



MEMORANDUM

FROM: RNC Communications Director Sean Spicer
TO: RNC Surrogates and Allies
RE: Follow the Money – RNC Investing

As we draw closer to 2014, I want to update you on the new approach the RNC is taking toward investing our resources.

In the past, the committee would spend an off year accumulating cash and then, during the election year, we would continue stockpiling cash until the last 90 days. The thinking was that the way to win was to drop all that money on TV ads and get-out-the-vote operations in the final days before the election.

Things have changed. That strategy is both outdated and ineffective. That's why Chairman Priebus has changed the role of the RNC. The lesson from 2012 is we must have a permanent ground game. We must engage with voters year-round in their communities, especially in Hispanic, African American and Asian Pacific communities.

So, while in the past, we may have measured the RNC's success by the amount of cash we had piled up three months before Election Day, that will no longer be the case. We're investing that money now and will continue to do so.

We're investing in people. By this past summer, we already had more people in the field than in headquarters. Today, we have hundreds of people already hired across the country, working alongside state parties to build a bottom-up boots on the ground operation. These individuals will work block by block, neighborhood by neighborhood to identify new voters and build relationships. They are the eyes and ears on the ground.

We're also investing in technology. We're building data and digital operations to help candidates, state parties and Republican organizations share information and work toward our shared goals. Under the guidance of Chief Technology Officer Andy Barkett and Chief Digital Officer Chuck DeFeo, we intend to leapfrog the Democrats in our technological capabilities. As Andy likes to say, it's as though the RNC is launching a start-up company.

This work isn't about one candidate or one campaign or one election year. Thus far in 2013, we've made investments in states all across the country, with an obvious emphasis on New Jersey and Virginia. But these efforts aren't just about 2013 or even 2014. It's about building a lasting foundation. We're working to help all our candidates at all levels, so that they have access to the tools to win. Ultimately candidates make the difference, but we'll do everything we can to prepare the field for them.

That means we can't let the money just sit in the bank. We can't parachute in a few days before voters head to the polls. We have to do the work now—and we are.

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