

The background features a collage of various shades of blue and white. It includes multiple instances of the word 'VOTE' in different fonts and sizes, some with arrows pointing to the right. There are also faint outlines of a map of the United States and a stylized American flag. A large, thick arrow with a red-to-blue gradient curves from the left and points to the right, framing the main text.

**ACTIVATE  
AMERICA**

**STRATEGIC PLAN  
2021-2022**



***Dear friend,***

At Activate America (previously known as Flip the West), our central mission is electing Democrats to the U.S. House and Senate to deliver economic, social and environmental progress for the American people.

We work with committed volunteers and grassroots organizations across the country to register and turn out voters in swing states and districts. These are the races that will determine which party controls Congress.

Activate America recruits and deploys volunteers to phonebank, text, postcard, Instagram Direct Message, and canvass. We believe that human-to-human engagement matters in elections, and that year-round, consistent organizing is how we win.

In the 2020 election cycle, our volunteers made more than 13 million voter contacts, helping to elect four new Senators from Arizona, Colorado, and Georgia, and giving Democrats control of the Senate. This narrow majority gives Democrats the votes needed to approve federal judges and pass bold policies like the American Rescue Plan, and we hope, the American Jobs Plan and American Families Plan.

In 2022, we need to retain and expand our majorities in the House and Senate, which are both very much at risk. We are currently focused on six Senate elections (Arizona, Georgia, Nevada, North Carolina, Pennsylvania, and Wisconsin) and approximately 20 House races.

Since our tens of thousands of volunteers do the actual work of contacting voters, our work is extremely cost effective -- less than 10 cents per voter contact. And because we work in multiple races, we are able to use donor contributions where they can have the most impact.

Please keep reading to learn more about what we do, where we're working, what we hope to accomplish, and how you can make a difference.

Thank you,

*Ronnie Cohen*

**Executive Director  
Activate America**

1. Cover
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4. Arizona
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# THE BIG PICTURE

Activate America volunteers helped elect a Democratic majority to the House of Representatives in 2018, and to the Senate in 2020. It is now critical that we defend and expand those majorities.

Even under the best of circumstances, the party in power typically loses seats in the first midterm after a successful presidential election, and this is no ordinary election. Across the country, Republican lawmakers are plotting Jim Crow-like voter suppression tactics while they redraw House lines to maximize Republican gains. The Cook Political Report projects that Republicans will pick up ~3.5 seats through redistricting alone, more than enough to flip control of the House.

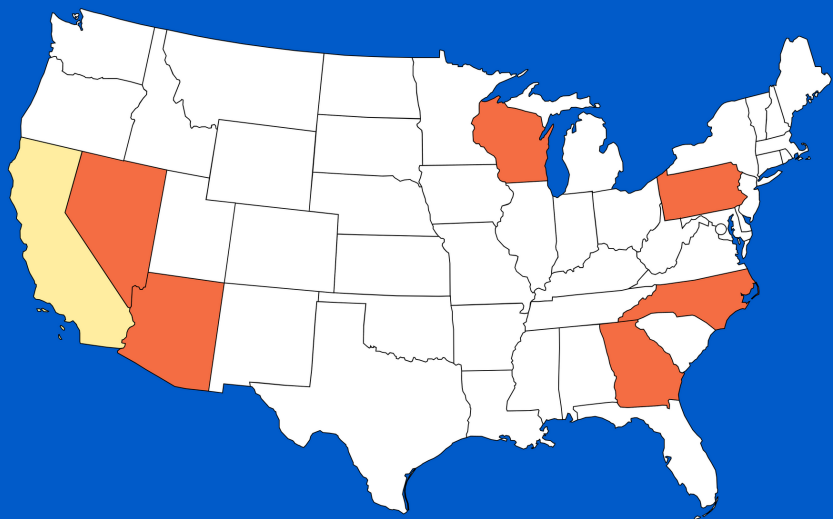
Meanwhile, our margin is so narrow in the Senate that the Democratic Caucus is struggling to secure the 50 votes necessarily for the lasting institutional reforms that will strengthen and protect our democracy.

Our assessment is that Democrats have a good shot at increasing their majority in the Senate but that Republicans are favored to take back the House. But history is made in the moment, and if we organize early, we can reshape the possible and guide our country out of this treacherous moment for the Republic. It's up to us.

## ACTIVATE AMERICA'S 2021-22 FOCUS:

**6 US SENATE RACES**

**20+ US HOUSE RACES**



Senate and House races:

Arizona  
Georgia  
Nevada

North Carolina  
Pennsylvania  
Wisconsin

House races:

California

# ARIZONA



## WHY ARIZONA?

Four years ago, Arizona was represented by two Republican Senators. Today, it is represented by two Democrats. Yet, Arizona is still very much a purple state.

In 2020, the Presidential and Senate elections and both competitive House races in Arizona were all decided by less than 4.5%. With a Republican Governor and Republican-controlled legislature, voter suppression bills have already been introduced, especially targeted at Arizona's large Latino and Native American populations.

The Arizona Republican Party is one of the most unhinged and extreme in the country, fully embracing conspiracy theories that led to the January 6th insurrection at the U.S. Capitol. These Republicans are dangerous for the country but possibly helpful for our chances as they alienate educated suburban voters and more conservative Latinos who might otherwise be willing to give Republicans a chance.

## AZ ELECTION RESULTS

### PRESIDENTIAL 2020

**BIDEN** 49.4% **TRUMP** 51.2%

### US SENATE 2020

**MARK KELLY** 51.2% **MARTHA MCSALLY** 48.8%

### US SENATE 2018

**KRYSTEN SINEMA** 50% **MARTHA MCSALLY** 47.6%

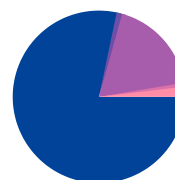
## AZ VOTER PROFILE

**REGISTERED VOTERS: 4,284,811**

**32% DEMOCRAT**

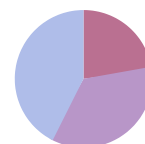
**34.8% REPUBLICAN**

**33.1% OTHER**



**WHITE: 74.7%**  
**LATINO: 17.2%**  
**NATIVE AMERICAN: 1.8%**  
**BLACK: 1%**  
**ASIAN: 0.7%**

**URBAN: 42.6%**  
**SUBURBAN: 35.2%**  
**RURAL: 22.2%**



**HOLD: SENATOR MARK KELLY (D)**

**WON BY 2.4% IN 2020**

In 2020, we were proud to be part of the winning coalition that helped former astronaut Mark Kelly ascend to the U.S. Senate. Since it was a special election, he's back on the ballot in 2022, so we're back to make sure that this decisive Democratic pickup stays firmly blue.

**HOLD: REP. TOM O'HALLORAN (D-AZ-01)**

Rep. Tom O'Halleran came to Washington, DC to get things done. He understands the business of clean energy better than almost anyone and has devoted much of his time in Congress to climate change solutions and protecting public lands and tribal sovereignty.

**WON BY 3.2% IN 2020**

**FLIP: REP. DAVID SCHWEIKERT (R-AZ-06)**

All you need to know about Rep. David Schweikert is he voted to overturn the presidential election AFTER the deadly insurrection on the U.S. Capitol. He betrayed his oath of office and must be removed in 2022.

**WON BY 4.4% IN 2020**

# GEORGIA



## WHY GEORGIA?

Democratic Presidential and Senate victories in Georgia in 2020 were a triumph of long-term community organizing.

Now the state's Republican Governor and Republican-dominated legislature have passed a range of voter suppression measures targeting Georgia's Black and younger voters.

But we've overcome adversity in Georgia before, and the basics are the same: we need to replicate our historically high turnout and remind our base in the Peach State that we can win in Georgia.



### **HOLD:** SENATOR RAPHAEL WARNOCK (GA-D)

Rev. Raphael Warnock won an historic victory in Georgia. He's back on the ballot in 2022 and Republican lawmakers, echoing Jim Crow, are going to extraordinary lengths to make it harder to vote. We're not going to let them succeed.

WON BY 2% IN 2020.

## GA ELECTION RESULTS

### PRESIDENTIAL 2020

**BIDEN** 49.5%    **TRUMP** 49.2%

### US SENATE 2020

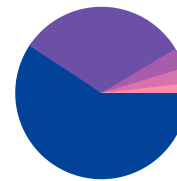
**JON OSSOFF** 50.6%    **DAVID PERDUE** 49.4%

**RAPHAEL WARNOCK** 51%    **KELLY LOEFFLER** 49%

## GA VOTER PROFILE

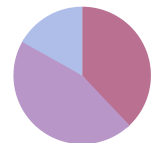
REGISTERED VOTERS: 6,826,055

*VOTERS ARE NOT REGISTERED BY PARTY*



WHITE: 58.7%  
BLACK: 31.9%  
LATINO: 3.8%  
ASIAN: 2.9%  
NATIVE AMERICAN: 0.2%

RURAL: 37.9%  
SUBURBAN: 45.2%  
URBAN: 16.9%



### **HOLD:** REP. LUCY MCBATH (D-GA-06)

After her son was shot and killed in a horrific act of violence, Rep. Lucy McBath devoted her life to public service and advancing commonsense gun safety. In Congress, she's been devoted to regional needs and is always looking for ways to improve life for Georgians.

WON BY 9.2% IN 2020.

### **HOLD:** REP. CAROLYN BOURDEAUX (D-GA-07)

Representing the only House district to flip from red-to-blue in 2020, Rep. Carolyn Bourdeaux may be new to the House but she's not new to public service. She's a budget expert who knows how to dig deep in the numbers to make sure that government works for the people.

WON BY 2.8% IN 2020.

# NEVADA



## WHY NEVADA?

Nevada is one of the great success stories for Democrats. Six years ago, the state had a Republican governor and Republican-controlled State House and Senate, and one of its two U.S. Senators was a Republican too. Today, they're all blue.

However, we must not let complacency be our undoing. The Biden-Harris ticket won by less than 34,000 votes, and both House Democrats faced stiff challenges to retain their seats. Nevada is still a purple state.

In many ways, Nevada resembles the emerging Democratic electorate: a diverse state with a strong labor movement and large pockets of suburban voters. Opportunities abound to grow the electorate, but turning out the state's younger, more transient, and often less politically engaged population will be key to success.

### **HOLD** SENATOR CATHERINE CORTEZ MASTO (NV-D)

In 2016, Catherine Cortez Masto defeated her Republican opponent by only 27,000 votes, becoming the first Latina in the U.S. Senate. Nevada is a perpetual swing state, and Republicans will invest a lot of money into it. This is a must-defend seat.



WON BY 2.4% IN 2016.

## NV ELECTION RESULTS

### PRESIDENTIAL 2020

**BIDEN** 50.1% **TRUMP** 47.7%

### US SENATE 2018

**JACKY ROSEN** 50.4% **DEAN HELLER** 45.4%

### US SENATE 2016

**CATHERINE CORTEZ MASTO** 47.1% **JOE HECK** 44.7%

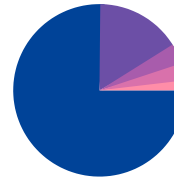
## NV VOTER PROFILE

REGISTERED VOTERS: 1,814,631

37.2% DEMOCRAT

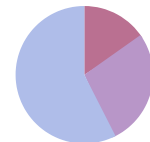
32% REPUBLICAN

30.8% OTHER



WHITE: 72.6%  
LATINO: 15.4%  
BLACK: 3.7%  
ASIAN: 3.1%  
NATIVE AMERICAN: 0.1%

RURAL: 15.2%  
SUBURBAN: 27.3%  
URBAN: 57.5%



### **HOLD** REP. STEVEN HORSFORD (D-NV-04)

Rep. Steven Horsford has made job opportunities central to his work. As Nevada's first Black Senate Majority Leader, Steven Horsford led the charge on an ambitious Clean Energy Jobs Initiative, and prior to that he led the Culinary Academy, Nevada's largest job training program, for more than a decade.

WON BY 4.9% IN 2020.

### **HOLD** REP. SUSIE LEE (D-NV-03)

A Member of the bipartisan Problem Solvers Caucus, Rep. Susie Lee comes to Congress with years of experience in our public schools. She knows that a quality education can transform lives for the better, and we need that kind of focus in the House of Representatives.

WON BY 3% IN 2020.

# NORTH CAROLINA



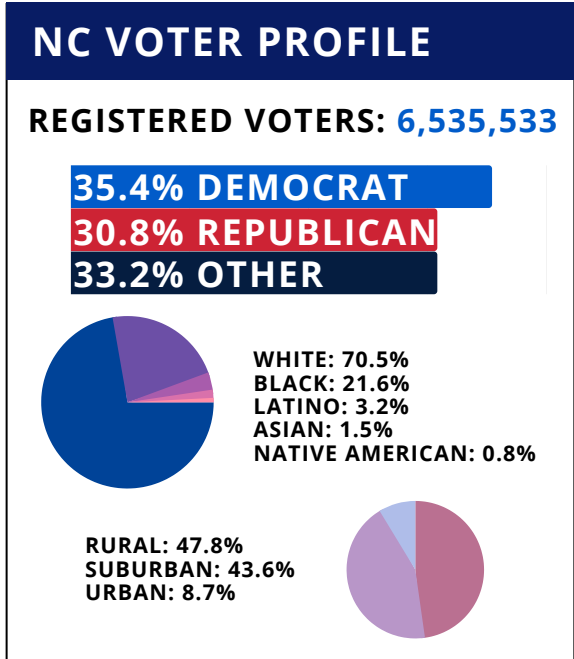
## WHY NORTH CAROLINA?

Ever since Barack Obama carried North Carolina in the 2008 presidential election, North Carolina has been on the Democratic radar. It's a diverse state, with a large population of Black voters, a growing Latino electorate, and large pockets of well-educated suburban voters in the Research Triangle. Leaders like Rev. William Barber II, who is with the Poor People's Campaign, have been organizing within the state for years, and it's our hope that North Carolina in 2022 looks a lot like Georgia in 2020.

But all is not rosy in the Tar Heel State. Republicans control the state legislature, where they will use their unilateral power to gerrymander the state in their favor. The state's Democratic Governor can't veto district lines under state law. North Carolina will gain a House seat in redistricting, and the Cook Political Report thinks the final result will be a net pickup of two seats for Republicans.

Luckily, Governor Roy Cooper will be able to veto any Republican-backed voter suppression bills that reach his desk, so unlike Georgia, vote-by-mail and other laws that reduce barriers to access are not at serious risk in this election cycle.

NC ELECTION RESULTS			
PRESIDENTIAL 2020			
BIDEN	49.9%	TRUMP	48.6%
US SENATE 2020			
CAL CUNNINGHAM	46.9%	THOM TILLIS	48.7%



### **FLIP:** SENATOR RICHARD BURR (R-NC)

**WON BY 5.6% IN 2016.**

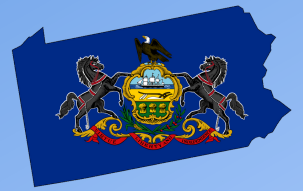
With outgoing Republican Senator Richard Burr retiring, this open seat is one of our best pick up opportunities. While Donald Trump narrowly won twice in North Carolina, so too did Democratic Governor Roy Cooper, who will be able to keep voter suppression at bay.

### **FLIP:** REP. RICHARD HUDSON (R-NC-08)

**WON BY 6.6% IN 2020.**

A lifelong Republican operative, Rep. Richard Hudson put party over country when he voted to overturn the presidential election AFTER the violent insurrection on the U.S. Capitol. Democracy dies in the dark, so we'll shed light on his terrible voting record, including his vote against the American Rescue Plan and his numerous sponsored bills to cut back vital healthcare services for the American people.

# PENNSYLVANIA



## WHY PENNSYLVANIA?

Democrats have a good shot of winning the open Senate seat in Pennsylvania; they already hold statewide offices in Pennsylvania, including the Governor, Lieutenant Governor, Attorney General, and the state's senior Senator, Bob Casey, Jr., who won his 2018 re-election bid by 13 points. With Republican Senator Pat Toomey retiring, Pennsylvania is arguably the hottest Senate race in the country.

Three House Democrats won in 2020 by under four points, and one House Republican won by under seven points, so there is plenty of competitive terrain across the state. However, the state will lose a House seat under redistricting in a way that could be problematic for Democrats.

2020 marked the first election with universal access to vote-by-mail in Pennsylvania, making organizing around early voting especially fruitful in the state. With Governor Tom Wolf able to wield his veto pen, Republican efforts at voter suppression will have limited success this election cycle, but they'll certainly try to gerrymander the state — again. By every metric, Pennsylvania will be ground zero for defending and expanding Democratic House and Senate majorities in 2022.

### **FLIP:** SENATOR PAT TOOMEY (PA-R)



In Pennsylvania, Senator Pat Toomey has announced his retirement, triggering what is arguably the most competitive Senate election in the country. Toomey was once considered to be a conservative firebrand, yet he was one of only six Republican Senators to vote for Trump's impeachment following the deadly insurrection on the U.S. Capitol that he incited. It's a reminder of how far the Republican Party has fallen.

**WON BY 1.5% IN 2016**

## PA ELECTION RESULTS

### PRESIDENTIAL 2020

**BIDEN 50%** **TRUMP 48.8%**

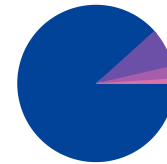
### US SENATE 2018

**BOB CASEY 55.7%** **LOU BARLETTA 42.6%**

## PA VOTER PROFILE

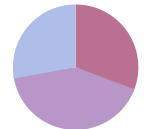
**REGISTERED VOTERS: 8,204,938**

**46.2% DEMOCRAT**  
**39.5% REPUBLICAN**  
**14.3% OTHER**



**WHITE: 85.4%**  
**BLACK: 7.8%**  
**LATINO: 2.5%**  
**ASIAN: 1%**  
**NATIVE AMERICAN: 0.0%**

**RURAL: 30.7%**  
**SUBURBAN: 41.4%**  
**URBAN: 27.9%**



### **HOLD:** REP. SUSAN WILD (D-PA-07)

The first woman to serve as Allentown City Solicitor, Rep. Susan Wild ran a successful law practice before entering Congress. The proud parent of public school children, she's focused on commonsense solutions to affordable health care and making democracy work for every American.

**WON BY 3.8% IN 2020.**

### **HOLD:** REP. MATT CARTWRIGHT (D-PA-08)

Rep. Matt Cartwright was named one of the most effective House Democrats by the nonpartisan Center for Effective Lawmaking, and for good reason. He's introduced more bipartisan bills than any other House Democrat and serves on the powerful House Appropriations Committee.

**WON BY 3.6% IN 2020.**

### **FLIP:** REP. SCOTT PERRY (R-PA-10)

Rep. Scott Perry is one of the farthest out Members of Congress. He voted to overturn the presidential election in his home state, making him unfit to serve.

**WON BY 6.6% IN 2020.**

### **HOLD:** REP. CONOR LAMB (D-PA-17)

A former federal prosecutor, Rep. Conor Lamb had a storied career cracking down on gun and opioid traffickers prior to running for office. Forbes magazine named him one of their "40 under 40" in government and politics in 2020, a testament to his meteoric rise in national politics.

**WON BY 2.2% IN 2020.**



# WISCONSIN



## WHY WISCONSIN?

Wisconsin is widely considered to be the most vulnerable state in the Democrats' "blue wall" for presidential elections. Joe Biden narrowly won the state in 2020 after Donald Trump won in 2016.

Still, Wisconsin is a great pick up opportunity for Democrats, with Senator Ron Johnson increasingly out of touch with reality. It's honestly hard to say if Democratic chances would be better with him retiring or running for reelection, but his intentions don't fundamentally change our tactics in the state: organize, organize, organize.

Wisconsin had the fourth highest turnout of any state in 2020 at 75.77%, so maintaining that enthusiasm in the mid-term will be critical to Democratic success. Governor Tony Evers, a Democrat, will be able to veto voter suppression bills that work their way through the Republican-dominated legislature, and hopefully he will influence redistricting too.

Under present lines, most House districts are either solidly red or solidly blue, with the notable exception of WI-03, where Democratic Rep. Ron Kind has held onto his seat in a district that voted for Trump twice. Defending Kind is a top priority for Democrats.

## WI ELECTION RESULTS

### PRESIDENTIAL 2020

**BIDEN 49.4%** **TRUMP 48.8%**

### US SENATE 2018

**TAMMY BALDWIN 55.4%** **LEAH VUKMIR 44.6%**

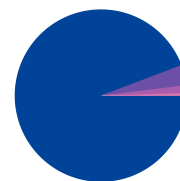
### US SENATE 2016

**RUSS FEINGOLD 46.8%** **RON JOHNSON 50.2%**

## WI VOTER PROFILE

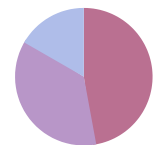
**REGISTERED VOTERS: 3,840,377**

*VOTER REGISTRATION BY PARTY IS UNAVAILABLE*



**WHITE: 91.3%**  
**BLACK: 3.7%**  
**LATINO: 1.4%**  
**ASIAN: 0.5%**  
**NATIVE AMERICAN: 0.2%**

**RURAL: 47.1%**  
**SUBURBAN: 36.2%**  
**URBAN: 16.7%**



**FLIP: SENATOR RON JOHNSON (R-WI)**

**WON BY 3.4% IN 2016.**

Republican Senator Ron Johnson's next steps are one of the biggest mysteries in politics. He's embraced Trump's fringe base, yet he's also said he may retire. In any case, we're all in to flip Wisconsin blue. Governor Tony Evers and Senator Tammy Baldwin, both Democrats, prove that victory is well within reach.

**HOLD: REP. RON KIND (D-WI-03)**

**WON BY 2.7% IN 2020.**

Rep. Ron Kind is a rare breed in Congress: a Democrat who won twice in a district that Donald Trump also won twice. It takes a special kind of candidate to earn that kind of crossover support, and he does it through quality constituent services and a focus on issues important to the people he serves.

# CALIFORNIA



## WHY CALIFORNIA?

While California doesn't have a competitive Senate election, it has more competitive House races than any other state in the country. It's also home to seven House districts that flipped in the 2018 blue wave (the greatest number from any state that year), four of which we narrowly lost in 2020. Reclaiming those seats will be vital to holding the House in 2022.

Activate America is based in California and has deep and long lasting relationships with volunteers and organizations across the state. We worked extensively in California in 2018, so staying engaged is a natural continuation of our work. California is also losing a House seat. With its very inclusive voting access laws and an independent non-partisan redistricting process, California is a perfect place for Activate America's California volunteers to make an impact.

### **HOLD:** REP. JOSH HARDER (D-CA-10)

Part of the 2018 blue wave, Rep. Josh Harder is a hardworking and capable Member of Congress who is making his own waves in Washington. He's the first representative from the Central Valley to serve on the powerful House Appropriations Committee in almost 50 years.

**WON BY 10.4% IN 2020.**

### **FLIP:** REP. DAVID VALADAO (R-CA-21)

We defeated Rep. David Valadao in 2018, but he came slinking back in 2020. Biden cruised to victory in this district in 2020, but Valadao knows how to mask his many extreme votes. He voted against the American Rescue Plan and repeatedly voted to repeal the Affordable Care Act.

**WON BY 0.8% IN 2020**

### **FLIP:** REP. MIKE GARCIA (R-CA-25)

Rep. Mike Garcia has the dubious distinction of representing the most Democratic district where a Member of Congress voted to overturn the presidential election AFTER the deadly insurrection on the U.S. Capitol. We won't forget, and when we're done, neither will his constituents.

**WON BY 0.1% IN 2020.**

### **FLIP:** REP. YOUNG KIM (R-CA-39)

CA-39 was one of our great success stories in the 2018 blue wave, but our sweep of Orange County was short lived. Rep. Young Kim presented herself as a moderate and promptly voted against the American Rescue Plan. If she had her way, Orange County first responders would be deprived of desperately needed resources.

**WON BY 1.2% IN 2020.**

### **HOLD:** REP. KATIE PORTER (D-CA-45)

What more needs to be said about Rep. Katie Porter? She's a rock star among House Democrats whose advocacy for consumer rights has earned her national accolades. We were proud to help elect her in the 2018 blue wave, and with your help, she's here to stay.

**WON BY 7% IN 2020.**

### **FLIP:** REP. MICHELLE STEEL (R-CA-48)

When her daughter went to college and embraced marriage equality, Rep. Michelle Steel pulled her from the school. Opposition to LGBTQ+ rights has been central to Steel's ideology for a long time and reflects a worldview out of touch with the community. She's got to go.

**WON BY 2.2% IN 2020.**

### **HOLD:** REP. MIKE LEVIN (D-CA-49)

An expert in clean energy policy, Rep. Mike Levin was one of our great success stories in the 2018 blue wave, and he continues to impress. He co-founded Sustain OC, helping to accelerate Orange County's transition to a clean energy and clean transportation future.

**WON BY 6.2% IN 2020.**

# WHAT WE DO

Working with progressive organizations big and small and individual volunteers from coast-to-coast, Activate America does what it takes to **reach, inspire, and mobilize voters**. Whether getting out the vote or getting people registered to vote, we take pride in adding the human touch to all we do. **We use 5 outreach strategies:**



## PHONE BANKING

Using automatic dialers to maximize efficiency, we host regular phone banks, many co-sponsored by allied organizations. We also offer regular training for new volunteers and for group leaders looking to improve the effectiveness of their direct action.



## POSTCARDING

Activate America provides voter addresses and scripts to volunteers to send handwritten postcards to voters. Studies have shown postcards can impact behavior. One study found that **unregistered individuals who were sent voter registration forms were 20% more likely to return the forms when they were sent a follow-up reminder postcard.** <sup>1</sup>



## TEXTING

Texting is a fast way to get critical information, including polling locations and hours, to low-information voters, and is also one of the most popular forms of voter outreach among Activate America volunteers. **Political texts are read by 70 to 98% of recipients,** and studies have shown that they are an effective method of getting out the vote for voters under age 50.<sup>2</sup>



## CANVASSING

With the vaccine helping to safely reopen the country, Activate America will return to the gold standard of voter outreach in 2021 and 2022: door-to-door canvassing. We'll work closely with on-the-ground local partners and facilitate travel for our volunteers to register voters, canvass, get out the vote, and build the kinds of ongoing relationships that can sustain victory across multiple campaign cycles.



## INSTAGRAM DIRECT MESSAGING

As far as we know, we are the only group that engages in Instagram Direct Messaging at our scale and sophistication. We identify brands or organizations with a customer or member base that is largely made up of local residents, and it is through these pages that we identify potential voters. This program reaches voters where they are, particularly younger voters, LGBTQ+ voters, and Black and Latino voters.

## THE A-TEAM

Activate America's A-Team (previously known as our "Flip Force") includes volunteer-based groups that want to take action to elect Democrats.



The A-Team meets regularly to discuss the latest developments in our target states and districts and to hear about upcoming opportunities for campaign action. Activate America provides training on topics that include developing field plans, volunteer recruitment/retention strategies, leadership development, and the latest messaging and tactical research. We try to make our important work easy, accessible, fun, informative, replicable, and scalable.

1. <https://sisterdistrict.com/research/postcarding-experiment-results>

2. <https://www.fastcompany.com/90469445/inside-the-2020-campaign-messaging-war-thats-pelting-our-phones-with-text>

# Thank you.

**We'd love to hear from you.  
Stay in touch!**



[info@activateamerica.vote](mailto:info@activateamerica.vote)



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