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October 14, 2020

*Electronically and Hand Delivered to:*

The Honorable Alex Padilla,  
California Secretary of State  
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Sacramento, CA 95814  
Steve Reyes, Chief Counsel  
sreyes@sos.ca.gov

California Department of Justice  
Office of the Attorney General  
Jonathan Wolff,  
Chief Assistant Attorney General  
Jonathan.wolff@doj.ca.gov

RE: Cease and Desist Letter dated October 12, 2020

Dear Secretary of State Padilla:

This firm responds on behalf of the California Republican Party, the Fresno County Republican Party, and the Republican Party of Orange County, to your “cease and desist” letter dated October 12, 2020. You have previously summarized the State of California’s liberal vote-by-mail (“VBM”) law thusly:

In California, we’re proudly expanding opportunities for eligible citizens to register to vote and for registered voters to cast their ballot. These opportunities include in-person early voting, the option to vote-by-mail, and giving voters the power to decide for themselves who they most trust to return their vote-by-mail ballot for them if they choose. (emphasis added)<sup>1</sup>

The program you now falsely claim to be illegal is a perfect example of what you “proudly” stated to be permissible just last year. In this case, voters have decided, for themselves, that they trust the staff and volunteers at their local political Party headquarters, or their church, or a business that they patronize, to securely deliver their completed VBM ballot to the appropriate election official.

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<sup>1</sup> Letter from Alex Padilla to Congressman Rodney Davis, Ranking Member Committee on House Administration, dated November 8, 2019.

Identical programs were conducted without incident or objection from your office by the California Republican Party and other civic minded organizations in connection with the 2020 Primary Election. In fact, at least one Democrat candidate for Congress is conducting a similar program in his district right now. He calls it a “neighborhood ballot hub.” As indicated in the attached, a “ballot hub” is a “location in a particular city where voters can drop off their ballots. For example, it would be a porch or outside someone’s home so it can be socially distanced.” The hub is to be “staffed by a volunteer ballot collector” and notably, the campaign will have a different person (an “organizer”) “pick up the collected ballots at the end of the day.” (Exhibit, p. 5)

First, you have mischaracterized the actual program my client has put in place.

- (1) No secure box is left unattended at any Party office/headquarters when voters are permitted to deposit their completed VBM into the box. Party staff or volunteers were so instructed.
- (2) The Party did not place any secure box outside, or on the street, or any other non-secure location where the general public can see or use the box. The picture you attached, posted by Jake Tapper on twitter, was a photo taken by a church pastor while the box was being delivered to his church. It was not placed curbside. It was placed inside the identified church.
- (3) All VBM ballots voluntarily provided by voters to a Party staff member or volunteer and placed in a secure box, were delivered timely to the appropriate election official as the law commands.
- (4) The California Republican Party did not promote, or authorize the promotion of, the secure boxes as “official mail drop boxes.” When we learned that a sign using the word “official” was used in some locations on Saturday, October, 10, 2020, we corrected that error immediately and within hours.<sup>2</sup>

Ironically, you have championed the recent changes in law that authorized the collection of completed VBM ballots, and delivery to the appropriate election official, employed here. Indeed, prior to these changes in law, political parties were specifically prohibited from delivering a completed VBM ballot to an election official on behalf of a voter. That prohibition was deleted in 2016 by Assembly Bill 1921, which you supported.

Your letter incorrectly states that the law “require[s] that persons to whom a voter entrusts their ballot to return to county election officials provide their name, signature and relationship to the voter,” citing Elections Code section 3011(a)(9)-(11) [which merely states that the VBM identification envelope must include a line identifying the name of the person designated to return

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<sup>2</sup> Notably, the picture of the sign outside a local Party office and the Fresno County Facebook and Twitter post do not use the term “official.” Moreover, the post by the Palmdale Mayor identifying a number of local churches collecting ballots is not a CRP effort.

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the voter's VBM, the relationship of that person to the voter, and place for the signature of the person designated].<sup>3</sup> Your letter ignored AB 306, enacted in 2018, which eliminated that requirement by adding subdivision (c) of that same section:

(c) Notwithstanding paragraphs (9) – (11), inclusive, of subdivision (a), a ballot shall not be disqualified solely because the person authorized to return it did not provide on the identification envelope his or her name, relationship to the voter, or signature.

Moreover, there is no law that requires a third-party recipient of a VBM ballot to fill out the identification envelope or imposes any penalty for the failure to do so. Based on the foregoing, it is legal for any organization, or other person, to accept completed VBM ballots from any voter – whether that is at a local Party headquarters, a church, or a union hall, or a voter's doorstep. Indeed, there is no requirement that the voter affix the name of the person to whom he or she has entrusted to deliver the VBM on the actual envelope or even know his or her name.

Your letter also clearly objects to the use of a “box” to hold such completed VBM ballots. We believe that temporarily holding VBM ballots in a locked box at a church or local Party headquarters is more secure than a Party volunteer or paid operative holding harvested ballots collected from voters at a senior center in the back seat of his or her car – though both are legal. Your office has never proposed legislation or enacted any regulation concerning the security of ballots collected by individuals or organizations pursuant to California's ballot harvesting law.

The California Republican Party opposes ballot harvesting and wishes you had enacted adequate ballot security provisions after the laws were changed. Its program of collecting (not soliciting) VBM ballots from voters who voluntarily choose to entrust their ballot to the Party volunteers, is more secure, by far, than the door-to-door solicitation we have seen from the Democrat Party (See, [https://www.youtube.com/watch?v=0s-9Q\\_N09H0&feature=emb\\_logo](https://www.youtube.com/watch?v=0s-9Q_N09H0&feature=emb_logo)).

Your letter cites Elections Code section 3025 and regulations applicable to the use of VBM ballot drop boxes. As you know, those laws only apply to “county elections officials.” Nonetheless, the California Republican Party did not, and does not, condone any attempt to suggest that its box is a County VBM drop-off location or drop box.

In short, the box is simply a secure receptacle used to hold completed VBM ballots voluntarily entrusted to the Party, by the voter, until that ballot is delivered to the appropriate election official – nothing more. Such ballots have been collected and delivered to County election officials, as the law requires and as promised to voters who deposited their ballot into the boxes.

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<sup>3</sup> We have no objection to including the name and signature of the individual delivering VBM ballots to County election officials on the identification envelope.

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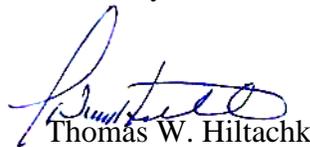
Thus, the California Republican Party intends to:

- (1) Accept VBM ballots voluntarily delivered by voters to a local Party office or headquarters through election day;
- (2) Secure such VBM ballots in a locked and secure box until those ballots are delivered to the appropriate election official no later than 72 hours from receipt;
- (3) Ensure that such boxes are attended to at all times the office is open to the public;
- (4) Instruct our staff and volunteers on these procedures; and
- (5) Make the boxes, and instructions on its proper use, available to any person or organization desiring to collect VBM ballots.

The California Republican Party has not and will not:

- (1) Place boxes unattended, outdoors, or in other places where the general public gather; and
- (2) Represent that such boxes are “official” VBM drop boxes.

Sincerely,



Thomas W. Hiltachk

Cc:

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Jessica Patterson, Chair  
California Republican Party

Fred Vanderhoof, Chairman  
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Fred Whitaker, Chairman  
Republican Party of Orange County

Dr. Richard Sherman, Chairman  
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Exhibit

**Exhibit**



## Volunteering with Harley During GOTV

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## **GOTV Overview**

### **Why GOTV?**

**GOTV, or “Get Out the Vote,” is our final sprint to Election Day! It’s how we win!!! A well-run Get Out the Vote program can increase turnout and support by 3-5%. That’s a lot!** And with amazing volunteers like you all, we will do just that. During GOTV, we’ll call as many voters as we can to persuade them to vote for Harley, and make sure supporters cast their ballots. This year, GOTV is a much larger window of time because almost everyone will be voting from home over the month of October. GOTV is our last chance, and our best chance, to win over as much support as possible for Harley!

GOTV is a very busy time. We will have more phone bankers coming in and out of our zooms from around the country than we ever have before. That’s why it’s so important to practice during our “Dry Runs” (the weekends leading up to GOTV) so that by the time the final month rolls around, everyone knows exactly what we need to do. We’ll use the procedures outlined in this manual for our Dry Run on the weekends of September 26th and October 3rd, and for the entire duration of GOTV.

### **How will we be getting out the vote during a pandemic?!**

Not to fear, we have safe systems in place to reach out to voters and collect ballots that won’t risk people’s lives! We will be using virtual zoom rooms, which we are calling “Virtual Staging Locations,” as central “locations” for phone banking and voter contact done from home. We will also have physical ballot hubs in eleven of the cities in CA-48 to ensure easy and accessible ballot drop offs for voters.

## Staging Location Overview

### What is a (virtual) Staging Location?

**In the past:** a centralized hub of GOTV volunteer activity that all volunteers know about, run by highly trained volunteer leaders (you all!)

**In 2020:** All of our GOTV efforts will be virtual. That makes it even more important to streamline our efforts because when there's no time left, we need to be sure we're using every volunteer's time as efficiently and effectively as humanly possible

- o A 2020 staging location will be a centralized zoom room led by highly trained volunteer leaders, who will be reporting to their "boiler room"
- o Each Neighborhood will have their own virtual staging location
  - To centralize and make voter contact efforts efficient
  - To streamline communication systems for the campaign
  - To create clarity on exactly what's happening when and where
  - To get used to one system of doing things and improve our efforts over time
  - Those virtual staging locations are:
    - o Seal Beach
    - o North Huntington Beach
    - o South Huntington Beach
    - o Westminster & Garden Grove
    - o Fountain Valley
    - o Newport Beach
    - o Costa Mesa
    - o Laguna Beach & Laguna Beach
    - o Aliso Viejo
    - o Out of District/General



## **Virtual Staging Location Volunteer Positions**

### **Virtual Staging Location Director**

This position is the Staging Location Lead. They will be the host of the zoom, start the meetings, and be the connection between the campaign and the other staging location leaders in that specific location.

- Making sure volunteer leaders stay on schedule and move through sign-in, training, and getting into calls quickly
- Communicating with boiler room
- Problem solving with the training captain and tech captain
- Managing problems as they arise in the staging zoom
- Collecting numbers and reporting to boiler room

### **Training captain**

This position will teach the phone bankers how to use our phone banking system and what our conversations will look like. You have all made amazing calls and know how the system works. The training captain will answer the FAQs and get the ball rolling for the phone bankers! This role will also help with debriefing with phone bankers about their experience on the phones!

- Training phone bank volunteers
- Keeping track of phone bankers and answering their questions
- Organizing call links

### **Confirm captain**

This is an essential role! This captain will welcome everyone at the beginning of each shift, send out the sign-in link at each shift, call volunteers that have not shown up, call volunteers to confirm their next shifts, and then debrief with phone bankers after their shifts.

- Greeting volunteers as they come into the zoom
- Sign-in and reschedule volunteers for more shifts (Link to sign in [hr4oc.us/signin](https://hr4oc.us/signin))
- Temporarily running the phonebank room with the group of experienced callers
- Following up/calling volunteers who flaked on their shift
- Confirm calling for next shift
- Recruiting additional volunteers between shifts
- Runs debrief at end of shift



### **Tech Captain**

We are living in a new world! Because everything is virtual, we need to make sure we are doing everything we can to troubleshoot problems and have extra hands on deck, especially as folks are entering new tech environments that they may not know well.

- Troubleshooting zoom, tech issues, google forms
- Tracker checking (checking the zoom waiting room for spies from the other side)
- Bouncer for zoom waiting room (letting people into the zoom at the beginning of every shift)
- Help with calling if not helping with tech
- The master of the google sheets!

### **Communication and the Boiler Room**

The Field Director, Liz, and the Mobilization Director, C.J., as well as the Data Director, Hunter, will be on call and in the “boiler room” at all times to receive reports at every shift and to provide all information and guidance during GOTV to each of the Staging Locations.

The Staging Location Director communicating with the Boiler Room should be the clear and only line of communication on all matters. In general, please default to always immediately calling the Boiler Room with any questions, to report any problems, or if something goes wrong.

### **What will the virtual staging locations look like?**

One zoom per location, two break out rooms in addition to the main room, and four co-hosts (the staging location leadership).

Step 1: Letting volunteers into the zoom

Step 2: Welcome the volunteers, have them sign in through the google form

Step 3: For those who have already been trained, they get moved into the phonebank break out room with the confirm captain

Step 4: Phone banking training in main room

Step 5: The newly trained volunteers go to phonebank break out room, trainer goes with to get everyone settled

Step 6: Tech captain, Staging location director, greeter captain to remain in the main room to do their tasks, and debrief anyone that returns to the main room.



## Neighborhood Ballot Hub

### What is a Harley Neighborhood Ballot Hub?

A location in a particular city where voters can drop off their ballots. For example, it would be a porch or outside of someone's home so it can be socially distanced

- Needs WIFI
- Staffed by a volunteer ballot collector

### **Volunteer Position: Ballot Collector at this physical hub**

- Tends to the ballot hub
- Collects ballots and ensures all information is logged and tracked
- Reports out with every ballot dropped off via google form: [hr4oc.us/BallotDropoff](https://hr4oc.us/BallotDropoff)
- Should be on a porch or outdoor area where a person can sit for a long period of time in WIFI
  - The ballot collector will go through the same google form situation with every ballot collected and into a specific folder
  - The organizers will pick up the collected ballots at the end of the day

### **Physical Neighborhood Hubs for Ballot Collection**

- Seal Beach
- North Huntington Beach
- South Huntington Beach
- West Minster
- Garden Grove
- Fountain Valley
- Newport Beach
- Costa Mesa
- Laguna Beach
- Laguna Niguel
- Aliso Viejo



## 2020 GOTV Schedule

### Calendar

\*\*Staging Locations open 30 minutes before the 1st shift and close 30 minutes after the last shift\*\*\*

#### **Dry Run 1 (First Practice Run)**

Saturday, September 26th

- Shift times: 9am, 12pm, 3pm, and 6pm

Sunday, September 27th

- Shift times: 12pm, 3pm, and 6pm

#### **Dry Run 2 (Second Practice Run)**

Saturday, October 3rd

- Shift times: 9am, 12pm, 3pm, 6pm

Sunday, October 4th

- Shift times: 12pm, 3pm, and 6pm

#### **Get Out The Vote**

Saturday, October 10th

- Shift times: 9am, 12pm, 3pm, 6pm

Sunday, October 11th

- Shift times: 12pm, 3pm, and 6pm

Saturday, October 17th

- Shift times: 9am, 12pm, 3pm, 6pm

Sunday, October 18th

- Shift times: 12pm, 3pm, and 6pm

Saturday, October 24th

- Shift times: 9am, 12pm, 3pm, 6pm

Sunday, October 25th

- Shift times: 12pm, 3pm, and 6pm

#### **The Last Week Sprint**

Tuesday, October 27th

- Shift times: 9am, 12pm, 3pm, 6pm

Wednesday, October 28th



- Shift times: 9am, 12pm, 3pm, 6pm

Thursday, October 29th

- Shift times: 9am, 12pm, 3pm, 6pm

Friday, October 30th

- Shift times: 9am, 12pm, 3pm, 6pm

Saturday, October 31st

- Shift times: 9am, 12pm, 3pm, 6pm

Sunday, November 1st

- Shift times: 9am, 12pm, 3pm, 6pm

Monday, November 2nd

- Shift times: 9am, 12pm, 3pm, 6pm

THE DAY WE'VE BEEN WORKING TOWARDS: Tuesday, November 3rd

- Shift times: 9am, 12pm, 3pm, 6pm

**Dry Runs and GOTV Tick Tock**

Please follow this schedule precisely each day. Times when reports are submitted into the Google Form and are verified via phone call are indicated in **bold**. (Some useful lingo: SLD = Staging Location Director; “flake chase calls” = calls to folks who didn’t show up to remind them to come in for their shift or the next one; Boiler Room = the person assigned to take reports from your Staging Location)

TIME		ACTION	
8:30 AM	<b>REPORT</b>	“Staging Location” Opens	
8:35 AM		Begin Confirm Calls for Shift 1	
9:00 AM		Shift 1 Begins	
9:08 AM		Open Up Breakout Rooms	
9:10 AM		Starts Training	

9:15 AM	<b>REPORT</b>	Shift 1 reports are submitted into the Google form by SLD	
9:20 AM		Phone bankers begin, Confirm Captains Begin Flake Calls	
10:30 AM		Confirm Captain Begin Confirm Calls for Shift 2	
11:45 AM		Begin Debrief	
12:00 PM		Shift 2 Begins	
12:10 PM		Begin Training	
12:15 PM	<b>REPORT</b>	Shift 2 reports are submitted into the Google form by SLD	
12:20 PM		Phone bankers begin, Confirm Captains Begin Flake Calls	
1:30 PM		Confirm Captain Begin Confirm Calls for Shift 3	
2:45 PM		Begin Debrief	
3:00 PM		Shift 3 Begins	
3:10 PM		Begin Training	
3:15 PM	<b>REPORT</b>	Shift 3 reports are submitted into the Google form by SLD	
3:20 PM		Phone bankers begin, confirm captain begins flake calls	
4:30 PM		Begin Confirm Calls for Shift 4	

5:45 PM		Begin Debrief	
6:00 PM		Shift 4 Begins*	
6:10 PM		Begin Training	
6:15 PM	<b>REPORT</b>	Shift 4 reports are submitted into the Google form by SLD	
6:20 PM		Phone bankers begin, confirm captain begin flake calls	
7:30 PM		Confirm Captain Begin Confirm Calls for Tomorrow	
8:45 PM		Begin Debrief	
9:00 PM		“Staging Location” closes	
9:15 PM	<b>REPORT</b>	“Staging Location” closes - deliver final report for day	



## Reporting

Why is accurate reporting so important?

Everything moves quickly during GOTV. The campaign needs to know whether the voter turnout strategy is working. Our team needs to know whether the campaign is reaching enough voters to win. We are making decisions about distributing resources or adjusting the voter turnout plan according to the numbers we receive from each Staging Location and the corresponding polling locations. **Because decisions about where to put resources or adjust strategy must be made in real time during every day of GOTV, accurate reporting is crucial.** It can be difficult to keep track of the number of calls in the Staging Location or the number of volunteers who have come in to complete a shift. That's why we establish reporting systems and practice using those systems during Dry Runs.

How to Report: [hr4oc.us/Report](http://hr4oc.us/Report)

The Staging Location Director will submit reports at precise times each day on a Google Form according to the Tick Tock. The reports should include everything that happens up to the minute before the reporting time, with any new volunteers coming on after report time to be reported in the next shift's report:

<b>8:30am</b>	Staging Location Opening Report
<b>9:15am</b>	Shift 1 Report
<b>12:15pm</b>	Shift 2 Report
<b>3:15pm</b>	Shift 3 Report
<b>6:15pm</b>	Shift 4 Report
<b>9:15pm</b>	End of Day Report/Staging Location Closes



## **GOTV Reporting Metrics -- What you are reporting**

### **Definitions**

- **Shift:**
  - Definition A: one volunteer making calls for three hours.
  - Definition B: Referring to one of the 3-4 shifts throughout the day (9am, Noon, 3pm, 6pm)
- **Confirmed Shift**
  - A volunteer who has been confirmed for their GOTV time slot
- **Confirm Call**
  - The call a leader makes to confirm a volunteer for their GOTV timeslot
- **Flake/No Show**
  - Someone who is scheduled or confirmed for a shift/s and doesn't show up
- **Flake Chase Call**
  - The call a leader makes to a volunteer who did not show up to their committed time to get them scheduled for a new time
- **Reshifts/New Shifts Scheduled**
  - The amount of new scheduled shifts that either the volunteers commit to through the reshift form during GOTV, or that leaders recruit through volunteer recruitment calls
- **Staging Location Open**
  - All leadership is on the zoom and each one of them is a co-host
- **Staging Location Closed**
  - All volunteers are off the zoom, confirms are done for the next day, and closing report is in
- **Volunteers**
  - Anyone that is not a part of the campaign or staging location leadership that is there to make calls or do relational outreach.
- **Sign Ups for Upcoming Shift**
  - The combination of confirmed and scheduled phonebankers for the next shift



- Opening Shift (opening SL)

**Opening Shift**

Total # of confirmed phone banks shifts for the day: \*

Your answer

# of total shifts for the day (including confirmed and scheduled)

Your answer

# of confirmed phone bank shifts for FIRST shift: \*

Your answer

Is the Staging Location Open? (host is on the zoom and other captains are ready to go!) \*

Yes

- Throughout

**Shift Reports**

Which shift are you reporting for: \*

Shift 1

Shift 2

Shift 3

How many volunteers are making calls? \*

Your answer

How many no shows were there: \*

Your answer

# of sign ups for the upcoming shift: \*

Your answer

How many people are confirmed for the next shift? (if last shift, write N/A) \*

Your answer

How many new shifts have been scheduled since the last report? \*

Your answer

[Back](#) [Submit](#)



- Closing out shift (closing out SL)

**Closing Shift**

Total # volunteers from today: \*

Your answer

Total # of volunteers who had been "confirmed" for today's shifts: \*

Your answer

Total # of volunteers who flaked today: \*

Your answer

Total # volunteers who were reshifted from today: \*

Your answer

Total # of confirmed phone banks shifts for tomorrow: \*

Your answer

Total # of scheduled phonebank shifts tomorrow: \*

Your answer

Is the Staging Location closed? (all reporting is complete for the day and all prep work is complete for next day.) \*

Yes



### **Reporting Guidelines**

1. Only count the number of volunteers who showed up before reporting time. Include latecomers in the next report.
2. If someone has signed up for multiple shifts in a day, please supply them with all the supplies they will need for the whole day when they first arrive.
3. If someone completes their shift, then decides to do another shift (yay!), they should be included in the volunteer counts for both shifts.
4. Organizers or other staff may join a launch from your Staging Location - yay! For reporting purposes, we don't count these folks as "shifts", but we will count the call numbers they make!
5. Not everyone will complete 50 calls each. Some will do hundreds. The time between shifts is a GREAT time to do a little clean up and finish out the 50 calls for a volunteer!

### **What to do between shifts/reports?**

It can feel like there is a lot of waiting around during GOTV! But, there is a lot to do, so if you're at a Staging Location, there are a number of things you can do to make the most of your time:

- Make GOTV, persuasion, or volunteer recruitment calls along with the phone bankers
- Confirm volunteer shifts
- Make sure everything is in order, zoom is problem free

### **Power or Internet Outage: Crash Reporting Form**

If the power or internet fails at your Staging Location, don't worry! We have a backup plan. If this happens to you, immediately call the Regional Boiler Room and let them know. After that, your priority should be to maintain the Staging Location while waiting for further info.

### **Voting Information**

If anyone (voter or volunteer) has **any** questions regarding their ability to vote, or has questions beyond what the information on our campaign literature provides, please immediately direct them to our voter assistance hotline. (949) 482-2488



## Overview of Trainings and Best Practices for Staging Location Leaders

### Hard Ask One-Pager

**What is the hard ask?** The hard ask is an organizing tool we use to optimize volunteer recruitment. It assumes the person will say yes and doesn't comfortably give them a chance to say no. In order to do this, we use very specific language; we offer two options and ask *when* they can join us, **not if** or *can*. The hard ask is confident, persistent, urgent and incorporates social pressure.

**Why is the hard ask important?** Organizing is all about asking. An effective hard ask makes it easier to the person you're asking to say yes.

#### Getting in the Right Mindset

- We're giving supporters the opportunity to fight for issues and a candidate they care about, and impact an election that has enormous stakes for our community and country.
- We are inviting supporters to be a part of something bigger than themselves.
- Remember: no one is too busy!

#### Making the Hard Ask

<b>Assume the person will say yes</b>	Approach the call like you're talking to a friend! At this point you've already identified them as a supporter, and if they're a supporter of course they want to do everything possible to get Harley re- elected.
<b>When, Not If or Can</b>	If or can gives the person an excuse to say no. When, makes it easier for them to say yes.  Ex: "We're going to be making calls this Saturday at 9 and 12, when works better for you to help us get Harley re- elected?" There's no place for a comfortable no when the question is phrased like that.



<b>Add Urgency</b>	<p>We only have 3 weeks until the election, we're running out of time. Build on that.</p> <p>Ex: "We only have three Saturdays left from now until election day. This Saturday we're going to be calling at 9 and 12, when works better for you"</p>
<b>Incorporate Social Pressure</b>	<p>People respond best if they think everyone's doing it. You wouldn't want to go to a party if no one is there!</p> <p>Ex: "We only have three Saturdays left from now until election day. A bunch of your neighbors are going to be joining us in making calls this weekend. This Saturday we're going to be calling at 9 and 12, when works better for you to help us get Harley re- elected?"</p>
<b>Be Persistent</b>	<p>Keep asking! More often than not, every yes starts as a no. If they say no to one time offer another!</p>

### Confirmation Best Practices

Confirmation calls are one of the most important parts of our operation. When volunteers are busy, they may forget they made a commitment or lost the piece of paper they wrote the zoom link down on. We make confirmation calls to try to mitigate flake rates.

There are a few principles to keep in mind when you are making confirmation calls:

1. **Be yourself.**
2. **Listen attentively.**
3. **Reshift.**
4. **Stay positive!**

#### **Do**

- **Use social pressure.** We're counting on them and they need to know that!
- **Use assumptive language.** Assume they're going to show up but still call everyone multiple times!
- **Be Persistent.** Both in your conversations but also in the number of times you attempt to reach a volunteer.
- **Follow Schedule In Tick Tock.** This will help you make multiple rounds of confirm calls.
- **Get Scrappy.** Leave messages! Send Texts! Anything you need to do to get in touch with these volunteers.
- **Reshift.** If they say no, make sure you get them scheduled for another shift, preferably on the same day or in the same weekend.
- **Double Confirm.** Just because they said they were coming yesterday it doesn't mean they remember the zoom link! Call to check in to confirm they have the link.
- **Make Flake Calls.** Why didn't they show up? Maybe they forgot, maybe they got lost, maybe something came up last minute. Either way, you should reshift them.

#### **Don't**

- **Let them off the hook.** No one is too busy. We only have a few weeks left and Harley is counting on them.
- **Skip rounds of confirms.** We're doing multiple passes for a reason, and that's to mitigate the expected 25% flake rate.
- **Use a soft ask.** They made a commitment to join us and we planned accordingly. If they don't show up it can mess up the operation as a whole. Use social pressure and use a hard ask to get them reshifted.



### Shift Confirm Script

Hi, could I please speak with \_\_\_\_\_? Hello, \_\_\_\_\_, this is YOUR NAME, a volunteer with Representative Harley Rouda's team in \_\_\_\_\_. How are you today?

I'm calling to thank you for signing up to attend [EVENT] at [TIME OF SHIFT] on [DAY], and I wanted to make sure you had all the information you needed - do you have the zoom link?

***Confirm link and answer questions. Mark them as Confirmed or Declined. If Decline, RESHIFT them.***

***[If they CONFIRM]*** We're looking forward to seeing you! We already have a call list with your name on it! We'll start with a great training, and there will be a lot of other fantastic volunteers there, so it's bound to be a great time! Can we count on you to bring a friend or family member with you!?

<p><i>If yes, try to get contact information and SCHEDULE friend/family members.</i></p> <p>Fantastic! I'll make sure everything is prepared for them. See you then!</p>	<p><i>If no, thank them and reinforce shift time and where they can find the link. No problem! We'll see you at [TIME] on [DATE]! Thanks again!</i></p>
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***[If they DECLINE]*** Gotcha. I definitely understand that schedules can shift around. But, we're in crunch time and only have [number] weekends left to ensure Harley wins this November. We will also be doing [action they are already signed up for] on [same day they are signed up for but different time] and also [action they are already signed up for] on [following day]. Which day would work better for you?

*Work hard to get them rescheduled for an upcoming shift! If you're hitting a wall, emphasize that we're running out of time and really need their help!*

**[If they are CONFIRMING TWICE]** This is going to be a fantastic volunteer event and we can't wait to see you there!

Thank you for being a part of team Harley! Our grassroots organizing efforts are going to be the difference between winning and losing. Thank you again for making an impact for your community and we'll see you soon!

## Phonebank Basics Best Practices

### **Tips and Tricks**

Talking with voters effectively is a skill you will practice and develop over time. However, there are a few principles to keep in mind when you are calling:

1. Listen actively
2. Be yourself!
3. If you don't know the answer, be honest
4. Stay Positive

### **Do**

- Finish your calls. We have a lot of people we need to talk to. Be sure to finish all the calls you were given so we can speak to all the voters we need to.
- Be friendly, but get firm commitments. If someone tells you they support Harley, work them through their plan to vote. If they're undecided, work toward a commitment to vote for Harley.
- Use the script, but put it in your voice. The Dry Run & GOTV script has important guidelines and scientifically designed questions, and it's more important than ever to follow the script. Having said that, it's important to make the conversation personal.
- Smile and have fun. Have a good time! People can 'hear' you smile and will be more receptive to callers who are having fun than to callers who are just going through the motions.
- End with relational outreach. These calls will have a higher contact rate and be good practice for talking to voters you don't know.

### **Don't**

- Don't give people an 'out.' Steer clear from using language like, "Do you have a minute to talk or are you busy?" or, "Can we count on your support or are you still thinking things through?" as these make it easy for someone to tell you 'no' and shut down the conversation. Don't let someone shut down the conversation about their plan vote too early. It's vital for the voter to completely visualize how they will vote, step by step.
- Don't spend too long on any one call. A good rule of thumb is to spend no more than 3 minutes on any one call.
- Don't be rude to anyone. Remember, you represent Congressman Rouda.
- Don't feel pressured to know all the answers to policy questions. You may get questions that you don't have the answers to, and that's OK. Connect with the voter on a shared value, or let them know you don't know the answer but that the campaign will follow up with them later.
- Don't speak negatively about other points of view or people. This includes other candidates.



## Team Harley Norms To Live By During GOTV

**Don't stray from the chain of command.** The campaign has implemented a chain of command to make reporting during Dry Runs & GOTV as efficient as possible. Straying from the chain of command creates logjams and miscommunication.

**Keep making confirmation calls.** This can be the difference between lots of people showing up and no one showing up. Keep making confirmation calls during Dry Runs & GOTV.

**Keep training.** Great trainings make for great call volunteers. Training should include why GOTV is important, an overview of the script, how to use the call link, and important reminders. All callers, regardless of experience level, should receive training for GOTV since our language and goals will be different.

**Stay flexible.** In a best case scenario, all goes according to plan and your day will be very smooth. That being said, expect the unexpected. The Boiler Room may call and ask your team to help address an issue. Stay nimble and ready to change your priorities and your procedures.

**Stay calm.** Just like any other campaign event, make sure that everyone knows we don't yell. Even the best volunteers can lose control, so remember to have this conversation with your team before things get crazy.

**Learn from each day.** At the end of each night, talk with your Staging Location Leadership team about what worked well and what can be improved. Celebrate success and establish best practices.

**Make it fun!** Dry Runs & GOTV can be stressful. Remember to breathe, smile and keep the tone of your voice calm and positive. Be like a duck in water. It's important for Staging Location Leadership to set a great example for every volunteer that comes through the door. Saving democracy is intense, but we'll be better at it if we're also having fun!

## SLL Tick Tock

Time		WHAT'S HAPPENING	SL Director	Training Captain	Confirm Captain	Tech Captain
8:30 AM	REPORT	“Staging Location” Opens	Start Zoom	Join Zoom	Join Zoom	Join Zoom
8:35 AM		Begin Confirm Calls for Shift 1	Confirm Calls	Confirm Calls	Confirm Calls	Checks Tracker List
9:00 AM		Shift 1 Begins	Marks people in attendance sheet for attendance and sign-in form	Assisting confirm captain	Greeting/ sending out sign in sheet	Admits Volunteers
9:08 AM		Open Up Breakout Rooms	Collecting numbers	Explains breakout room and how to join and who should join	Goes to Phonebanking breakout room	Opens up breakout rooms
9:10 AM		Starts Training	Filling out report	Starts Training	Runs breakout room for experienced phonebankers	Helping everywhere
9:15 AM	REPORT	Shift 1 reports are submitted into the Google form by SLD	Report submitted	Training	Running breakout room	Helping everywhere
9:20 AM		Phone bankers begin, Confirm Captains Begin Flake Calls	supporting wherever needed	Run Breakout room	flake chase calls	flake chase calls

<b>10:30 AM</b>		<b>Confirm Captain Begin Confirm Calls for Shift 2</b>	supporting wherever needed	Run Breakout room	confirm and recruitment calls	confirm and recruitment calls
<b>11:45 AM</b>		<b>Begin Debrief</b>	Closes breakout rooms	Helps with debrief	Runs debrief	supporters wherever needed
<b>12:00 PM</b>		<b>Shift 2 Begins</b>	Marks people in attendance sheet for attendance and sign-in form	Assisting confirm captain	Greeting/ sending out sign in sheet	Admits Volunteers
<b>12:08 PM</b>			Collecting numbers	Explains breakout room and how to join and who should join	Goes to Phonebanking breakout room	Opens up breakout rooms
<b>12:10 PM</b>		<b>Begin Training</b>	Filling out report	Starts Training	Runs breakout room for experienced phonebankers	Helping everywhere
<b>12:15 PM</b>	<b>REPORT</b>	<b>Shift 2 reports are submitted into the Google form by SLD</b>	Report submitted	Training	Running breakout room	Helping everywhere
<b>12:20 PM</b>		<b>Phone bankers begin, Confirm Captains Begin Flake Calls</b>	supporting wherever needed	Run Breakout room	flake chase calls	flake chase calls
<b>1:30 PM</b>		<b>Confirm Captain Begin Confirm Calls for Shift 3</b>	supporting wherever needed	Run Breakout room	confirm and recruitment calls	confirm and recruitment calls

2:45 PM		<b>Begin Debrief</b>	Closes breakout rooms	Helps with debrief	Runs debrief	supporters wherever needed
3:00 PM		<b>Shift 3 Begins</b>	Marks people in attendance sheet for attendance and sign-in form	Assisting confirm captain	Greeting/ sending out sign in sheet	Admits Volunteers
3:08 PM			Collecting numbers	Explains breakout room and how to join and who should join	Goes to Phonebanking breakout room	Opens up breakout rooms
3:10 PM		<b>Begin Training</b>	Filling out report	Starts Training	Runs breakout room for experienced phonebankers	Helping everywhere
3:15 PM	<b>REPORT</b>	<b>Shift 3 reports are submitted into the Google form by SLD</b>	Report submitted	Training	Running breakout room	Helping everywhere
3:20 PM		<b>Phone bankers begin, confirm captain begins flake calls</b>	supporting wherever needed	Run Breakout room	flake chase calls	flake chase calls
4:30 PM		<b>Begin Confirm Calls for Shift 4</b>	supporting wherever needed	Run Breakout room	confirm and recruitment calls	confirm and recruitment calls
5:45 PM		<b>Begin Debrief</b>	Closes breakout rooms	Helps with debrief	Runs debrief	supporters wherever needed

6:00 PM		Shift 4 Begins*	Marks people in attendance sheet for attendance and sign-in form	Assisting confirm captain	Greeting/ sending out sign in sheet	Admits Volunteers
6:08 PM			Collecting numbers	Explains breakout room and how to join and who should join	Goes to Phonebanking breakout room	Opens up breakout rooms
6:10 PM		Begin Training	Filling out report	Starts Training	Runs breakout room for experienced phonebankers	Helping everywhere
6:15 PM	REPORT	Shift 4 reports are submitted into the Google form by SLD	Report submitted	Training	Running breakout room	Helping everywhere
6:20 PM		Phone bankers begin, confirm captain begin flake calls	supporting wherever needed	Run Breakout room	flake chase calls	flake chase calls
7:30 PM		Confirm Captain Begin Confirm Calls for Tomorrow	supporting wherever needed	Run Breakout room	confirm and recruitment calls	confirm and recruitment calls
8:45 PM		Begin Debrief	Closes breakout rooms	Helps with debrief	Runs debrief	supporters wherever needed
9:15 PM	REPORT	“Staging Location” closes - deliver final report for day	Report submitted	Supports wherever needed	Supports wherever needed	Collecting and verifying numbers