FROM: AMY DACEY, CEO
TO: REP. DEBBIE WASSERMAN SCHULTZ, DNC CHAIR
RE: DEMOCRATIC VICTORY TASK FORCE REPORT AND ACTION PLAN PROGRESS UPDATE
**DATE: NOVEMBER 17, 2015**

SYNOPSIS

This memo provides an update on specific actions being taken by the Democratic National Committee regarding the recommendations of the Democratic Victory Task Force. Some of the tools recommended by the Task Force, such as our national voter database, already existed when the preliminary recommendations were made in February of this year, but we have redoubled our efforts. In other cases, where programs weren't already under way, we have moved aggressively to operationalize the recommendations. As the Task Force's report itself acknowledges, the DNC went into substantial debt to win the White House and other races in 2012. Since then, we have successfully paid down the entire $24 million debt. At the same time we dedicated resources to the 2014 midterm elections, even while investing in strengthening programs and tools needed to sustain the Democratic state parties and candidates in the long term.

Today we are financially positioned to grow and have now established Joint Victory Fund agreements with two of our three major Presidential Primary campaigns, which are already bringing in a heightened level of contributions to support these efforts. Since 2013, we have quintupled the size of our digital team, in part to boost grassroots fundraising, which has grown significantly year over year.

Over the last two presidential elections we have focused on institutionalizing systems, processes, and tools to ensure continuity throughout the departments of the DNC from cycle to cycle. That has been stepped up at the direction of the Chair since 2014, with the goal of building on the experience, data, and hard work that goes into each cycle and not losing ground from one two-year period to the next. Institutionalizing programs like our data sharing reduces redundancy and the need to entirely rebuild party operations every new election period. Below we detail how we are investing those resources into the five major recommendations of the Task Force:

ELIMINATE DEBT

REDUCE REDUNDANCY

INSTITUTIONALIZE PROGRAMS

- Develop and disseminate a clear, values-based message on the core tenets of the Party
- Emphasize and strengthen national and state party partnerships and data sharing
- Protect and expand every American's right to vote
- Implement a 3-cycle strategy for redistricting
- Build a bench of strong candidates equipped to compete at every level fundraising, which has grown significantly year over year.
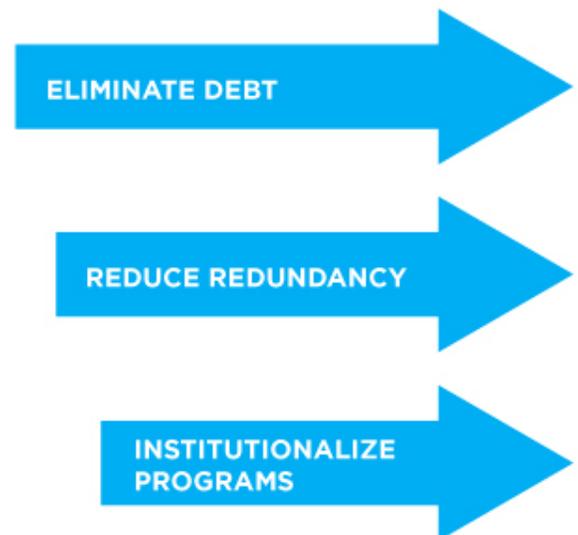
THE PARTY'S VALUES

The first recommendation of the Task Force was to develop and disseminate a clear, values-based message on the core tenets of the Party. The recommendations further state that this process should lead to "crafting, projecting and deploying a compelling, common narrative about what it means to be a Democrat" and deploying tools and training to help Democrats communicate our message.

PARTY-BUILDING TOOLS FOR OUR PARTY BUILDERS: THE DEMOCRATIC NARRATIVE PROJECT

This process was launched after the preliminary recommendations were made in February of this year. We have organized a team of experts and professionals in messaging, branding, and polling who are meticulously reviewing the way we communicate with our members, elected officials, allies, and voters, and are surveying them on the Party's brand and perceptions. The process is already creating a feedback loop that is informing how we talk about our values, and as important, how we connect that to what it means for the American people.

That team is also continuing to evaluate the impact of our messaging on an ongoing basis to test, develop, and deploy "party-building tools" that our candidates, campaigns, and state and local party leaders can use at every level and in every precinct and ward in the course of the coming months leading into the 2016 general election. The tools deployed through this process will help us ensure consistency in defining the Party at every level in this and future elections.

RAPID RESPONSE

The recommendations also call for the DNC to follow a "parallel track, fine-tuning messaging throughout the election cycle to equip our state parties, allies, and key voices all over the country with the information and messages they need to hold Republicans accountable."

Over the course of 2015 the DNC Communications Department has ramped up an unprecedented rapid response operation in conjunction with our Digital and Research Departments that has been able to track a record number of Republican presidential candidates all across the country, capture and analyze their policy positions and records, and respond and disseminate information to hold them accountable for their words and actions on the campaign trail.

For the first phase of that effort, our communications team has reached out to reporters all across the country to highlight what the policies of their candidates would mean for the American people—while our digital team used email and social media to share that same information with grassroots supporters and activists. For the second phase we have been expanding that outreach, while also deploying a series of informative tools that is putting the state of the race at the fingertips of Democrats all across the country. Those tools include regular updates, talking points, polling, and notable clips that enable our allies to communicate with others and with the media on the issues of the day, equipped to define the Republican candidates and hold them accountable at a moment's notice.

Our Research Department has also deployed important technology in conjunction with our Tech and Digital teams. We've built out a state of the art media monitoring operation that is now able to provide support and information to our state parties, campaigns, and allies. This platform promotes sharing across more platforms than previously possible and ensures the important work that has been done is maintained for future races. Additionally, these improved tracking capabilities are helping to inform our rapid response operations across our Party.

STRENGTHENING STATE PARTIES

The Task Force report's second recommendation is to strengthen collaboration and partnerships with State Democratic Parties, enabling them to become self-sustaining, powerful engines for change. The DNC has renewed its State Party Partnership program to engage state parties through funding, training, and support in social media and the use of data, voter targeting, and voter mobilization tools.

FUNDING

Following the preliminary report of the Task Force in February, the DNC reviewed our State Party Partnerships and worked with every state party across the country to strengthen their planning, staffing, and training programs. We were able to significantly increase the funding we provide to the state parties in order to support the hiring of key staff, such as voter file managers and communications, digital, and operations staff.

TRAINING

The DNC has also begun implementing a regular training program for State Party Executive Directors to ensure best practices, compliance, and operations in each state promote the party presence that's necessary to connect with voters.

The DNC Technology Department has a comprehensive training and support program for campaigns and state parties. We work with state parties to ensure a qualified data manager is hired and trained in every state to support campaigns. Beyond that, we have extensive training materials and opportunities that have been used by tens of thousands of staff and volunteers across the country.

Our Digital Department has hired an organizing director to disseminate best practices, share technology and design assets, and build community among state party digital staff.

Our Voter Expansion program has worked with several state parties, including Virginia, Ohio and North Carolina, to build or grow permanent voter expansion networks within the state and provide best practices training on topics ranging from poll working recruitment to use of DNC tools.

Training programs also include message and media training in coordination with our Communications Department. Research has created new tools and coordinated deep discounts on services that are already available, giving state parties and our allies access to the important research systems they need. Additionally, our Research Department started hosting trainings for state party staff on how to use the research tools available to them, as well as providing best practices on how to track, monitor, and research their own candidates and opponents at every level.

SOCIAL MEDIA

Throughout this year, the DNC tasked personnel to support state Democratic parties in the use of social media, to promote online engagement of supporters and voters. Our Digital Department is facilitating training workshops for state party personnel—and is also using a variety of platforms, including Vine, YouTube, Instagram, Twitter, Snapchat, and Facebook, to share information with supporters. Our social media engagement is seeing results, with Democratic Party tweets and Facebook posts, for example, generating far more participation than content from the Republican National Committee during the course of candidate debates that have been held to date.

DATA EDGE: PROJECT IVY

As the Task Force report notes, we are continuing to invest in expanding our edge over the Republican Party when it comes to voter information and targeting, with an extensive suite of data, technology, training, and support for state parties.

PROJECT IVY
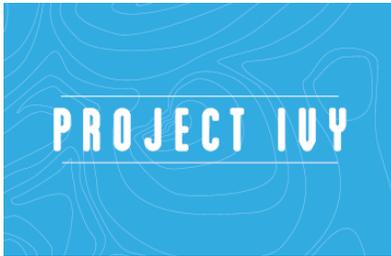
Every four years, presidential campaigns recruit some of the brightest minds in politics and technology, provide them with incredible resources—and ask them to put their lives on hold to achieve impossible goals. The result is innovation on a national scale—new insights into the electorate, tools that create new efficiencies for organizers, and a whole new set of tactics for reaching voters.

Democrats have a technological advantage over Republicans in part because the DNC has provided a center to capture those advances. After Election Day in 2012, story after story was written about the revolutionary advances made by the Obama campaign. But when the campaign ended, the technology they built, the models they created, and the data they compiled didn't go away. All of the code written by Obama for America, along with the voter data and supporter models that powered the technology, were inherited by the Democratic National Committee and have been built upon by campaigns across the country since 2013.

Even the vaunted Obama email list is in the hands of the party, helping the DNC expand its reach online, build support for a new generation of leadership, and test new tactics for activating Democratic voters in future elections. And through the Democratic National Committee, those resources are finding their way into the hands of Democratic campaigns and state parties throughout the country.

When it comes to data, the goal of the DNC is to provide the data that gives campaigns a head start as well as the analytic tools to make the campaigns smarter and more effective. The investments the DNC has made in its Analytics Platform mean that our Presidential Primary campaigns are starting off with a more robust and sophisticated data system than the Obama campaign had on Election Day in 2012. And, regardless of the outcome in 2016, the ecosystem we've established means campaigns will be in an even better place in 2017.

Our industry-leading team is maximizing all of the intelligence and efforts that went into the last two presidential campaigns:

- The DNC has agreements in every state to share data with campaigns, giving campaigns a competitive advantage while growing the long-term value of the data. In 2014, the DNC expanded the data sharing agreement to include information about volunteers, making the Obama volunteer lists available to campaigns and seeding the growth of a new generation of organizing.
- In 2013, the DNC expanded its Analytics Platform giving access to campaigns beyond just the presidential campaign. These significant investments give campaigns a jumping-off point so they can focus on talking to voters rather than building out temporary technology infrastructure, and improvements can benefit all the campaigns.
- Data scientists at the DNC are creating models and datasets for registering voters, recruiting volunteers and targeting GOTV efforts that are deployed nationally to campaigns up and down the ballot.
- Voter File 2.0 is an initiative launched in 2015 by the DNC to bridge offline and online organizing and help campaigns to leverage new digital channels to reach voters using the voter file we've been

We've also recognized the need to take advantage of the newer ways voters communicate. This is why we have hired digital organizers to train state party staff and spread best practices. Innovations like these reflect our core Democratic values—that we are better with more inclusion, more participation, and when more voices get heard. That's what both Obama campaigns did, and now Democratic races of all sizes will have access to the same technology. With those tools, we will be able to activate 1 million volunteers and mobilize them earlier than ever in this election cycle.

PROACTIVELY PROTECT AND EXPAND EVERY AMERICAN'S RIGHT TO VOTE

The Democratic Victory Task Force report called for developing and promoting state-of-the-art tools to help Americans register to vote. As explained in our technology section above, in 2014 the DNC developed a comprehensive website to help voters get the information they needed to vote: IWillVote.com.

We will continue to work with state parties and campaigns to educate voters of every stripe with the basic information about their voting rights, how to register, and how to cast their ballot.

The report also called for deploying tools and teams to proactively protect and expand the right to vote, while challenging efforts to curtail voting rights all across the country.

In 2015, the DNC is upgrading "LBJ," the suite of tools used to recruit, train, and assign tens of thousands of voter expansion volunteers and track, resolve and analyze incidents impacting Democratic voters. LBJ will be released early 2016, reversing a trend of releasing the tool in late September or early October of the election year. Like the tools referenced above, LBJ will give campaigns a head start and analytic framework to make voter expansion programs smarter and more effective.

The DNC is also preparing detailed, substantive voter expansion memoranda for each of the battleground states, highlighting opportunities or challenges to registering voters, recruiting poll workers, deploying poll observers or other election administration matters.

Since the preliminary recommendations were issued, we have mobilized our voter expansion staff to advocate for automatic registration in states such as California and New Jersey,. They have monitored attempts to purge voter files and as we've seen in states like Alabama, efforts to make it harder for individuals to vote by first requiring an ID and then trying to close down DMV offices to limit access to those forms of ID.

On the Evenwel v. Abbott case referenced in the recommendations, we are working with our allies in advance of the Supreme Court's oral arguments on December 8th, to ensure that we cast a spotlight on the potential impact of the case on children, permanent residents, DREAMers, or others ineligible to vote. The case is also an opportunity to affirm our belief that all people living in the United States are worthy of representation.

We are also already laying the groundwork, including using new technology, to be able to communicate with and mobilize teams of voter expansion experts throughout the country in November of 2016 and future election cycles.

BUILD A THREE-ELECTION-CYCLE STRATEGY FOR REDISTRICTING

Consistent with the recommendations of the Task Force, we are using our State Party Partnership program to engage state parties in long-term planning for redistricting. We have also begun regular engagement with the other Democratic committees to better plan ahead of not only November 2016, but the next three cycles.

As an example of how we've already begun to implement these recommendations, the DNC worked throughout 2015 to identify key races with implications for redistricting. In Ohio, for example, a ballot measure passed that will restore fairness and integrity to the redistricting process. The Ohio Democratic Party, with DNC support, played an important role in supporting that ballot initiative.

Similarly, in Pennsylvania, where the DNC made a significant investment, three seats up for grabs on the state Supreme Court were won by judges widely recognized for their commitment to impartiality and protecting the rights of every American.

In addition, implementing all of the recommendations of the Task Force report will be part of the broader plan for a three-election-cycle strategy focused on redistricting.

IDENTIFY AND PROMOTE THE NEXT GENERATION OF DEMOCRATIC LEADERS

The final recommendations of the Task Force report focus on recruiting and promoting the next generation of Democratic Party leaders. The Task Force's call to foster a national network that recruits, trains, employs and promotes volunteers, activists, surrogates, and both current and future campaign staff will be significantly enhanced by implementing the other recommendations.

New activists, volunteers, and party leaders will need to be trained continuously on the tools and technology being deployed.

The report also calls for recruiting new, diverse voices into the party at every level and to increase new voices that are representative of the electorate. The DNC has now hired a Director of Surrogate Operations who is working directly with our Political Department to facilitate a process through which the state and local parties can identify those new voices, and help involve them in training and eventually in events and media opportunities consistent with the broader recommendations of the Task Force.

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