STATES

CORE:
FL, WI, PA, MI, NH, NV

EXPANSION:
AZ, NC, GA

DEM WATCH:
MN, VA, CO

GOP WATCH:
IA, OH, TX
FL, WI, PA & MI CRITICAL TO TRUMP’S PATH TO 270

Greater Support for Trump

269th Electoral Vote

Greater Support for the Democrat
PRIORITIES USA TO INVEST $100M IN EARLY ENGAGEMENT PROGRAM
PRIORITIES USA WILL EXPAND THE MAP IN PHASE 2 PROGRAM
NEW POLLING
FOCUS GROUPS
Phoenix, AZ-
Suburban persuasion voters
Latinx turnout targets

Miami, FL-
Young voter turnout targets
Latinx persuasion targets

Milwaukee, WI
African-American
turnout targets

White working-class
persuasion voters

ONLINE SURVEY: ALL REGISTERED VOTERS
1,851 registered voters across
7 key battleground states
(AZ, FL, MI, NH, NV, PA, WI)

Conducted Jan. 30 to Feb. 7
13% did not vote in 2016
Results weighted in proportion to
share of electoral votes per state
MOE = ±2.3pp

ONLINE SURVEY: DEMOCRATIC
TURNOUT TARGETS
400 turnout targets across an
expanded battleground of 15
states (AZ, FL, MI, NH, NV, PA, WI,
plus CO, GA, IA, MN, NC, OH, TX, VA)

Conducted February 4 to 11
Turnout targets: Democrats who
didn’t vote in 2016 (68% registered,
32% unregistered but open to registering)
MOE = ±5.0pp
DONALD TRUMP IS CLEARLY VERY VULNERABLE

Initial trial heats

- **REGISTERED VOTERS**
  - Donald Trump: 36%
  - Democrat: 47%
  - Undecided: 15%

- **2016 TRUMP VOTERS**
  - Donald Trump: 79%
  - Democrat: 6%
  - Undecided: 15%

- **2016 CLINTON VOTERS**
  - Donald Trump: 3%
  - Democrat: 87%
  - Undecided: 9%

- **2016 3rd PARTY VOTERS**
  - Donald Trump: 4%
  - Democrat: 47%
  - Undecided: 47%

- **2016 NONVOTERS**
  - Donald Trump: 19%
  - Democrat: 49%
  - Undecided: 24%
TURNOUT RESEARCH SHOWS DEMOCRATS ARE POISED TO GROW THE ELECTORATE FROM 2016

### Importance of 2020 Election

- **83%**: More important than past elections
- **14%**: About the same
- **3%**: Less important

### Likelihood of Voting in 2020

- **50%**: Extremely likely
- **22%**: Very likely
- **15%**: Fairly likely
- **13%**: Less/not likely
16% of all registered voters did not vote for Clinton but are inclined to vote for a Democrat in 2020.

Open to Democrat

- Did not vote in 2016: 51%
- Voted 3rd party: 17%
- Voted Trump/opposed Clinton: 20%
- Voted Trump/supported Trump: 12%
HEALTH CARE AND WAGES CONTINUE TO BE IMPORTANT TO KEY VOTERS

PERCENT SELECTING HEALTH CARE AND WAGES AS TOP ISSUES FOR TARGET VOTERS

**PERSUASION TARGETS**
- 59% health care
- 42% wages

**MOBILIZATION TARGETS**
- 62% health care
- 45% wages
VOTERS ARE MORE LIKELY TO BELIEVE TRUMP CARES ABOUT THE WEALTHY AND CORPORATE INTERESTS, NOT AVERAGE PEOPLE

IN EACH PAIR, WHICH STATEMENT ABOUT TRUMP COMES CLOSER TO YOUR OPINION?

<table>
<thead>
<tr>
<th>AVERAGE PERSON VS WEALTHY PEOPLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Donald Trump cares mostly about helping the average person</td>
</tr>
<tr>
<td>Donald Trump cares mostly about helping the Wealthy and corporate special interests</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EFFECTIVE VS CHAOS/GRIDLOCK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Donald Trump is effective and he has gotten a lot done as president</td>
</tr>
<tr>
<td>Donald Trump too often creates chaos and gridlock that prevent things from getting done</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TRUTH VS LIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Donald Trump may exaggerate occasionally, but he mainly tells the truth and it is the news media that lacks integrity</td>
</tr>
<tr>
<td>Donald Trump has a consistent pattern of saying things that aren’t true and repeating them even if they are proven false</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TELLS IT LIKE IT IS VS DIVISIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Donald Trump tells it like it is and doesn’t worry about being politically correct</td>
</tr>
<tr>
<td>Donald Trump’s rhetoric is mean-spirited and divisive</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Pro Trump statement</th>
<th>Both equal</th>
<th>Anti-Trump Statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>29%</td>
<td>33%</td>
<td>38%</td>
</tr>
<tr>
<td>35%</td>
<td>34%</td>
<td>31%</td>
</tr>
<tr>
<td>37%</td>
<td>35%</td>
<td>28%</td>
</tr>
<tr>
<td>43%</td>
<td>32%</td>
<td>25%</td>
</tr>
</tbody>
</table>
A KEY MESSAGING PRIORITY FOR 2020:
MAKING TRUMP PART OF THE PROBLEM,
NOT PART OF THE SOLUTION, FOR PEOPLE’S
BIGGEST ECONOMIC CONCERNS
Voters are mixed on Trump’s handling of the economy.

Donald Trump Handling of Economy

- Approval
  - 27%
  - Strongly Approve
  - 23%
  - Fairly Satisfied
  - 16%
  - Somewhat Satisfied
  - 34%
  - Strongly Disapprove

Satisfaction with Economic Conditions

- Fairly Satisfied
  - 13%
  - Very Satisfied
- Somewhat Satisfied
  - 25%
  - Not That Satisfied
- Not That Satisfied
  - 24%
  - Not at All Satisfied
- Strongly Disapprove
  - 26%
  - Not at All Satisfied
VOTERS DO NOT BELIEVE THEY'VE BENEFITTED FROM THE TRUMP ECONOMY

How much do you feel you PERSONALLY have benefitted from Donald Trump’s economic policies?

- 9% Benefitted a lot
- 26% Some
- 17% A little
- 48% Not at all

More important fact about economy today to voters

- 69% Wages not keeping up with cost of living/cost of Healthcare way up
- 31% Millions of new jobs created in past few years/unemployment way down
VOTERS DO NOT BELIEVE THINGS ARE GETTING BETTER FOR THEM OR OTHERS LIKE THEM

- **Young people starting out today**: 19% believe the economic situation is getting worse, 55% believe it is getting better. Net getting better: -36.

- **Middle class & average working families**: 18% believe the economic situation is getting worse, 51% believe it is getting better. Net getting better: -33.

- **Me and my family**: 19% believe the economic situation is getting worse, 34% believe it is getting better. Net getting better: -15.

- **People who are already wealthy**: 63% believe the economic situation is getting worse, 6% believe it is getting better. Net getting better: +57.

- **Legend**:
  - Red: The economic situation for this group is getting worse
  - Green: The economic situation for this group is getting better
Among turnout voters, economic concerns emerged as a fundamental reason to vote.

Elect president whose economic priority is stability, security, opportunity for average people, not just helping rich get richer.

Elect new president who will heal the country, bring people together, stop dividing people like Trump does.

Elect president who will address skyrocketing healthcare/Rx costs; Trump’s policies have made things worse.

Elect president who will look out for average working Americans instead of himself, rich friends, corporate CEOs.

Stand up against racism and promote racial justice; won’t happen with Trump as president.

Four best reasons to get involved in the 2020 election (showing top reasons only):

- Elect president whose economic priority is stability, security, opportunity for average people, not just helping rich get richer: 43%
- Elect new president who will heal the country, bring people together, stop dividing people like Trump does: 36%
- Elect president who will address skyrocketing healthcare/Rx costs; Trump’s policies have made things worse: 35%
- Elect president who will look out for average working Americans instead of himself, rich friends, corporate CEOs: 34%
- Stand up against racism and promote racial justice; won’t happen with Trump as president: 33%
KEY TAKEAWAYS

- There is a large group of **new Democratic voters to engage**
  - People who didn’t vote in 2016
  - Disaffected Trump voters, whose motivation was to oppose Clinton

- **Health care is dominant concern.** *Prime* targets also prioritize:
  - Wages not keeping up with cost of living
  - Government corruption
  - Climate change/the environment

- Target voters think **Trump prioritizes special interests and the wealthy,** and want someone who’ll look out for average Americans.

- **Voters are more concerned with rising cost of living** and falling behind **over falling unemployment.** People feel conditions are changing for the worse.

- A key goal for 2019: **draw a link between voters’ economic concerns** and **Trump’s policies and actions.**
EARLY ENGAGEMENT PROGRAM
WE SPENT LAST TWO YEARS BUILDING CUTTING EDGE TECH & ANALYTICS INFRASTRUCTURE

<table>
<thead>
<tr>
<th>DATA</th>
<th>INFRASTRUCTURE</th>
<th>STAFF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collected 1.98 million survey responses over 2+ years</td>
<td>Developed creative-first targeting tools</td>
<td>Built in-house teams for creative and media strategy</td>
</tr>
<tr>
<td>Built dozens of digital, issue &amp; behavioral models</td>
<td>Created a dashboard for coordinating digital spend across IEs</td>
<td>Created an internal analytics team to support data-driven decision making</td>
</tr>
<tr>
<td>Used rigorous experimentation to establish channel, audience and goal specific best practices that go beyond “does digital work”</td>
<td>Engineered pipelines of data to monitor online spending and messaging</td>
<td>Cultivated new talent with training &amp; fellows program new in 2020: full in house buying, integrated paid media</td>
</tr>
</tbody>
</table>
TRUMP IS UNDERWATER NOW, WE NEED TO KEEP HIM THERE TO WIN

**HOLD**

~4% of electorate in early states (FL, MI, PA, WI)

College-educated, high income earners who live in suburban areas. Often ‘Romney/Clinton’ voters

We’ve made gains over time (including 2018) but need to solidify and grow support

Highlight + frame harmful policies, drilling down from surface level “the economy is good” to forward looking economic stability, wages keeping up cost of living, saving for retirement, climate change

**GAIN**

~9% of electorate in early states (FL, MI, PA, WI)

White, 45+ & live in rural/exurban areas. Often ‘Obama/Trump’ voters

Highlight and frame harmful GOP policies + how they impact daily life (wages don’t keep up with cost of living, affordable and accessible health care)

Refocus conversation towards economic issues, and who will build a stable future
<table>
<thead>
<tr>
<th>FRAME</th>
<th>REFOCUS</th>
<th>ACTIVATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>On-the-ground communications staff to drive conversation in local communities</td>
<td>As Trump and the media distract, refocus voters on the issues that matter to their lives - using search behavior, monitoring Trump ad activity online</td>
<td>Tie existing outrage about Trump &amp; progressive values to the act of voting.</td>
</tr>
<tr>
<td>Contextualize Trump’s effects to voters who demonstrate an interest in learning more (using tactics like google search to pull people in, and ongoing conversations in the email inbox, facebook groups)</td>
<td>Use innovative modeling to understand and target voters who are the most moved by Trump’s messaging</td>
<td>Drive voters in key states to vote in elections in 2019</td>
</tr>
<tr>
<td>Steady drumbeat that highlights and frames what matters, during the chaos</td>
<td></td>
<td>Engage and re-engage democrats through voter registration and re-registration</td>
</tr>
</tbody>
</table>
CASE STUDY: MILWAUKEE COUNTY, WI

TURNOUT CRATERED BETWEEN '12 AND '16

AUDIENCE
80,969

top tier mobilization targets
CASE STUDY: WASHTENAW COUNTY, MI

ANN ARBOR CAN BOOST TURNOUT EVEN FURTHER

Michigan workers' wages rise, but so do costs

250,000 Michigan jobs may be gone forever, despite economic rebound
CASE STUDY: DUVAL COUNTY, FL

SMALL INCREASES IN SUPPORT NEED TO BE SOLIDIFIED & GROWN

AUDIENCE
50,239

top tier
persuasion targets
CASE STUDY: CAMBRIA COUNTY, PA
HEART OF OBAMA/TRUMP COUNTRY

Health report: Cambria County ranks among worst in Pennsylvania

Johnstown named poorest town in Pennsylvania

AUDIENCE
16,800
top tier
persuasion targets
PRIORITIES USA TO INVEST $100M IN EARLY ENGAGEMENT PROGRAM