

TOGETHER WE WILL WIN: A BLUEPRINT FOR A NEW DIRECTION

A Transition Plan for the Republican National Committee

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FOR RNC CHAIRMAN



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Dear Committee Member,

Together, we have an opportunity to bring a fresh, new direction to the Republican National Committee. My pledge to you is to give my complete focus and full time effort to make our committee the premier political institution in the world again. While our transition effort is under way, the RNC will be active and engaged immediately. Our initial focus will be on generating desperately needed resources to fund our committee and I will personally begin the task of meeting with major donors across America to secure those funds. My bags are packed and I am ready to go!

We must “hit the ground running” and be prepared to make swift and effective change that empowers state parties and grassroots and provides necessary services and resources. A hallmark of our transition and administration will be drawing strength and talents from the states – in both political and finance areas. A detailed transition blueprint, reliant on strong RNC member involvement, is part of our new direction and we are prepared to implement the action items below beginning on Day One.

Finally, we will institute management changes at the committee and structure our organization more like a business. The RNC Chairman will serve as the “Chief Executive Officer.” What has formerly been called the Chief of Staff or Deputy Chairman will fulfill the role of “Chief Operations Officer” and manage all aspects of the building. We will also install a “Chief Financial Officer” who will oversee cash management, contracts and fundraising operations.

Finally, I present, for your consideration, my detailed plans for transition. A new day and new direction are needed at the Republican National Committee and together, we will deliver!

Best regards,

Ann

Transition Program

Each of our transition teams will be comprised of volunteers, RNC officers and RNC members, each of whom will agree to serve without political or financial conflicts of interest. All of our transition team members will be asked to sign an ethics statement that will disclose any potential conflicts and commit members to fulfilling their duties without regard to personal or professional gain.

The Chairman's Transition Program will consist of two separate teams, 1) **Finance Team**; and 2) **Operations & Political Team**. Each team will be comprised of volunteers who meet for the purpose of drafting detailed action plans for review by the Chairman of the Republican National Committee and approval by the Executive Committee. The Finance Team will be constructed as follows:

Finance Team

The Finance Team will be appointed by the Chairman of the Republican National Committee and be composed of at least two former RNC National Finance Chairmen, one current state party finance chairman, the RNC Treasurer and at least one member of the Republican National Committee. Other team members may include, but not be limited to, former chairmen of Regents and Eagles programs and RNC major donors. The Finance Committee will conduct a series of meetings and will produce a final report to the Chairman of the Republican National Committee no later than February 28, 2011 containing action plans and recommendations in the following areas:

- Funding to stabilize operations.
- Recruiting candidates for National Finance Chairman.
- Developing the structure for Regional Finance Chairmen.
- Creating new major donor programs, such as Team 120.
- Structure of RNC finance office staff and senior management personnel recommendations.
- Reviewing existing vendor contracts and recommending the use of vendors going forward.
- Providing options for repayment of existing RNC debt.
- Outlining event (gala and regional) concepts and recommendations.
- Recommending the structure and financing of the Presidential Trust.
- Maintaining and deploying the direct mail list.
- Structuring telemarketing donor operations.
- Creating a job description for regional finance field staff.
- Training for state party finance staffs.
- Planning for other finance-related duties as assigned by the Chairman's Transition Team.

Operations and Political Team

The RNC Operations and Political Team will be comprised of 12 members, including the Chairman and Co-chairman of the Republican National Committee and the Chairman and Co-Chairman of each of five committees formed under the Operations and Political Team. The Chairman and Co-Chairman of the Republican National Committee will serve as ex-officio members of each of the following five subcommittees:

- Political & Data Subcommittee
- Structure & Operations Subcommittee
- Legal & Compliance Subcommittee
- National Convention Subcommittee
- Communications Subcommittee

Political and Data Subcommittee

The Political and Data Subcommittee will be comprised of a Chairman and Co-Chairman, appointed by the Chairman of the Republican National Committee. The Political and Data Subcommittee will recruit and appoint committee members, at least one of whom is a member of the Republican National Committee and at least one of whom is a current state party chairman. The Political and Data Subcommittee will conduct a series of meetings and will produce for the Operations and Political Team a report no later than February 28, 2011 containing recommendations in the following areas:

- Identifying candidates for the position of political director with experience at winning campaigns at the state level.
- Housing, managing and enhancing the voter file of the Republican National Committee.
- Updating Voter Vault for the 2012 election cycle.
- Enhancing microtargeting efforts for the committee.
- Creating a “Win Early” program for states with early voting election laws.
- Expanding the 72-hour program beyond the final three pre-election days.
- Training and education programs delivered regionally and directly to state party operations.
- Rebuilding the RNC Research Department to include both issue development research and traditional opposition research.
- Integrating new media platforms into every aspect of RNC political operations, rather than functioning as an “new media” independent unit.
- Staffing and deploying regional political field operatives.
- Deciding staffing levels for 2011 and 2012.
- Recommending the building of a coalitions structure that takes the following into account:
 - The importance of building and fostering strategic relationships with Tea Party Leaders nationally and within the states.
 - The importance of building strong relationships with Hispanic and African-American constituencies.
 - Emphasis on a “Youth” coalition utilizing new media platforms, including our “Virtual Precinct” initiative.
 - A new coalition emphasis on small business owners.
- Establishing guidelines for State Victory Plans for 2012.
- Recommending RNC support for elections in 2011 (Louisiana, Kentucky, Mississippi, Virginia and New Jersey).
- Planning for other related duties as assigned by the RNC Chairman.

Structure and Operations Subcommittee

The Structure and Operations Subcommittee will be comprised of a Chairman and Co-Chairman, appointed by the Chairman of the Republican National Committee. The Structure and Operations Subcommittee will recruit and appoint committee members, at least two of whom are the Secretary and Treasurer of the Republican National Committee and at least one of whom is a member of the Republican National Committee. The Structure and Operations Subcommittee will conduct a series of meetings and will produce for the Operations and Political Team a report no later than February 28, 2011 containing recommendations in the following areas:

- Identifying and recommending candidates for the position of Chief Operations Officer and Chief Financial Officer including a written job description.
- Auditing guidelines for conducting financial, management, and performance audits of the committee for 2009 and 2010.
- Recommending functions that are best brought “in house” to eliminate excessive reliance on high-paid political consultants.
- Auditing guidelines for immediately conducting a review of every vendor contract executed by the committee in 2009 and 2010.
- Structuring RNC operations staff and senior management recommendations.
- Recommending RNC cash management and accounts payable systems.
- Creating guidelines for ethics pledge to be signed by all RNC employees and officers.
- Recommending staffing levels for 2011 and 2012.
- Offering spending reductions in the operations of the committee.
- Recommending debt retirement and best utilizing the RNC’s line of credit.
- Drafting biennial budget for 2011 and 2012.
- Planning for other finance-related duties as assigned by the RNC Chairman.

Legal and Compliance Subcommittee

The Legal and Compliance Subcommittee will be comprised of a Chairman and Co-Chairman, appointed by the Chairman of the Republican National Committee. The Legal and Compliance Subcommittee will recruit and appoint committee members, at least one of whom is the General Counsel of the Republican National Committee and at least one of whom is a member of the Republican National Committee. The Legal and Compliance Subcommittee will conduct a series of meetings and will produce for the Operations and Political Team a report no later than February 28, 2011 containing recommendations in the following areas:

- Identifying candidates for the position of chief counsel with experience in election law, campaign finance law and campaign finance litigation.
- Developing staffing positions and job descriptions in the RNC Counsel's office.
- Implementing a redistricting legal and compliance strategy.
- Developing the housing of a redistricting unit within the RNC.
- Completely auditing RNC expenditures, debts and contributions, and comprehensively reviewing operations for legal compliance, including FEC, IRS, and relevant state laws. As necessary, amending and correcting RNC FEC reports.
- Creating a strategic plan for RNC litigation in the aftermath of the Citizens United case, as well as "soft money" cases. This process includes reviewing litigation costs and prioritizing RNC involvement in high-value cases.
- Recommending training for state party legal and compliance operations.
- Managing ballot integrity efforts.
- Planning legal and compliance-related duties as assigned by the RNC Chairman.

National Convention Subcommittee

The National Convention Subcommittee will be comprised of the Chairman and Co-Chairman of the Committee on Arrangements who will recruit and appoint committee members, at least one of whom is a former National Convention director and at least one of whom is a member of the Republican National Committee. The National Convention Subcommittee will conduct a series of meetings and will produce for the Operations and Political Team a report no later than February 28, 2011 containing recommendations in the following areas:

- Recommending the immediate replacement of RNC convention liaison and related staff.
- Structuring the conduct a full audit of the present activities of the Committee on Arrangements.
- Allow RNC members in each state to select their own Committee on Arrangements representative.
- Creating a timeline and updated job descriptions for members of the Committee on Arrangements.
- Utilizing 527 entity(ies) for convention funding.
- Engaging with Tampa, Florida leaders for the purpose of convention planning.
- Creating recommendations for convention budget.
- Planning for other convention-related duties as assigned by the RNC Chairman.

Communications Subcommittee

The Communications Subcommittee will be comprised of a Chairman and Co-Chairman, appointed by the Chairman of the Republican National Committee. The Communications Subcommittee will recruit and appoint committee members, at least one of whom is the Secretary of the Republican National Committee and at least one of whom is a member of the Republican National Committee. The Communications Subcommittee will conduct a series of meetings and will produce for the Operations and Political Team a report no later than February 28, 2011 containing recommendations in the following areas:

- Identifying candidates for the position of communications director with experience in new media, media relations and message development.
- Recommending staffing positions and job descriptions in the RNC Communications office.
- Conducting an audit of the RNC press office focusing on media training resources, use of surrogates, talking-point generation, media products and physical assets.
- Implementing changes and updates for the RNC web platforms.
- Improving the RNC presence in all new media venues.
- Developing strategies for training state committee leaders in media relations.
- Streamlining internal communication between the RNC and its national committee members.
- Improving communications between the RNC staff, RNC members, state party operations and campaigns.
- Providing each state with press resources to assist with rapid response, messaging, communications products and scheduling.
- Planning other communications-related duties as assigned by the RNC Chairman.

I look forward to serving on your behalf and to working side-by-side with every member of the Republican National Committee as we do the work necessary to make America the brightest light of hope and opportunity in the world.