



MEMORANDUM

TO: ROMNEY FOR PRESIDENT LEADERSHIP
FROM: ALEX GAGE
STRATEGIST
DATE: SEPTEMBER 27, 2007
RE: CAMPAIGN UPDATE

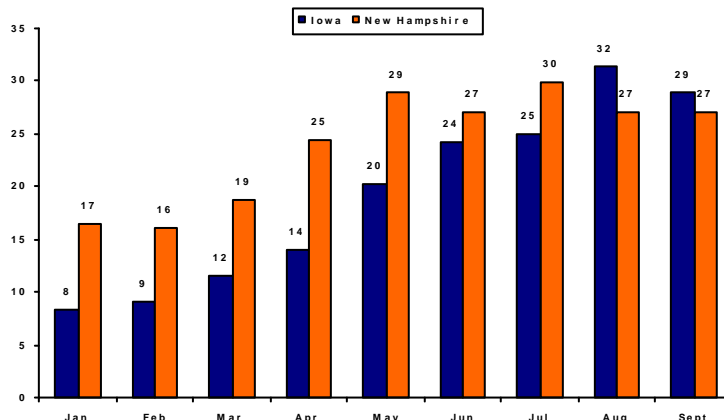
As we approach the end of the third quarter of 2007, I wanted to take a moment to update all of you on the state of the campaign. First, Gov. Romney is coming off a tremendous win this week at the Michigan Straw poll on Mackinac Island, where he carried the field with 39% of the vote. Hard as it may be to believe, we are entering the last leg of the final stretch of the race. We are now fewer than 100 days away from the Iowa caucus and just 131 days away from Super Tuesday.

So what can we expect to see over the final stretch? To start, we know that Gov. Romney will continue to be attacked from all sides. Some of our GOP rivals began their attacks in the run-up to the Ames straw poll in Iowa; the Democrats also have not waited to begin their assault on Gov. Romney. Since the start of this year, the DNC has put out 81 releases attacking Gov. Romney, 22 more than any other Republican candidate. The attacks will only intensify over the next few months, but we continue to be prepared to respond.

We also know there will be an endless stream of state and national polling and many in the media will also obsess over Gov. Romney's standing in them. Examining polls can be helpful. National polls would matter only if there was a national primary election. Since there is not, we must look at the trends in the early states as the best indicators of where the race stands.

Polling shows that as a result of our investment in advertising, grassroots organizing, and travel time, Gov. Romney has gone from an asterisk to competitive with the rest of the Republican field in Iowa and New Hampshire. When the campaign began back in January, we targeted the early primary states—and our hard work means we now enter the final phase of the campaign precisely where we aimed to be.

**Iowa and New Hampshire Public Polls
Avg. Romney Support By Month**



Signs are positive in other early states as well—in Michigan, the average of the last month's public polls shows Gov. Romney ahead by six points and he leads by 10 points in Nevada according to the most recent poll there.

As we move into the fall, our campaign will begin to expand to other early states—to South Carolina, Florida, and others. But it is important to remember that **even then, we will not be measuring ourselves through the lens of national polls and we do not expect to be competitive in them.** History shows us that candidates without nationwide name recognition do not become competitive in national primary polling until *after* they begin to ring up successes in the early states. Remember that John Kerry was hovering in single digits until he won the Iowa caucus. In just three weeks of January 2004, Kerry gained 40 points in nationwide Gallup polling. Looking at historical Gallup polls from previous election cycles, **relatively-unknown candidates who succeed in the early states gain 16-40 points in national polls.**

Gallup Primary Polling, 1976-2004

| Candidate | Before IA/NH | Date | After IA/NH | Date | Δ |
|---------------|--------------|-----------|-------------|---------------|-----|
| Kerry, 2004 | 9% | Jan 9-11 | 49% | Jan 29-Feb 1 | +40 |
| Clinton, 1992 | 17% | Jan 3-6 | 42% | Jan 31-Feb 2 | +25 |
| Dukakis, 1988 | 16% | Jan 22-24 | 32% | Mar 10-Mar 12 | +16 |
| Carter, 1976 | 4% | Jan 23-26 | 29% | Mar 26-Mar 29 | +25 |

It is likely that Gov. Romney will continue to hover around 10% in national polls as he has for the past several months, and that he will gradually gain ground toward the end of the year as voters begin to pay more attention to the race. But we should not expect him to be competitive in national polls with better-known celebrity candidates like Giuliani, Thompson, or McCain until *after* Iowa and New Hampshire. **By no means do we expect to win both Iowa and New Hampshire—no Republican in the modern era ever has.** Giuliani is already on the air with radio advertisements in both states, and McCain is about to begin his television and radio ads in New Hampshire; we know we will have an uphill battle.

But also remember that no Republican has ever won the party’s nomination without carrying one of the two. This year’s calendar is more front-loaded than ever before and that means Iowa and New Hampshire will be more vital than ever to the process. As Susan Page of *USA Today* wrote a few weeks ago, this year “Iowa and New Hampshire are likely to be more important than ever. The momentum that victories in those states can provide will be enhanced by the rush of contests that follow.” Gov. Romney’s early state strategy has paid dividends thus far, but we should expect a tumultuous road ahead as the campaign accelerates.

Still, we should take a moment to be proud of our successes thus far—no one else has been able to make the same progress in Iowa and New Hampshire. No one has a sounder tactical and strategic course to victory—a course guided by historical landmarks, current successes and the most advanced campaign tactics available. And no one has Gov. Romney’s winning message that change begins with us as Republicans. As David Brooks said last Sunday about Gov. Romney’s message, “Thank God. Listen, Republicans need to show it’s a new Republican Party. George Bush did in 1999. They’ve been marching to disaster without promising any change, and he’s got to fill that in with some substance. But, finally some Republican candidate is going to answer that.”

Remember too that wins in the early states will give the victors an unprecedented earned media bonanza that no amount of advertising in the subsequent states could ever hope to match. Just as Aesop wrote, slow and steady still wins the race.