jefferson	4,253	63.	2,695	63.4	2,695	15.0	405	4.8	205	36.0	97	42.4	0.62	43.0
Lafayette	141,178	68.	96,996	68.7	96,996	13.7	13,288	6.9	9,714	38.2	37,08	44.3	0.62	44.9
Lake	282,260	73.	206,241	73.1	206,241	12.3	25,388	7.2	20,444	35.2	72,57	40.2	0.62	40.8
Lee	145,177	71.	103,580	71.3	103,580	16.7	16,221	9.4	13,609	52.9	54,74	62.3	0.62	62.9

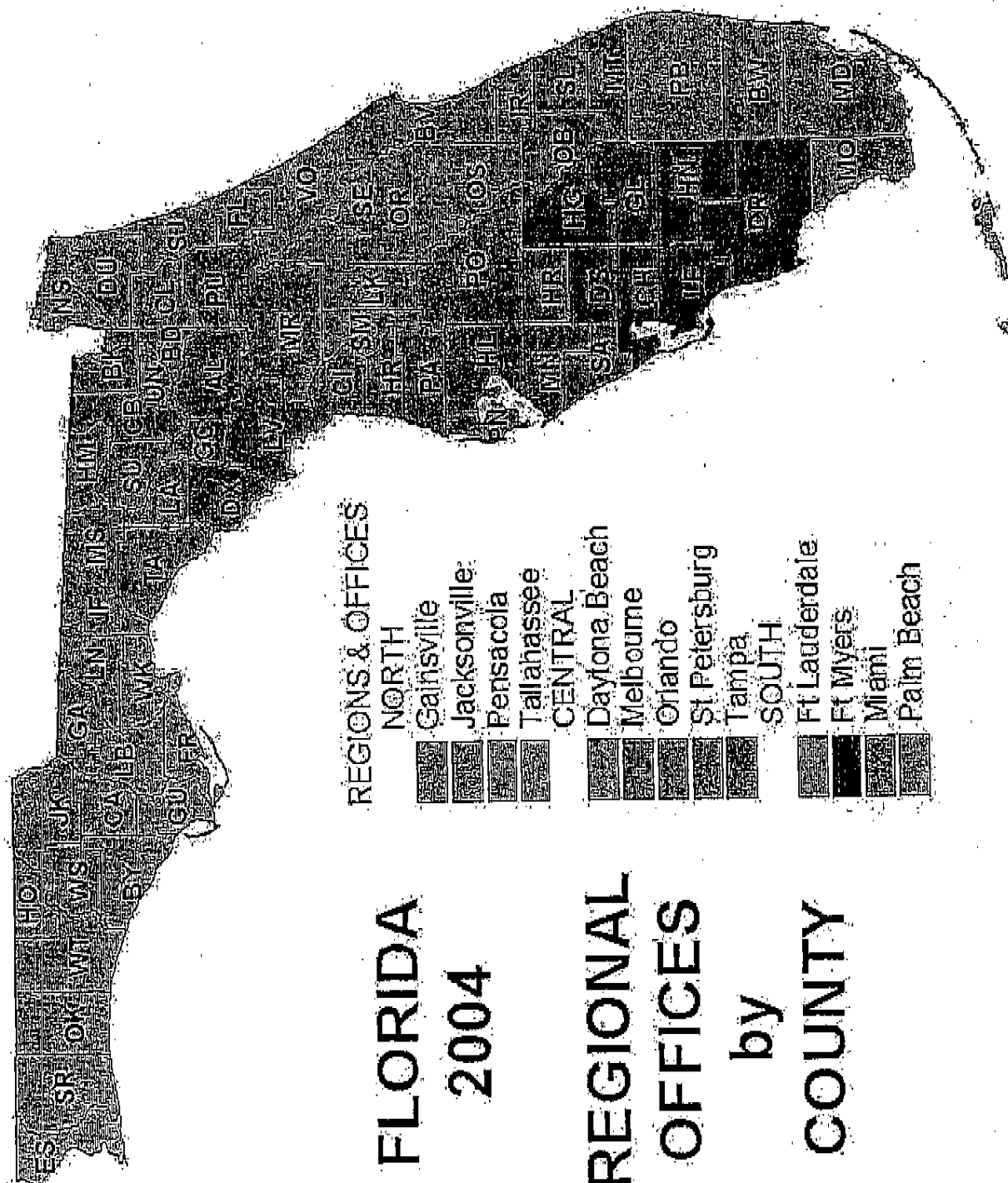
VICTORY 2004 FLORIDA COORDINATED CAMPAIGN

VICTORY 2004 FLORIDA COORDINATED CAMPAIGN

Levy	19,940	69.	13,782	69.1	13,782	11.5	1,585	12.8	2,561	43.3	5.97	48.9	0.62	49.5
Liberty	3,750	64.	2,425	64.7	2,425	12.7	307	6.8	248	45.1	1.09	51.5	0.62	52.1
Madison	38,379	60.	23,174	60.4	23,174	13.7	3,182	27.2	10,430	47.5	11.09	54.9	0.62	55.5
Manatee	177,136	65.	115,620	65.3	115,620	13.9	18,060	6.3	11,165	40.6	45.95	47.1	0.62	47.7
Marion	162,018	69.	112,888	69.7	112,888	14.3	16,132	7.4	11,969	40.3	45.54	46.9	0.62	47.5
Marlin	91,350	71.	65,685	71.9	65,685	18.6	12,185	7.2	6,530	35.6	23.38	43.8	0.62	44.4
Miami Dade	959,720	68.	689,298	69.7	689,298	13.2	88,414	12.1	115,757	46.7	312.78	53.5	0.62	54.1
Monroe	50,429	70.	35,377	70.2	35,377	16.6	5,889	11.8	5,947	43.3	15.31	51.7	0.62	52.3
Nassau	37,897	67.	25,735	67.9	25,735	8.1	2,077	6.2	2,347	30.8	7.93	33.5	0.62	34.1
Okaloosa	110,464	64.	71,184	64.4	71,184	10.4	7,432	4.9	5,410	23.4	16.62	26.1	0.62	26.7
Okeechobee	17,473	58.	10,192	58.3	10,192	14.1	1,435	6.3	1,092	44.1	4.49	51.2	0.62	51.8
Orange	439,652	69.	304,663	69.3	304,663	22.0	66,934	11.5	50,887	41.3	125.85	52.6	0.62	53.2
Osceola	94,513	60.	57,477	60.8	57,477	20.4	11,731	7.2	5,813	42.9	24.63	53.6	0.62	54.2
Palm Beach	714,182	66.	476,489	66.7	476,489	18.7	88,913	11.3	80,442	52.1	248.39	63.7	0.62	64.3
Pasco	231,179	64.	149,607	64.7	149,607	9.1	13,559	6.3	14,570	47.1	70.39	51.8	0.62	52.4
Pinellas	580,851	69.	402,891	69.4	402,891	10.7	42,988	10.0	58,283	48.3	194.40	54.0	0.62	54.6
Polk	265,892	68.	181,298	68.2	181,298	15.0	29,008	9.5	25,124	40.5	73.35	47.9	0.62	48.5
Pulnam	40,801	65.	26,561	65.1	26,561	12.6	3,352	7.7	3,149	43.8	11.83	50.0	0.62	50.6
Santa Rosa	81,582	64.	52,729	64.6	52,729	8.9	4,677	3.8	3,120	25.8	13.59	28.3	0.62	28.9
Sarasota	230,977	65.	150,489	65.2	150,489	14.5	21,776	8.2	18,973	40.6	61.17	47.5	0.62	48.1
Seminole	205,149	72.	148,377	72.3	148,377	19.3	28,607	11.7	23,891	36.9	54.75	45.7	0.62	46.3
St. Johns	93,589	68.	63,911	68.3	63,911	10.1	6,449	4.5	4,224	30.9	19.73	34.3	0.62	34.9
St. Lucie	127,436	66.	84,699	66.5	84,699	21.6	18,303	10.8	13,711	43.2	36.59	54.8	0.62	55.4
Sumter	35,944	71.	25,744	71.6	25,744	9.0	2,317	12.9	4,632	41.4	10.64	45.4	0.62	46.0
Suwannee	20,596	61.	12,672	61.5	12,672	12.4	1,566	4.5	923	34.7	4.40	39.5	0.62	40.1
Taylor	11,434	57.	6,605	57.8	6,605	21.9	1,445	7.0	801	35.1	2.32	44.3	0.62	44.9
Union	6,751	56.	3,807	56.4	3,807	18.8	715	7.4	498	36.1	1.37	44.4	0.62	45.0
Volusia	276,443	70.	195,264	70.6	195,264	14.1	27,454	10.9	30,156	47.6	92.88	55.3	0.62	55.9
Wakulla	13,744	64.	8,854	64.4	8,854	13.5	1,197	5.4	742	43.5	3.84	50.2	0.62	50.8
Walton	31,098	64.	20,084	64.6	20,084	8.9	1,789	6.5	2,032	32.5	6.52	35.8	0.62	36.4
Washington	13,852	56.	7,800	56.3	7,800	10.5	829	5.9	813	39.6	3.08	44.2	0.62	44.8
STATE TOTAL	9,329,430		6,373,538		6,373,538		926,525		931,291		2,794.51			

3.

APPENDIX D: Field Organization Regions Map



APPENDIX E: Absentee Vote in Person

Attorney-Client Privileged, Attorney Work Product

MEMORANDUM

To: Dave Friedman

August 21, 2004

From: Stephen F. Rosenthal

Re: Early Voting in Florida

Just three months ago, the Florida Legislature enacted a law creating a new system of "early voting" in the 2004 primary and general elections. Fla. Session Laws Ch. 2004-252, §§ 9-13. The early voting provisions create 15-day windows before election day in which people can cast a ballot, and they also affect certain deadlines for other aspects of the election laws.

1. The Law

1. Early Voting

1. Timing: A voter is entitled to cast a ballot in person during the fifteen days before election day at certain designated locations. Fla. Stat. §101.657(1)(b) (2004). Early voting must be made available for at least eight hours each weekday and at least eight hours in the aggregate during each weekend during the 15-day period.

- For the general election, early voting runs from October 18 - November 1.
- For the primary, early voting runs from August 16-30.

2. Locations: Each County Supervisor must designate early voting locations. Those locations are limited to: (1) the main office of the supervisor, (2) a branch office of the supervisor, provided that it is a "full-service facility of the supervisor" and was designated as such at least one year prior to the election, or (3) city halls and public libraries, provided that they are located "so as to provide all voters in the county an equal opportunity to cast a ballot, insofar as is practicable." §101.657(1)(a) (2004). A supervisor must allow early voting to be conducted at the main office and at qualified branch offices, but has discretion over which city halls and public libraries to open to early voting.

3. Voting procedure: An early voter must complete a special certificate affirming that she is registered in the county and resides at the address shown on the voter registration

rolls. §101.657(2)(a) (2004). The voter who votes early shall "deposit[] the voted ballot in a voting device used by the supervisor to collect or tabulate ballots."

4. Challenges and provisional ballots: The same challenge procedure (pursuant to Fla. Stat. § 101.111) applies to early voting; however, the law requires that "[a]ny challenged [early] voter *must* vote a provisional ballot." Fla. Stat. § 101.657(2)(b) (2004) (emphasis added).

5. Canvassing: The canvass of early voted ballots "shall be substantially the same" as the canvassing of votes cast on election day. Fla. Stat. §101.657(2)(c) (2004). The ballots are to remain confidential until the close of the polls on election day. Fla. Stat. §101.657(1)(a) (2004) ("The results or tabulation may not be made before the close of the polls on election day"). As to provisional ballots, the canvassing board determines the validity of the ballot by majority vote. Fla. Stat. § 101.657(2)(b) (2004).

2. Other Deadlines Affected by the Early Voting Period

Addition of the early voting period required modification of several existing deadlines, which should be noted independently of how early voting is administered.

1. Deadline for revisions to security procedures: Prior to the 2004 amendment, each supervisor had to submit any revisions to the county's security procedures to the Department of State no later than 45 days before election day. That deadline has been advanced fifteen days, as the new law requires submission no later than 45 days before early voting commences. Fla. Stat. § 101.015(4)(c) (2004). For the general election, that deadline is September 2.

2. Timing of Testing of Automatic Tabulating Equipment: Each elections supervisor must now conduct the public test of the accuracy of the automatic tabulation equipment no earlier than ten days prior to the first day of early voting. Fla. Stat. § 101.5612(2) (2004). For the general election, that means the test must be conducted between October 8 and October 17. The supervisor or her designee must notify the county party chair of the date, time and location of the test at least fifteen days prior to the commencement of early voting.

II Legal and Practical Considerations

1. Early Voting Locations

1. Branch offices of the supervisors of elections: The provision permitting branch offices to be used as early voting sites is subject to two tenable interpretations.¹ Sites "designated as such" could refer to sites designated as full-service branch offices one year ago, or it could refer only to branch offices designated as early voting sites one year ago. On its face, the more plausible interpretation would seem to be the former, allowing supervisors to use established branch offices as early voting sites. Branch offices had already been authorized, under the prior version of the statute, as sites at which voters could cast absentee ballots in person. Fla. Stat. § 101.657(2) (2003). Were the new statute to be interpreted otherwise, no branch office could qualify to be used in the 2004 elections, since none of these sites could have been designated as an early voting site a year ago.

2. City halls and public libraries: The equal-opportunity-to-vote provision clearly evidences the Legislature's intent that all citizens, rich and poor, urban and rural, be afforded equal access to early voting sites. Most likely, this will require designating several city halls and public libraries as early voting sites. The supervisor has discretion to make the geographic selections of the city halls and libraries within the bounds of what is "practicable," Fla. Stat. §101.657(1)(a) (2004). In light of this statutory discretion, any challenge to a supervisor's site selection would need to demonstrate a failure to service a geographic sector of voters which has a conveniently located city hall or public library. An equal opportunity analysis would probably require a comparison of the number of registered voters within a certain radius of each designated site as well as an overlay of the party affiliation of registered voters in that area. A public records request for documents showing how each supervisor arrived at his or her decision of which sites to open would be advisable to prepare for any legal challenge.

2. Weekend Hours

Because the statute affords county supervisors discretion over when to conduct early voting during the weekends -- requiring only eight hours of poll opening "in the aggregate" over the course of a weekend -- how that time is allocated could affect which voters might take advantage of the voting opportunity. For instance, a decision not to open early voting sites on a Sunday might weaken the ability of core Democratic church communities to organize trips to the polls.

3. Procedures

1. Repeal of witness requirement: Early voting replaced what had been known as in-office absentee ballot voting. Previously, in order to vote an absentee ballot at the supervisor of elections' office, a voter was required to have his signature witnessed by another person. See §101.657(2)(a) (2003). The "early voting voter certificate" replaces the "in-office voter certificate" and is identical except for the change in title and the deletion of the witness requirement. To the extent that any county has not generated revised forms, we should make sure that the defunct witness requirement has not crept into early voting by mistake. (In fact, the Division of Elections' website still erroneously implies that there is a signature verification requirement; its "Early

¹ The provision reads: "In order for a branch office to be used for early voting, it shall be a full-service facility of the supervisor and shall have been designated *as such* at least 1 year prior to the election" §101.657(1)(a). (emphasis added).

Voting" page advises "[v]oters who want to vote early . . . [to] remember to bring a photo *and* signature verification with them."²

2. Ballot security: The elongation of the voting period creates additional risks of lost or stolen ballots. The new law requires county supervisors to establish written procedures to assure the accuracy and security of "procedures related to early voting." §101.015(4)(b) (2004).

3. Challenges and provisional ballots: The 2004 amendments appear to make it easier for a challenger to force a voter to cast a provisional rather than a regular ballot. On election day at the precincts, the standard procedure is that the clerk and inspectors decide by majority vote whether a challenged voter may cast a regular or a provisional ballot. Fla. Stat. § 101.111(3)(a). The early voting provisions provide that "[a]ny challenged [early] voter *must* vote a provisional ballot." Fla. Stat. § 101.657(2)(b) (2004) (emphasis added). It then falls to the canvassing board to determine whether these ballots should be counted. *Id.* It might be argued that the early-voting-challenge provision's adoption of § 101.111 disallows any change in the rules governing when a voter must cast a provisional ballot. The better argument, however, is that the mandatory command in § 101.657(2)(b) that "[a]ny challenged voter must vote a provisional ballot" creates a different rule for early voting. Practically speaking, since early voting avoids perhaps the biggest downside of provisional balloting -- the incorrect-precinct-invalidation rule -- the effect of the challenge provision may not be that significant.

² <<<http://election.dos.state.fl.us/earlyvoting.shtml>>> (visited August 20, 2004) (emphasis added).

APPENDIX F: General Information on Absentee Voting

NOTE: In order for a voter's absentee ballot to be counted, the voter must sign his/her name on the Voter's Signature's line.

NOTE: For an overseas voter, the voter must include the date he/she signed the Voter's Certificate on the "Date" line. §101.65(2004)

A. Who may vote Absentee?

An elector his or her residence to another is permitted to vote absentee in the county of his/her former residence in that election for President and Vice President, United States Senator, statewide offices, and statewide issues when an elector changes his or her residence to another county in Florida from the county in Florida in which he or she is registered as an elector after the books in the county to which the elector has changed his or her residence are closed. After the general election, such person shall not be permitted to vote in the county of the person's former residence. §101.663(1) (2004).

An elector registered in this state who moves his or her permanent residence to another state and who is prohibited by the laws of that state from voting for the offices of President and Vice President of the United States shall be permitted to vote absentee in the county of his or her former residence for those offices. §101.663(2) (2004).

Although neither the statute nor the administrative code expressly provides for the use of absentee ballots by all other voters, the Florida Department of State website notes that "[a]ll qualified voters are permitted to vote absentee under Florida law." See <http://election.dos.state.fl.us/absenteevoting.shtml>. This is consistent with Fla. Stat. § 101.64, which requires an absentee voter to affirm only that he or she is a registered and qualified voter in the county and that he or she will vote only once in the election. Fla. Stat. § 101.64 (2004).

B. Procedures for Obtaining

A request to the Secretary of State for an absentee ballot may be in person or in writing or by telephone. Except as provided in s. 101.694, one request shall be deemed sufficient to receive an absentee ballot for all elections which are held within a calendar year, unless the elector or the elector's designee indicates at the time the request is made the elections for which the elector desires to receive an absentee ballot. Such request may be considered canceled when any first-class mail sent by the supervisor to the elector is returned as undeliverable. §101.62(1)(a)(2004)

The supervisor may accept a written or telephonic request for an absentee ballot from the elector, or, if directly instructed by the elector, a member of the elector's immediate family, or the elector's legal guardian. For purposes of this section, the term "immediate family" has the same meaning as specified in paragraph (4)(b). The person making the request must disclose the name of the elector for whom the ballot is requested; the elector's address; the elector's date of birth; the requester's name; the requester's address; the requester's driver's license number, if available; the requester's relationship to the elector; and the requester's signature (written requests only). §101.62(1)(b)(2004)

If a request for an absentee ballot is received after the Friday before the election by the supervisor of elections from an absent elector overseas, the supervisor shall send a notice to the elector acknowledging receipt of his or her request and notifying the elector that the ballot will not be forwarded due to insufficient time for return of the ballot by the required deadline.
§101.62(2)(2004)

To each absent qualified elector overseas who has requested an absentee ballot, the supervisor of elections shall, not fewer than 35 days before the first primary election, mail an absentee ballot. Not fewer than 45 days before the second primary and general election, the supervisor of elections shall mail an advance absentee ballot to those persons requesting ballots for such elections.
§101.62(4)(a)(2004)

NOTE: The provisions of this code shall not be construed to prohibit any elector from voting in person at the elector's precinct on the day of an election notwithstanding that the elector has requested an absentee ballot for that election. An elector who has received an absentee ballot, but desires to vote in person, shall return the ballot, whether voted or not, to the election board in the elector's precinct. The returned ballot shall be marked "canceled" by the board and placed with other canceled ballots. However, if the elector does not return the ballot and the election official:
§101.69(2004).

- (1) Confirms that the supervisor *has received* the elector's absentee ballot, the elector *shall not be allowed to vote in person*.
- (2) Confirms that the supervisor has *not received* the elector's absentee ballot, the elector *shall be allowed to vote in person* as provided in this code. The elector's absentee ballot, if subsequently received, shall not be counted and shall remain in the mailing envelope, and the envelope shall be marked "Rejected as Illegal."

Cannot determine whether the supervisor has received the elector's absentee ballot, the elector may vote a provisional ballot.

C. Deadlines

The absentee ballot should be completed and returned as soon as possible so that it can reach the supervisor of elections of the county in which your precinct is located no later than 7 p.m. on the day of the election. All ballots received thereafter shall be marked with the time and date of receipt and filed in the supervisor's office §101.65(2004), §101.67(2)(2004).

For absentee ballots received from overseas voters, there is a presumption that the envelope was mailed on the date stated on the outside of the return envelope, regardless of the absence of a postmark on the mailed envelope or the existence of a postmark date that is later than the date of the election. §101.6952(2)(2004).

FLORIDA LEGAL TEAM OPERATION OVERVIEW

GOALS

- Ensure every voter can cast a ballot that will be counted
- Promote voter confidence
- Answer questions and provide support to campaign staff

ORGANIZATION

- Core team of senior counsel and campaign election law coordinators to manage program (see Senior Counsel & Coordinators spreadsheet).
- 67 county lead counsels and deputy lead counsels managing operations at county level.
- 1,500 – 2,000 precinct attorneys for November 2.
- Issues teams and litigation team to address substantive issues and prepare for potential litigation.
- Integration with coordinated campaign -- county lead counsel and teams to communicate directly with field offices to address problems, answer questions.

EARLY PREVENTION AND RESOLUTION OF PROBLEMS

- County lead counsel meet with Supervisors of Elections to collect information, fix problems from August through the November 2 election.
- Legal team provides information to campaign, helps formulate voter education plans.
- County counsel seek to persuade Supervisors to fix problems, litigation as last resort.
- Election law training for all volunteer lawyers, abbreviated training for poll watchers.

EARLY VOTING & NOVEMBER 2 OPERATIONS (see attached chart on p.2)

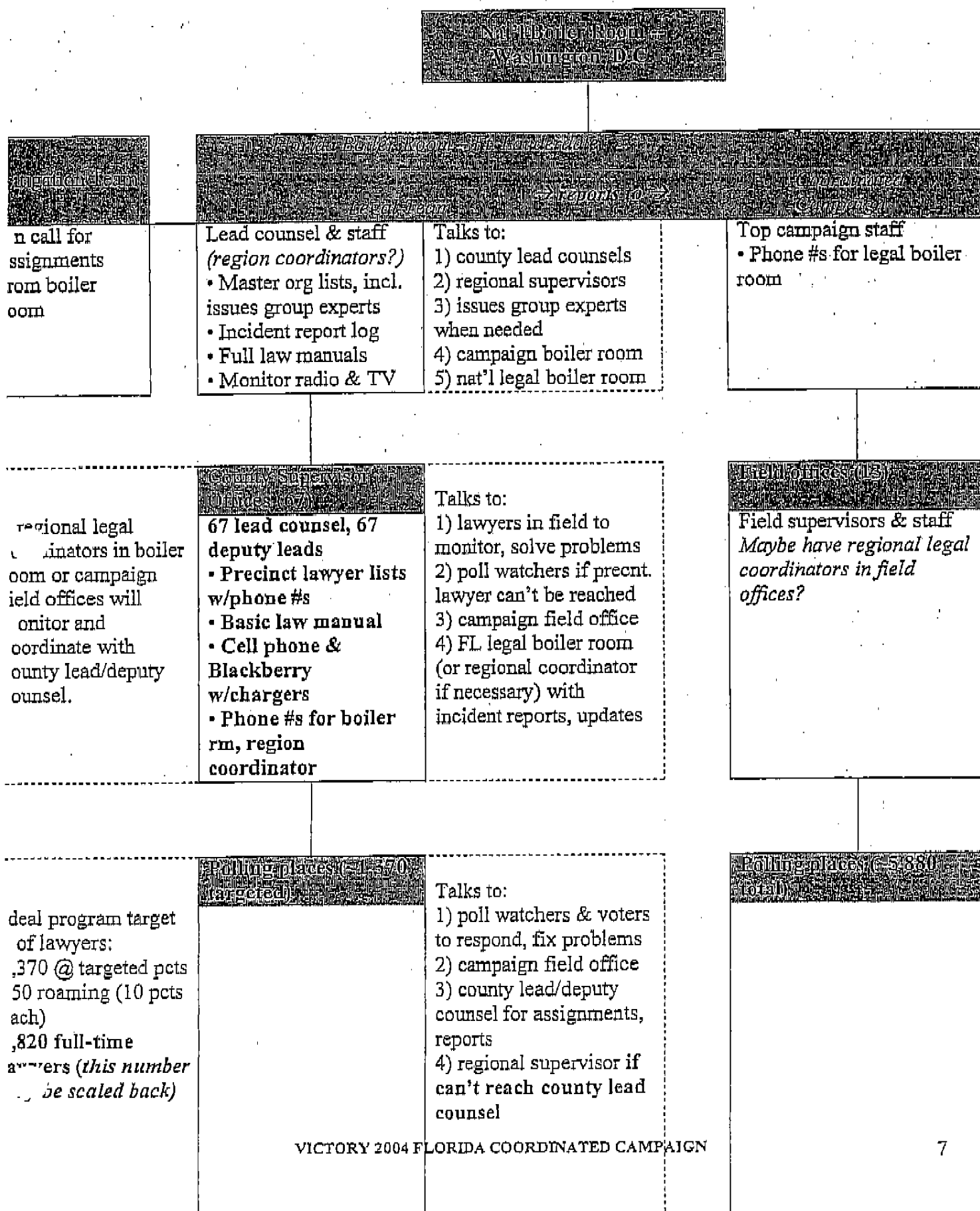
- Early voting: precinct lawyers present at all target polling places to assist voters.
- November 2: 1,500 – 2,000 precinct lawyers present at all target polling places, on call near other polling places.
- On-site precinct lawyers work with voters, campaign staff, and election officials to solve problems; county lead & deputy counsel work with Supervisors to fix larger problems.
- Incidents reported to county lead counsel, up to legal boiler room to detect systematic problems, consult with campaign boiler room and national legal team on major decisions.
- Litigation team and campaign press team available for emergency crisis response.

FIELD IMPLEMENTATION – connecting voters with precinct lawyers (see chart, p.3)

- Campaign volunteers and poll watchers contact lawyers directly for assistance.
 - Field staff and poll watchers get index card with cell phone number for (1) the precinct lawyer who will be present or nearby on call, and (2) county lead counsel/deputy counsel (who can dispatch precinct lawyers).
 - Poll watchers to wear blue hats; poll watchers & precinct lawyers to wear “Every Vote Counts” buttons.
 - Poll workers, precinct lawyers have legal bullet point sheets to answer questions.

- Problems also reported to toll-free 800 number, local campaign numbers; reports relayed to county lead/deputy counsel, who dispatch precinct lawyers to polling places.
 - GOTV lit and palm cards have phone numbers to contact for help.
 - Phone numbers distributed to constituency groups, organizers, etc.
- Legal boiler room to monitor radio, TV, internet reports of problems.

Florida Democratic Legal Team organization - Election Day



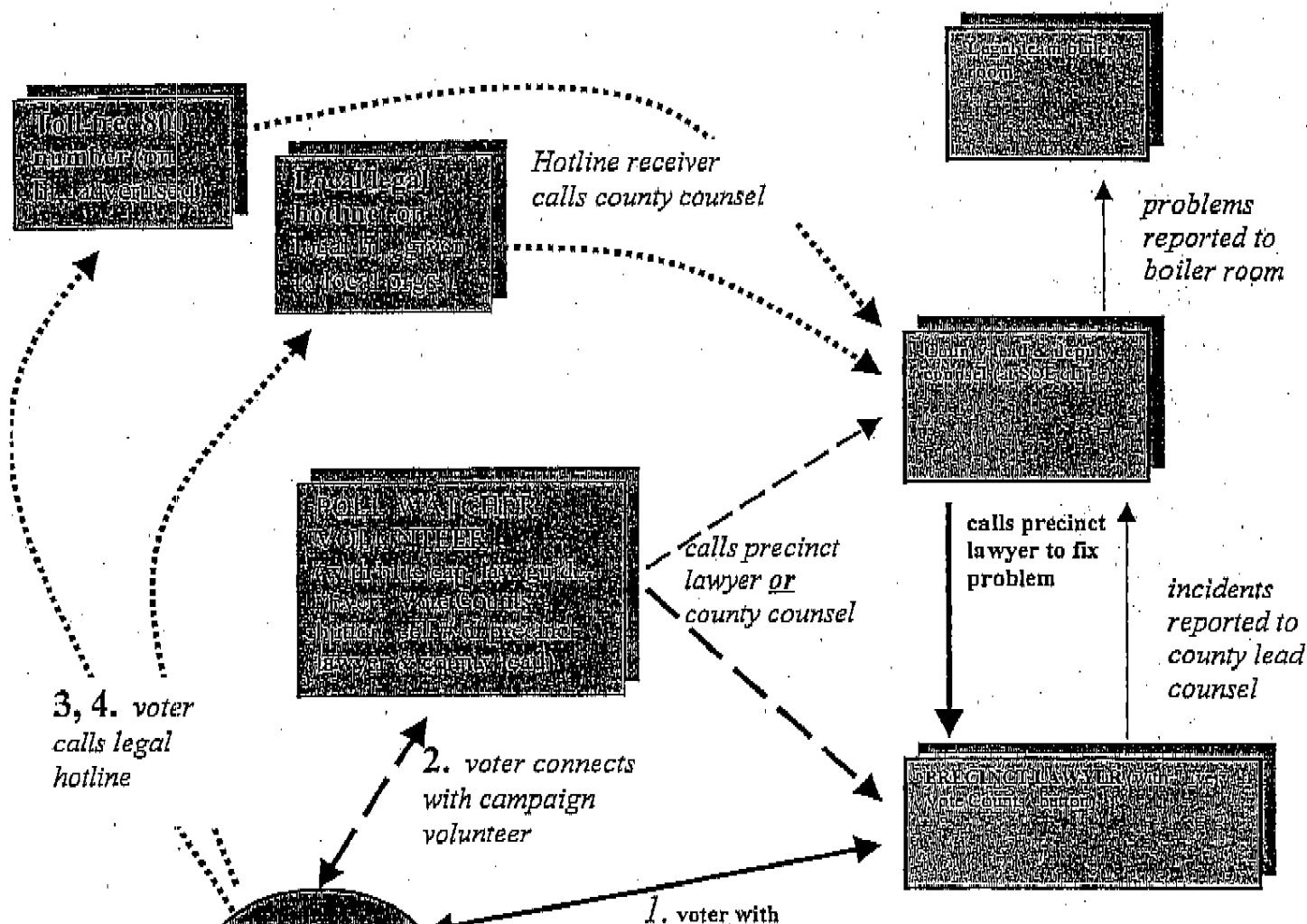
*Up to 1,820 precinct
lawyers: 1,370 at targeted
pcts, 450 roaming*

- Legal bullet points
- Basic law manual
- Incident report form
- Affidavit forms
- Phone #s for county
lead & deputy counsel,
campaign field office,
regional supervisors
- Cell phone w/charger,
Blackberry if possible

Poll watchers – name on
official list by Oct. __

- Blue hats (*or shirts, etc.*)
- Legal bullet points
- Phone #s for field office,
precnt. lawyer, county lead
& deputy counsel if crisis
- Cell phone w/charger
- “How to vote” educ. lit.?
- Poll closing form to
record all results (incl.
provisional ballots, etc.)

FIELD IMPLEMENTATION – connecting voters with precinct lawyers



1. Voter and precinct lawyer locate each other directly at polling place.

2. Voter connects with campaign volunteer/poll watcher → if campaign worker cannot fix problem, he/she refers problem directly to precinct lawyer (in person or by cell phone). If campaign worker cannot reach lawyer, he/she calls county lead counsel, who calls precinct lawyer to fix problem.

3. Voter calls local legal hotline printed on local lit. → hotline receiver in field office calls county lead counsel → county lead counsel calls precinct lawyer to fix problem.

4. Voter calls statewide toll-free 800 hotline → hotline receiver has numbers for all county lead counsel, calls the right one → county lead counsel calls precinct lawyer to fix problem.

APPENDIX G: Paid Contact Universes

Base Universe: 1,329,057 = Strasma GOTV Universe (931,000) + estimated appx. 397,000 new registrants
 Swing Universe: 926,525 = from model

Universe/Time	Contact Type	Universe	How Derived
Base Early Vote	Volunteer Call	571,496	43% contact rate of 1,329,057
Base Early Vote	ABS Vol Call	159,486	12% of Universe (estimated subset)
Base Early Vote	Auto Call	571,496	43% contact rate of 1,329,057
Base Early Vote	Paid Live Call	571,496	43% contact rate of 1,329,057
Base Early Vote	Direct Mail	1,107,548	Entire Base GOTV Universe, Househoded by 1.2
Base Early Vote	Paid Canvass	1,107,548	Entire Base GOTV Universe, Househoded by 1.2
Base Election Day	Auto Call	430,000	43% contact rate of 1,000,000
Base Election Day	Paid Live Call	430,000	43% contact rate of 1,000,000
Base Election Day	Direct Mail	833,333	1,000,000 (estimated universe after Early Vote removed) Househoded by 1.2
Base Election Day	Paid Canvass	833,333	1,000,000 (estimated universe after Early Vote removed) Househoded by 1.2
Persuasion	Auto ID Call	207,000	50% contact rate of 414,000 phones on file
Persuasion	Paid Live ID Call	207,000	50% contact rate of 414,000 phones on file
Persuasion	Volunteer Persuasion Call	207,000	50% contact rate of 414,000 phones on file
Persuasion	Direct Mail	227,000	Half of vote deficit
Persuasion	Volunteer GOTV Call	300,000	Estimated Universe
Persuasion	Paid Live GOTV Call	300,000	Estimated Universe
Persuasion	Auto GOTV Call	300,000	Estimated Universe
Absentee	Volunteer Call		
Absentee	Direct Mail		
Absentee	Live Call		
Absentee	Auto Call		

APPENDIX H: Florida New Registrants, By Quarter, 2003-2004

	2003 Q 1	2003 Q 2	2003 Q 3	2003 Q 4	2004 Q 1	2004 Q 2
New Registrants	204,935	181,676	206,648	188,718	292,612	156,992
New Registrants Dem Male	28,787	26,208	28,713	27,074	43,373	23,228
New Registrants Dem Female	36,442	31,858	37,515	33,235	62,585	27,049
New Registrants NPA/Ind male	26,420	23,661	27,087	25,368	42,465	24,201
New Registrants NPA/Ind female	29,194	25,710	29,673	26,284	41,863	23,558
New Registrants GOP male	34,576	30,287	32,296	30,912	43,870	22,680
New Registrants GOP female	31,198	27,077	30,208	27,019	38,689	19,338
New Registrants African-American male	9,228	8,884	9,307	7,950	14,399	9,110
New Registrants African-American female	12,610	11,858	12,530	10,262	18,047	10,645

New Registrants Hispanic Male	9,509	9,107	12,331	9,644	15,178	8,687
New Registrants Hispanic Female	10,925	10,519	14,396	10,757	16,829	9,545
New Registrants HH	159,540	111,382	82,995	72,985	110,401	58,258
New Registrants Dem Male HH	24,989	17,084	13,423	12,129	18,330	9,410
New Registrants Dem Female HH	31,064	21,529	17,513	15,007	22,635	10,928
New Registrants NPA/Ind male HH	22,627	15,142	10,746	9,543	15,171	8,445
New Registrants NPA/Ind female HH	23,898	16,278	11,520	9,703	15,075	8,050
New Registrants GOP male HH	30,622	21,671	16,924	15,672	21,456	10,860
New Registrants GOP female HH	27,383	19,444	16,368	14,234	19,732	9,594
New Registrants African-American male HH	7,932	5,672	3,488	2,913	5,158	3,129
New Registrants African-American female HH	10,547	7,401	4,644	3,663	6,320	3,418
New Registrants Hispanic Male HH	8,360	5,403	4,373	3,134	5,142	2,811
New Registrants Hispanic Female HH	9,491	6,269	5,133	3,579	5,875	3,153
New Registrants w/phones	204,935	181,676	206,648	188,718	292,612	156,992
New Registrants Dem Male w/phones	16,532	13,844	16,168	15,113	23,667	12,203
New Registrants Dem Female w/phones	20,794	17,909	21,026	18,449	28,649	14,170
New Registrants NPA/Ind male w/phones	15,058	13,119	14,963	13,947	22,709	12,644
New Registrants NPA/Ind female w/phones	15,681	13,967	16,143	14,300	22,308	12,296
New Registrants GOP male w/phones	21,441	18,276	19,750	18,749	25,880	12,854
New Registrants GOP female w/phones	19,157	16,284	18,361	16,296	22,861	11,033
New Registrants African-American male w/phones	4,844	4,503	4,752	4,100	7,361	4,519
New Registrants African-American female w/phones	6,668	6,181	6,595	5,292	9,301	5,331
New Registrants Hispanic Male w/phones	5,096	4,785	6,685	5,142	8,105	4,497
New Registrants Hispanic Female w/phones	574	5,493	7,611	5,637	8,881	4,864

APPENDIX I: Surrogate Scheduling

With only two months remaining in the general election, the Florida Surrogate operation is working to achieve a near-constant presence of national surrogates within the state. What follows below is an overview of our objectives for the surrogate program as well as some thoughts on the process we will employ to achieve these objectives.

Surrogate Presence:

During the campaign's 2-month final stretch, we hope to have at least one national surrogate in each of the four major media markets per week. In addition, we should aim to bring additional national surrogates to the other six media markets in proportion to their size, media strength, and strategic importance.

Major Media Markets:

Miami-Ft.L / Tampa-St.P / Orlando-Daytona / West Palm Beach

1 surrogate/week * 4 markets * 8 weeks = 32 national surrogates

Other Media Markets:

- Jacksonville / Naples-Ft.M / Pensacola / Tallahassee / Panama City / Gainesville
- Using percentage of statewide voters as a rough benchmark, it would be proportional to send to the minor media markets ¼ of the surrogates we send to the major media markets. Padding this number to account for the importance of having a presence in each part of the state, we should aim to send a collective total of 10 - 13 surrogates to the six minor media markets

Thus, on the whole we should seek to bring up to 45 national surrogates to the state between Labor Day and Election Day. This number should and will be adjusted by the amount of time spent in-state by the principals, but for the time being we will need to begin plans to pursue 5-6 national surrogates per week.

Given that only 2 months remain until election day, and taking into account the fact that activity will increase as we near the end, we should be preparing to host approximately 20 surrogates in the month of September.

Surrogate Strategy:

The three primary purposes of the surrogate program should be as follows: (1) to provide campaign activity and events in lieu of candidate appearances when the principals are unable to be in state; (2) to achieve a campaign presence in all local media markets across the state; (3) to reach out to various constituency groups and to address specific issues important to the campaign, especially as it regards winning the support of swing voters.

In addition to our outreach to various constituency groups, the surrogate program should seek to highlight issues that are crucial to the campaign's core strategy. In our efforts to use the surrogate program to reach out to swing voters, the two foremost issues we will seek to emphasize are **health care and national security.**

Seven key constituency groups have been targeted by the surrogate program. These are:

- Women voters
- Senior voters
- African-American voters
- Hispanic voters
- Jewish voters
- Veterans
- Youth

In scheduling surrogate appearances, specific constituency groups should be matched with specific media markets. Specifically, efforts should be made to focus certain surrogate activity along the following lines:

- Women → Orlando, Tampa, Daytona
- Seniors → Palm Beach, Tampa, Naples-Ft.M, Broward Co.
- African-American → Orlando, Tampa, Miami-Ft.L, Jacksonville, Tallahassee
- Hispanic → Miami-Dade, Orlando, Tampa
- Jewish → Palm Beach, Miami-Ft.L
- Veterans → Pensacola, Jacksonville, Panama City, Tampa, Orlando
- Youth → Gainesville, Tallahassee, Miami, Orlando (college campuses)

Scheduling Process:

The surrogate operation will inevitably involve a mixture of (a) responding to internal field office requests and external invitations and (b) making proactive requests in accordance with our overall surrogate strategy. Obviously, the bulk of our time and efforts should be focused on the latter. In order to be able to focus our energy on fulfilling our big-picture goals, we will need to adopt an effective process for developing and cultivating surrogate events.

There are a number of somewhat discrete stages in the surrogate scheduling process. I would characterize these as such:

1. Initial Phase

- a) Ideas that originate within campaign are generated, developed, and prioritized.
- b) Requests & invitations received by the surrogate operation are evaluated and either rejected, tabled, or sent to DC.

2. Requests to DC

Official request form completed and forwarded to the DNC. This step should occur well in advance of the proposed event.

3. Follow-Up

Member of surrogate team keeps abreast of the status of the request, ensuring that all parties are kept informed and making any changes that may be necessary.

4. Scheduling

Once a surrogate visit is confirmed, the scheduler works with DC, field staff, press staff, surrogate advance, and the surrogate's staff to plan day's events and logistics.

5. Day-Of

Prior and subsequent to the surrogate's arrival, the scheduler works with Surrogate Advance in accommodating day-of arrangements and in facilitating any last-minute changes.

6. Post-Visit

Press clippings and general input are collected and forwarded to DC.

Perhaps most important of all steps in the surrogate process is the first – the generation and development of ideas. The surrogate team will solicit considerable input and should meet regularly to ensure that the ideas being produced mesh with the overall strategy and objectives of the surrogate program.

As part of the overall surrogate plan, we should produce a rough blueprint of the 40-45 surrogates we plan to host. Such a blueprint could include our 'wish-list' surrogates and could break down our anticipated surrogate visits in terms of geography, issues, and time.

As it now stands, the surrogate team will work collectively in generating and cultivating ideas for surrogate activity. Soliciting input from key Florida campaign staff, we will work to ensure that the surrogate program is on track to fulfill our goals.

Beyond the idea phase, we will break down individual requests and events by geography, so that one member of the surrogate operation is responsible for dealing with requests and invitations, for following up on requests that have been forwarded to DC, and for scheduling the trips that come to fruition. Gwen Graham will be responsible for events in North Florida, Michael Evans will be responsible for events in Central Florida, and Bill Abely will be responsible for events in South Florida. Under this process, we can be assured that someone is always responsible for each stage of the scheduling process and that no idea or event will fall through the cracks.

Surrogate Resources:

When we go to the trouble and expense of bringing a national surrogate into the state, it is obviously desirable to maximize that surrogate's local exposure. In addition to any headliner events that anchor a surrogate's visit, we should strive to fill in any time we have with additional events or media hits.

In order to facilitate the scheduling of both major surrogate events and additional surrogate uses, we should make efforts to obtain and/or compile the following information:

- List of statewide talk radio programs.
- List of all county and local Democratic Clubs
- List of condo communities or retirement homes that will host political speakers
- List of college & university Democratic and political organizations
- List of significant civic organizations and their regular meeting times

Florida Victory 2004 Signature Page

I hereby agree to participate in the coordinated campaign, Florida Victory 2004, and to contribute field and fundraising help at the levels ascribed below.

Democratic National Committee

Tom Shea, Kerry-Edwards 2004

Scott Maddox, Florida Democratic Party

Congressman Kendrick Meek, Kerry-Edwards Campaign Chair

Ken Robinson, Florida Victory 2004

Cindy Hall, Florida AFL-CIO

Andy Ford, Florida Education Association

Alexander Clem, Academy of Florida Trial Lawyers

Monica Russo, Florida SEIU