

America's political crisis has reached a breaking point. Extremism, corruption, and gridlock define Washington. We are witnessing a dangerous and destabilizing political system failure. Nearly every major issue is stuck, and the US is falling behind other nations on almost all key metrics. Commonsense solutions exist, but they are rarely enacted by our leaders.

We cannot depend on any one political candidate to fix this problem, nor can we wait patiently for a course correction. We must address the root cause of the crisis: broken and antiquated election, ethics, and campaign finance laws that exacerbate extremism, polarization, corruption, and gridlock.

Fortunately, we have an extraordinary opportunity to do that now — to seize the momentum of the 2018 election cycle in which more democracy reforms passed at the state and local levels than at any time in our nation's history. **Now is the time to scale a state-by-state strategy to restore a government of, by, and for the people.**

OUR STRATEGY

To fix our democracy, we must do two things:

Build and mobilize a grassroots movement focused on passing commonsense reforms that sit at the intersection of policy impact and political viability: anti-gerrymandering, open primaries, campaign finance, ranked choice voting, and voter access laws. We must create onramps to reach millions, and engage them in campaigns to change policy at the state and local levels, en route to federal reform, and;

Seed and support promising state and local reform campaigns — both ballot initiative and legislative lobbying — ensuring they have the assets required to win.

Our approach innovates in response to failed strategies that have stymied the democracy movement for decades: an inability to procure latent support from moderates and conservatives; a lack of collaboration and communication among reform groups; a lack of agility regarding funds and assets; insufficient institutional infrastructure and funding; and an excessive focus on policies that are popular but not impactful, or those that are impactful but politically infeasible.

Accordingly, **RepresentUs** and **RepresentUs Education Fund run two major programs** to achieve and address these goals: The *Campaign Accelerator* is a program of RepresentUs, our 501(c)(4), and the *Campaign Connector* is a program of RepresentUs Education Fund, our 501(c)(3).

The ***Campaign Accelerator*** seeds and identifies emerging state and local campaigns, assessing their policy impact and political viability. If the policy is transformative and the politics viable, we work with local leadership and national partners to professionalize their campaign and source the digital, political, policy, legal, research, and field assets and expertise needed to win. The Accelerator plays a pivotal role in the scaled passage, implementation, and protection of transformative reforms at the state level, building the cross-partisan support necessary to sustain reform and achieve federal change.

The ***Campaign Connector*** builds the democracy movement by recruiting, educating, and mobilizing Americans in support of structural election reform. The Campaign Connector provides the 501(c)(3) public education and recruitment that complement and seed the 501(c)(4) campaigns for impactful state and local reform.

> *The Unrig Summit,* part of the Connector program, is an annual, fast-paced, solutions-oriented gathering that brings together the brightest minds of the left and the right to advance impactful structural democracy reforms. It connects, inspires, trains, and organizes the movement, and has quickly become the reform movement's largest gathering.

Our advocacy model mirrors that of Freedom to Marry in the marriage equality space: our programs are closely coordinated with major funders. Our research and analysis of campaigns forms the key benchmarks for both the Accelerator and, to a significant degree, their funding of the same campaigns. Our services are often deployed as part of the grant agreement to ensure that our expertise is utilized effectively.

CAMPAIGN ACCELERATOR - The Details

The Campaign Accelerator provides a level of coordinated asset development and campaign execution previously absent across the nonpartisan election reform field. Through the Accelerator, we both provide existing local coalitions the professional assets, services, and resources necessary to win, and proactively establish campaigns when local infrastructure is absent.

The Accelerator continuously evaluates campaigns as they emerge. If campaigns are impactful, viable, and well-crafted, we work with local leadership to provide assets and services at no cost or at rates dramatically below market. The Accelerator creates much-needed efficiencies within the broader election reform movement by reducing duplicative efforts, creating stronger inter-organizational networks, and aggregating various forms of capital. It remedies the all-too-common tendency of campaigns to hire overpriced political, digital and communications firms with no experience in these issues, resulting in subpar product. Importantly, most Campaign Accelerator activities and resources use local partners' brands — not the RepresentUs brand — because winning at scale requires we highlight and promote local leadership, branding, and infrastructure.

Six core Accelerator services:

1. **Digital media & amplification**
   Example: Ed Helms vote "Yes" videos for all 2018 anti-gerrymandering campaigns
2. **Branding & messaging**
   Example: Engaging movement leaders in 3-month RCV messaging analysis project; Producing innovative design for New York City RCV campaign
3. **Moderate & conservative voter engagement**
   Example: Leading multiple conservative engagement tours in Missouri (2018 anti-gerrymandering), contributing to the endorsement of Sen. Danforth (R)
4. **Holding bad actors accountable**
   Example: An intense public scrutiny campaign that helped turn back opposition to Michigan's successful 2018 anti-gerrymandering measures (view timeline)
5. **Grassroots mobilization**
   Example: Leading peer-to-peer texting and calling and turning out our chapter volunteers for Voter Choice Massachusetts's lobby day (picture)
6. **Policy design, legal support, & political strategy**
   Example: Drafting the language for the Alaskans for Better Election's 2020 measure combining primary reform, ranked choice voting, and dark money disclosure

The strategic rationale for the Campaign Accelerator is informed by our nation's history. Major issues like women's suffrage, minimum wage, and marriage equality, when facing insurmountable obstacles in Washington, achieved success by winning reform in the states. Then, a key event — often a court decision or a grassroots campaign reaching maturity — triggered a rush of state activity that ultimately led to changes in federal law. By seeding and providing key assets to campaigns around the country at this pivotal moment, we can win transformational change in states (which affect federal election results) while building toward such a trigger moment.

For the 2019–2020 election cycle, we continue to identify the most promising ballot initiative and legislative lobbying campaigns to support. A current map of opportunities is kept live at **represent.us/actionmap**. We are rigorously evaluating over 100 burgeoning campaigns, ultimately selecting 30 to 40 to assist. At present, the most viable and impactful opportunities are:

- **Anti-gerrymandering:**
  - *Ballot*: Oklahoma, Nevada, Arkansas, Nebraska, North Dakota, Oregon
  - *Legislative*: Pennsylvania, Virginia, North Carolina, New Hampshire
- **Ranked Choice Voting**
  - *Ballot*: New York City, NY (2019); Massachusetts; Alaska
  - *Legislative*: Minnesota
- **Automatic Voter Registration** and **Vote-At-Home**
  - *Ballot*: Missouri, Nebraska, Alaska
  - *Legislative*: Ohio, New Hampshire, New York
- **Campaign Finance & Ethics Reforms**
  - *Ballot*: Alaska; Oregon; Albuquerque, NM; Chicago, IL; Oakland, CA

CAMPAIGN CONNECTOR - The Details

To fix our democracy, we must mobilize, recruit, and activate more than 11 million Americans: 3.5% of the US population. This is the tipping point required to force major political change, based on a Harvard-backed analysis of 112 years of political movements around the world. The Connector attracts the public's attention with cutting-edge digital content and opportunities to engage in fun, impactful advocacy. It employs a 21st-century ladder of engagement to train and connect our members to high-impact campaigns, locally or as part of a remote task force. There are three stages of the Campaign Connector pipeline: inspiration & recruitment, education & training, and mobilization.

Inspiration & Recruitment

The Connector pipeline is fed by marketing and public education campaigns that inspire people to take action by making them feel they're part of something bigger — something vitally important. We provide supporters with topical, often viral content that emphasizes movement victories, tells stories about remarkable volunteers, and moves social media supporters up a ladder of engagement through low-barrier-to-entry actions.

Watch: Jennifer Lawrence on Fixing American Democracy

Education & Training

It's not enough to reach millions of people. We must engage them in impactful online and offline activity. Our activist training program employs best practices of 2019 with shareable resources, training sessions, interactive community platforms, and peer-to-peer learning. We enable volunteers to communicate with one another and become leaders. They learn practical skills like phone banking, event planning, letters to the editor, new media content development, SMS text-banking, online fundraising, and how to pass resolutions and legislation in their own communities.

Local Mobilization

We connect our activists to campaigns in their region, plugging them in where they are needed most, under the leadership of the local campaign or organization. By doing so, we're able to increase movement capacity, share resources, and facilitate greater communication and connection across the field.

National Mobilization

Our national organizing connects volunteers to campaigns at the front lines of the movement through virtual events and actions. Digital activism is quick, relatively easy, and rewarding. It provides meaningful opportunities for engagement to everyone who is interested, not just those who live in states with active campaigns.

Unrig Summit

Unrig Summit brings together activists, advocates, and thought leaders from across the nation and political spectrum to advance bold solutions to our nation's political crisis. Members of the democracy movement celebrate their victories, sharpen their skills, deepen collaborations, and prepare for the year ahead. We developed Unrig Summit with two main goals: to demonstrate a movement on the rise and to bring together people from across the nation to share ideas, break bread, collaborate, and gain new skills.

Watch: Highlights from Unrig Summit 2019 (Nashville — 1,800 attendees)

ABOUT REPRESENTUS

RepresentUs & RepresentUs Education Fund were co-founded in 2012 by veteran media and democracy reformer Josh Silver, and marketing and communications veteran Joshua Graham Lynn. We have enjoyed growth of approximately 20% per year since our launch and have distinguished ourselves by uniting progressives, moderates, and conservatives behind a top-quality brand to gain broad support for winnable, impactful reforms. Our definitively nonpartisan positioning has allowed RepresentUs to fill a critical gap on the reform chessboard.

We have enlisted an army of supporters, including our board of directors, comprised of tech entrepreneurs, high-profile Hollywood professionals, social impact investors, and legal experts. They include Oscar-award winners Jennifer Lawrence and Adam McKay; Actor Ed Helms; Google veterans Matt Cutts, Ramsey Homsany, and Kulpreet Rana; rights restoration champion Desmond Meade; and other notable entrepreneurs and innovators Marc Merrill (Riot Games), Elisa Jagerson (Speck Design), and YuChiang Cheng (TopGolf).

Our post-partisan approach, high-impact policy suite, marketing, and built-to-win political strategy set us apart. We have taken a page from history, emulating the successful state-by-state strategy of past movements. But we're not stuck in the past: we're nimble, and we embrace change. We have done an extraordinary amount with modest resources as we change the national dialogue around corruption. We have 40 staff. We have produced 200+ videos that have accrued over 110 million views. We have 50+ chapters and more than 11,000 politically diverse, active volunteers. Our work has upended the political establishment in cities and states around the country. In the 2018 midterm elections, we were key partners in 23 winning initiatives, including sweeping anti-gerrymandering reforms in Colorado, Michigan, Missouri, and Utah, and a package of campaign finance laws that created greater accountability and transparency of elections in North Dakota.

WHAT'S NEXT?

We are currently recruiting top talent to our digital, communications, marketing, organizing, and political teams. We are deploying Accelerator assets in approximately six campaigns, and a dozen or so more campaigns will on-board in the coming months. We have raised approximately 50% of our two-year, $32 million budget. With sufficient funding, we will optimize, catalyze, and win more than two dozen high-impact campaigns between now and the end of 2020, while dramatically increasing the number of Americans engaged in the burgeoning fight for the future of American democracy.

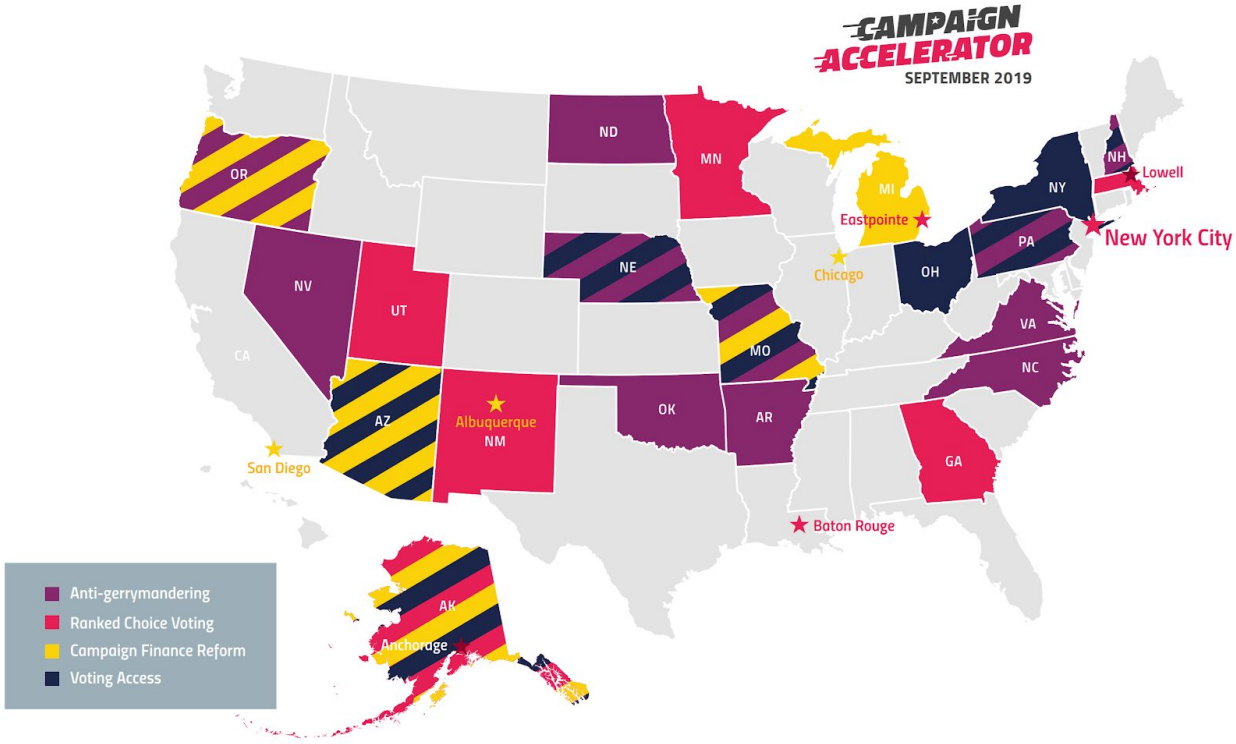
CAMPAIGN ACCELERATOR

Top Targets — September 2019

RepresentUs keeps an active map of all the Campaign Accelerator's targets updated at represent.us/actionmap (screenshot below). However, no opportunity is the same, and understanding the viability of any campaign requires detail and discussion.

Accordingly, this memo describes the Campaign Accelerator's top targets at present for the 2019-2020 cycle. Highest viability/impact targets are described in greater detail on the following page, sorted by policy reform, with lower viability (or viability not yet determined) in bullet points at the end of each section. This memo is meant to be brief — more information can be provided about any campaign upon request.

Note: We are expanding the Accelerator's support of legislative lobbying opportunities in the 2020 cycle, and several new campaigns will be added shortly.



A. Anti-Gerrymandering

1. Oklahoma

- 2020 Ballot Measure — Citizen Initiated Constitutional Amendment (CICA)
- Policy: Independent redistricting commission for both congressional and state lines

State is ~30% Democrat / 70% Republican, yet Republicans hold 80%, 75%, and 80% of the US House, state senate, and state house seats, respectively. While this ballot measure in Oklahoma remains an uphill battle with significant risks, initial polling shows potential, policy is best in class, and local leadership has promise.

Accelerator team is working closely with partners, deployed to Oklahoma in early September, and is assisting with campaign launch, validator recruitment, and digital services for voter acquisition and education.

2. Nevada

- 2020 Ballot Measure — Citizen Initiated Constitutional Amendment (CICA)
- Policy: Independent redistricting commission for both congressional and state lines

State is ~48% Republican / 52% Democrat, yet Democrats hold 75%, 62%, and 68% of the US House, state senate, and state house seats, respectively. While ballot measure must be won twice in both 2020 and 2022 to take effect, Nevada is an important opportunity to ensure that anti-gerrymandering reforms proliferate throughout the country in both red and blue states. A strange bedfellows coalition of unlikely allies is forming, including the League of Women Voters, business/community leaders, and anti-establishment progressives through the group Indivisible.

The Accelerator is exploring this campaign at present — we deployed to Nevada in early September and are assisting with policy design, coalition building, and campaign planning.

3. Other opportunities

The below list briefly details other opportunities the Accelerator is tracking. Some are, at present, of lower viability/impact than those listed above.

- **Arkansas** (ballot)
    - Compelling reform opportunity, but new (unpredictable) ballot language approval process combined with other predictable risks present significant problems for viability. The Accelerator is actively working with the campaign.

- **Nebraska** (ballot)
    - Campaign forming to pass an independent redistricting commission for state senate (unicameral legislature) and federal lines.

- **Oregon** (ballot)
    - Campaign forming to pass an independent redistricting commission for both state and federal lines.

- **Pennsylvania** (legislative)
    - Opportunity exists to pass bipartisan legislation regarding state legislative lines after last year's court rulings and presently split state government control with gubernatorial veto threat. Legislature reconvenes shortly and leadership support is being investigated actively.
- **North Carolina** (legislative)
    - Opportunities evolving to pass bipartisan legislation after recent court ruling regarding state legislative lines.
- **Virginia** (legislative)
    - Legislatively-referred constitutional amendment (LRCA) must pass again in 2020 in order to be placed on 2020 ballot — and viability TBD based result of on 2019 legislative races.
- **New Hampshire** (legislative)
    - Promising, after bipartisan bill was last-minute vetoed by Gov. Sununu in 2019. Strengthened coalition with additional cross-partisan support could win in 2020.
- **North Dakota** (ballot)
    - Promising, with solid cross-partisan coalition forming to pass a CICA to establish an independent redistricting commission to draw state lines. Coalition builds on the group and statewide win the Accelerator seeded and supported for 2018.

B. Voting Access

1. Missouri

- 2020 Ballot Measure — Citizen Initiated Constitutional Amendment (CICA)
- Policy: AVR, pre-registration, no-excuse absentee, early voting

Vote 2020 in Missouri is leading an impressive omnibus package of nonpartisan voting access reforms after Clean Missouri's anti-gerrymandering win in 2018. While Secretary of State Ashcroft recently saddled the campaign with negative ballot language, Nicholson and team are involved in promising litigation to correct the language and begin collecting signatures.

As we worked closely with Clean Missouri in 2018, the Accelerator stands ready to assist the Vote 2020 campaign as and when necessary.

2. Alaska

See Alaska at C(2) below (regarding nonpartisan open primary).

3. Other opportunities

- **New York** (AVR) (legislative)
    - While early voting passed in 2019, AVR narrowly missed. Expect a support campaign in 2020 poised to win AVR legislatively (implementation in 2021).
- **New Hampshire** (AVR) (legislative)
- **Ohio** (AVR) (legislative)
    - Uphill battle, but major victory if possible. Republican Secretary of State Frank LaRose is expected to champion the policy.

C. Ranked Choice Voting

1. New York City, NY

- 2019 Ballot Measure — Charter Commission Charter Amendment
- Reform: Ranked Choice Voting for all city offices in all primary and special elections

Recent research shows that primaries in New York City with three or more candidates have failed to produce a majority winner more often than not, and special elections — like the 2019 race for public advocate which cost the city over $10 million to administer — sometimes elect officials with considerably less than 50 percent of the vote. After substantial public and expert testimony, the 2019 charter revision commission decided to place a measure on the Nov. 2019 ballot that would implement ranked choice voting for primary and special elections for all city offices. Turnout will likely be very low, and polling shows a path to victory, but only with substantial voter education.

The Accelerator team worked on this campaign throughout the charter revision commission hearing process, providing oral and written testimony, and grassroots engagement. We also provided the campaign with the funding necessary to secure top tier lobbyists to ensure Commission approval. At present and since qualification, the Accelerator has worked with the c3 organizing team on voter education efforts, and is assisting with the c4 campaign's digital advocacy, from website and brand design to social media and digital advertising.

2. Alaska

- 2020 Ballot Measure — Citizen Initiated State Statute (CISS)
- Reform: Ranked Choice Voting for all offices (including President)

Alaska has an opportunity to become the first state using both ranked choice voting and a nonpartisan blanket primary (Top 4) — together, this packs a powerful punch that simplifies ranked choice voting and incentivizes moderation and broad coalition building. While Alaska is an ideal location for election reform given its independent brand of politics, and polling is strong, the campaign is currently in litigation (outlook: lean positive) to be cleared for signature collection. The policy also includes dark money disclosure.

The Accelerator team seeded this campaign — we convened stakeholders, led the policy development process, and wrote the initiative language. We continue to assist with messaging, political, and legal strategy as the campaign prepares for litigation and the signature collection process.

3. **Massachusetts**

- 2020 Ballot Measure — Citizen Initiated State Statute (CISS)
- Reform: Ranked Choice Voting for all primary and general elections (except President)

After growing their grassroots support base over a period of several years, Voter Choice Massachusetts recently had its ballot question certified by Massachusetts Attorney General. Petition circulation has begun.

The Accelerator team has helped to build the campaign's grassroots base, provided legal and political insights throughout the policy drafting, consulted on their field and signature drive plans, and has activated RepresentUs' supporters to participate in twice-weekly phone and text banks to drive turnout to VCMA events and supplement their signature drive recruitment efforts. The Accelerator also provided funding to engage top tier consultants to proactively reach out to county clerks and neutralize possible opposition to RCV at the local level.

D. Campaign Finance Reform

1. Alaska

See Alaska at C(2) above (regarding true source dark money disclosure)

2. Arizona

- 2020 Ballot Measure — Citizen Initiated Constitutional Amendment (CICA)
- Reform: True source dark money disclosure

Arizona is ground zero for dark money spending in the country. While this ballot measure in Arizona remains a significant uphill battle with many risks, initial signature collection efforts are quite strong, policy is high quality, and local leadership has requisite experience and is welcoming.

Accelerator team is working closely with the campaign, Outlaw Dirty Money, deployed to Arizona in August, and is assisting with volunteer recruitment, communications and digital plan development, website edits, and digital content creation.

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