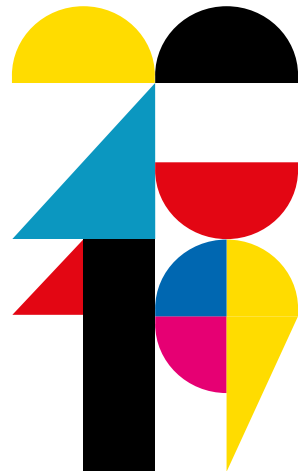


YEAR IN REVIEW

10 YEARS OF NATIONBUILDER



NationBuilder

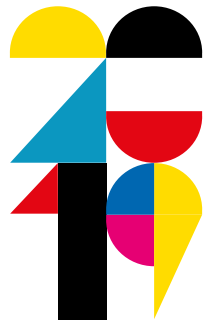


Year in Review

10 years of NationBuilder



NationBuilder



Introduction

Reflections on ten years
from our co-founders



10 years of NationBuilder

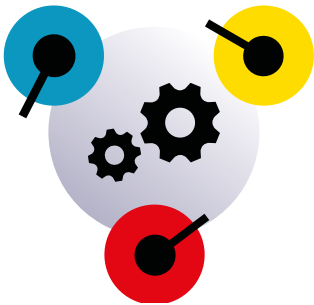
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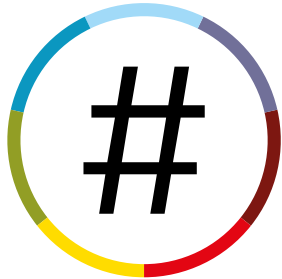
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Reflections on 10 years

By Lea Endres

When I met Jim Gilliam in February 2010, I had no idea how dramatically my life was about to change. It was three and a half months after he'd written the first line of code for what would become NationBuilder, and he asked if I'd help him tell his story. With three different DNAs in his body, Jim was a walking representation of a connected humanity. His was an incredibly important story to tell, so I said yes to what I thought would be a six month book project. And then a decade went by.

In those early days of writing, Jim and I learned that despite our wildly different backgrounds, we shared an obsession: making it possible for anyone, anywhere to lead. It wasn't long before we were dreaming up crazy ideas, and soon the whirlwind began: we finished the very first draft of "The Internet is My Religion" in December 2010 and Jim felt moved to give his testimony to his community; he did that on stage at the Personal Democracy Forum in June 2011, just two months after NationBuilder's public beta; our series A happened in March 2012, Jesse moved across the country, and we opened our first office. Seemingly seconds later, we had thousands of customers and over a hundred team members.



from our co-founders

By Jesse Haff

Reflecting on the past ten years at NationBuilder is a challenge because it's been such an enormous and dynamic experience for me. If there's one thing I've learned, it is that we are capable of dramatically more than we imagine. The unyielding ambition infused into the heart of NationBuilder—our vision of a world where everyone has the freedom and opportunity to create what they are meant to create—requires you to think bigger, step out of your comfort zone, and be prepared to continuously grow and learn.

When I joined Jim Gilliam in February 2010 on the journey that would become NationBuilder, we had already collaborated together for years. At a non-profit called Brave New Films (BNF), we explored harnessing the immense potential of the internet to organize people around important causes. Together we built an online infrastructure that grew our membership to over one million people in a few short years. Jim was soon thinking bigger and bolder, asking: how do we make these tools accessible to anyone, especially to those without a tech team? When Jim explained his concept of a unified platform consisting of a people database, a hosted website with dozens of action pages, a theming system, communication and fundraising tools, it was beyond what we even dreamed of at BNF. It was wildly ambitious and visionary, and would quickly become something much bigger than us.





What started as one person's vision is now shared by millions. Leaders all over the world use NationBuilder, in almost every sector. Since the launch of the platform, NationBuilder has been used in 140 countries, and powered approximately 100,000 organizations, campaigns, and movements. Our customers have started political parties that now lead countries, have run for office by the thousands, led some of the largest protest movements in history, reimagined how their small businesses or massive corporations could work, built nonprofit organizations from scratch, and reinvented those that are decades old. And, in some cases, our customers have made history.

In this very special version of our annual Year in Review, we celebrate those historic moments and other important milestones from the past ten years. We reflect on our unique company culture, and share what we're dreaming up for the next decade. And, of course, we highlight the extraordinary work of our customers with 2019's ten standout leaders.

Woven throughout this beautiful document are a decade's worth of thank you's. NationBuilder is, and has always been, a very special place. It was made so by the love, devotion, ferocity, and heart of countless people who gave everything they had. In the following pages we do our best to honor them.

Lea Endres



In the beginning, we literally wore every hat. For several months I was creating our first website and email themes, writing documentation, building our brand and company website, and fielding sales and support calls. I would even create custom website themes for customers! Jim was single-handedly developing the product—and working with Lea to tell his and the company's story. It was completely overwhelming, and we were figuring nearly everything out as we went along. Soon, the work of finding more incredible people to join us and help expand beyond our limitations became top priority.

Creating a network of partners who could provide website and strategic services became my first task. I had zero experience in doing such a thing, as was probably obvious from my many cold emails to various agencies. By luck, I stumbled upon some unbelievable people doing great work who were game to give us a shot. Before long we had an expanding group of partners we called "Architects." Many of these same partners, such as Tectonica, have become core pillars to our community, without whom we wouldn't be where we are today.

As NationBuilder began rapidly growing, I made my first design hire, and suddenly there was a design "team." Becoming a manager and collaborating with my expanding creative team easily became one of the most fulfilling challenges of my life. Together we took ownership over NationBuilder's endless design needs, which in the past couple of years included a big brand reboot and creating the foundation of future product design work: the first NationBuilder design system. As we deepened our collaboration with product and engineering, we redesigned the interface of the control panel to make it easier for leaders to do their work. We have continued to aggressively build upon these foundations which will result in some spectacular improvements to NationBuilder in 2020.

I'm not sure exactly what I expected out of this experience ten years ago, but what we have achieved as a community has been remarkable. I know the determination, hard work and perseverance I've witnessed at NationBuilder mirrors the work of so many of our customers around the world. With both empathy and gratitude, it is a privilege to stand here ten years later and continue to serve a diverse global collection of leaders and communities—all pushing their own perceived limitations, pursuing the most important thing they can imagine.

Jesse Haff





Company Timeline

2009–2019

2009

OCTOBER

Jim Gilliam writes the first line of code for what will become NationBuilder.

2010

The Scottish National Party (SNP) becomes one of the first NationBuilder customers and wins a historic victory.

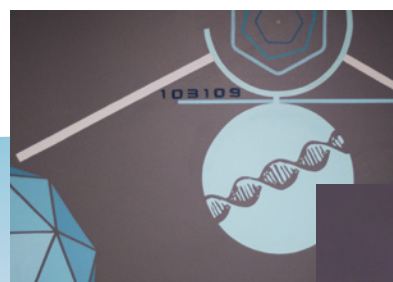
2011

APRIL

The public beta starts with twenty paying customers in first month.

JUNE

Jim gives “The Internet is My Religion” speech at the Personal Democracy Forum.



2012

MARCH

We complete our Series A, Ben Horowitz and Sean Parker join the board; Los Angeles office opens.

JULY

1,000 paying NationBuilder customers.

SEPTEMBER

NationBuilder Election Center launches, offering a free voter file to everyone.



10 YEARS OF NATIONBUILDER

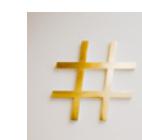
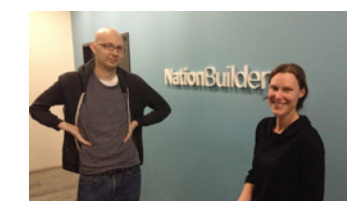
2013

APRIL

The UK Labour Party becomes our first “network” customer.

DECEMBER

NationBuilder customers raise over \$110M dollars in donations.



2014

MARCH

NationBuilder API Explorer launches, enabling partner integrations within our growing ecosystem.





Company Timeline

2009-2019

2015

FEBRUARY

NationBuilder moves its HQ to the Biltmore in DTLA.

JULY

Jim's memoir, *The Internet is My Religion*, is published.

SEPTEMBER

Next generation of NationBuilder functionality launches, including Paths & Goals.

2016

APRIL

Runforoffice.org launches.

JULY

NationBuilder Network officially launches.

2017

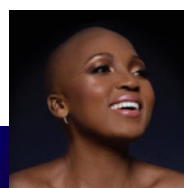
MAY

NationBuilder hosts our first Women's Leadership Conference.

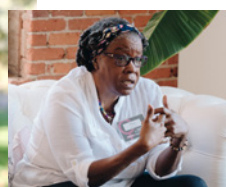
OCTOBER

Leader In Residence program launches with inaugural leaders: Mpumi Nobiva, Omar Brownson, and Lutricia Callair. Co-founder and president Lea Endres becomes CEO.

Mpumi Nobiva



Omar Brownson



Lutricia Callair

2018

DECEMBER

NationBuilder community gathers at the birthplace of the internet to celebrate the life of founder Jim Gilliam, who passed away on November 23.

2019

APRIL

NationBuilder launches its redesigned control panel, the largest-scale product update in company history.

OCTOBER

10 years since Jim Gilliam wrote the first line of code.



Women's Leadership Conference





NationBuilder by the numbers

In the past decade:

APPROXIMATELY



100 K

Organizations and
campaigns served

MORE THAN



140

Countries served
around the world

NEARLY



\$3 B

Raised by
customers to date

In 2019, customers used
NationBuilder to:





NationBuilder customers make history

SNP

The Scottish National Party

secured 69 seats in Scottish parliament in 2011, awarding them the majority and making them the official national party of Scotland.

2011

Rhode Islanders United for Marriage

spearheaded an effort to help pass a same-sex marriage bill, Rhode Island senate voted 26-12 in 2013.

2013

Abdi Warsame

ran against an eleven-year incumbent in 2013 and won almost 64% of the vote to become the first Somali-American city council member in Minneapolis.

2013

The "Leave" and "Remain" campaigns

on both sides of the 2016 Brexit referendum used NationBuilder to build and organize their base of support, with People's Vote going on to mobilize 700K marchers in London—the largest public demonstration in 15 years.

2017

Jagmeet Singh

became the first person of color to lead a national party in Canada, winning 53.8% of the vote for New Democratic Party leadership in the first ballot.

2017

La République En Marche!

built a digital infrastructure for hundreds of candidates in a single month, allowing the new party to win 350 seats in Parliament and shift the dynamics of French politics.

2017

#StopAdani

mobilized more than two million people to oppose the construction of what would be Australia's largest coal mine, and became the largest environmental protest movement in Australia.

2019

Jacinda Ardern

and the New Zealand Labour Party beat their campaign fundraising goals by raising one million dollars online, helping to elect Ardern as the country's youngest female prime minister, and the youngest overall in 150 years.

2017

Randall Woodfin

beat a seven-year incumbent and became the youngest mayor of Birmingham, Alabama in more than a century.

2017

Bhutila Karpoche

won her Legislative Assembly race in Ontario and became the first person of Tibetan heritage elected for public office in North America.

2018

Steven Reed

won 60% of the vote in a 2019 runoff election to become the first African American mayor of Montgomery, Alabama.

2019

The Australian Marriage Equality campaign

mobilized 15,600 volunteers and raised \$1.2 million, leading 7.8 million people to vote "yes" in an optional vote that gave same-sex couples the right to marry.

2017

Kerryn Phelps

ran for office as an independent and won the Wentworth parliamentary seat held by Australia's Liberal party for the last century.

2018

Sharice Davids

defeated an eight-year incumbent to become one of the first two Native American members of Congress and the first openly LGBTQ person to represent Kansas.

2018

Zali Steggal

ran as an independent in the 2019 Australian Federal Election and won the seat for Warringah held by the Liberal Party since 1922.

2019



Standout leaders

The thousands of customers NationBuilder serves include every type of leader you can imagine. They're multi-chaptered organizations raising awareness for causes around the world; they're grassroots non-profits working to shape their cities and communities for the better; they're citizens stepping up to run for office for the first time. Whether they're working in politics, education, advocacy, energy, or an industry yet to be named—they're people who envision a future they can't build alone. They use NationBuilder to make it real.

Here, we highlight a group of customers from a variety of sectors who each accomplished something remarkable in 2019. They built campaigns from the ground up, they turned their supporters into volunteers and leaders, and they organized masses of people to make their voices heard. They each made the choice to empower their communities, and the results they achieved are truly inspiring. We're honored to provide the platform to help make that happen.

Stories by
Jane St. John & Nelli Veletyan





104

DEBATES

400+

CANDIDATES

16K+

ATTENDEES

Serve your constituents

100 Debates on the Environment shifted the focus of Canada's federal election

Considering the hundreds of candidates running across hundreds of ridings in thirteen diverse provinces and territories—each with their own distinct concerns and priorities—getting opponents to engage constituents and each other on the same topic at the same time sounds like a herculean (if not impossible) task. But that's exactly what nonpartisan nonprofit GreenPAC set out to do with its ambitious 100 Debates on the Environment.

GreenPAC's mission is to elect and support environmental leaders across all the major parties running for office in Canada, so the 2019 federal election presented an opportunity to raise climate issues to the top of every candidate's list as they worked to earn voters' trust in the weeks leading up to election day on October 21. Most importantly, with a day of action that would bring candidates and constituents together into a single conversation, they could do what a nonpartisan organization like theirs is uniquely suited to do—bridge ideological divides in order to face a challenge that impacts everyone.

GreenPAC, a nonpartisan environmental organization, staged a coordinated day of debates across the country that left its mark on the election cycle.



“What we really wanted was to make the environment a talking point that no candidate or politician could ignore, and the way we wanted to do that was to have it all on the same day, so that it dominated media attention, candidates’ attention. It became this national campaign where all eyes were going to be on the environment on October 3,” says Kate Belmore, who handled communications for the project. In these open conversations, candidates could not only discuss their plans for addressing environmental issues; they could hear back from constituents about their needs and expectations.

Looking for an action-focused website platform with event functionality to integrate with their database, they built their infrastructure on NationBuilder, where they could create over one hundred event pages with cohesive, unified branding. When site visitors arrived at 100debates.ca, they could get a sense of the scope and aim of the debates, see all planned events on a map, search for their postal code, and RSVP to their nearest debate. Behind the scenes, Project Lead Ari Pottens organized the candidates along with more than a hundred organizers who would lead the debates—making initial contact, walking them through the website and toolkit to get their event up and running, and facilitating regular webinars to help them stay up to speed as the big day approached.

According to Pottens, “One of the unanticipated benefits of the project was [finding] people who felt strongly about an issue but didn’t feel like they had the tools to do something about it, and helping those individuals to feel more comfortable taking action than they otherwise would have. Watching folks march up that ladder of leadership and [say],



”

One of the unanticipated benefits of the project was [finding] people who felt strongly about an issue but didn’t feel like they had the tools to do something about it, and helping those individuals to feel more comfortable taking action than they otherwise would have. Watching folks march up that ladder of leadership and [say], ‘Alright, I’ve issued my third press release and confirmed that in three days one hundred people are going to be showing up at my local event, and I can’t believe it’s all happening’—seeing that kind of journey has been really rewarding for me and the rest of our team. It also speaks to [how] the project is helping to build and strengthen the capacity of citizens around the country to take action.

Ari Pottens
Project Lead



Looking for an action-focused website platform with event functionality to integrate with their database, they built their infrastructure on NationBuilder.

‘Alright, I’ve issued my third press release and confirmed that in three days one hundred people are going to be showing up at my local event, and I can’t believe it’s all happening’—seeing that kind of journey has been really rewarding for me and the rest of our team. It also speaks to [how] the project is helping to build and strengthen the capacity of citizens around the country to take action. None of this would have been possible without all the individuals and organizations who gave their time and resources to this project.”

He’s also quick to say that, “there were ten million things that surprised us every day.” Working on the first project of its kind, Pottens and team were wayfinding on their own, navigating challenges like re-scheduling around last-minute federal party events, growing concerns that discussing climate change could be considered partisan according to Elections Canada, and ensuring compliance with Canada’s election rules. “There were all the things you might anticipate in putting on one event, and then there were all the things that might happen while putting on a hundred of those events,” Pottens says.



©Nhattan

Once they hit the critical mass of forty scheduled debates, they launched the project publicly and continued to promote it via press releases each time they reached another key milestone on their way to one hundred. Both Pottens and Belmore had tempered their turnout expectations for October 3, and both were blown away.

As Belmore recounts it, “There were [more than] 16,000 people at the debates and hundreds of candidates showed up. As someone who does a little bit of event planning and has heard politicians say, ‘We’ve had candidate meetings and the same ten people come every time,’ I expected a handful of politically engaged people per venue. But with this campaign, most events had at least one hundred people attend, and some had over 500 people there. We had hosts who had never been engaged in politics before sending out press releases, creating debate questions and phoning their candidates. They said it was a really good opportunity to get involved.

”
It’s one thing to go from phoning an organizer, having a webinar for an organizer—all those things behind the scenes, [but it’s another] to actually see all the people in the room, all the candidates there. It really went from a bunch of emails, to a bunch of phone calls, to packed venues across the country.

Kate Belmore
 Communications



[When I checked] Twitter that night, I could not believe the photos, how packed the venues were. It’s one thing to go from phoning an organizer, having a webinar for an organizer—all those things behind the scenes, [but it’s another] to actually see all the people in the room, all the candidates there. It really went from a bunch of emails, to a bunch of phone calls, to packed venues across the country.”

Having helped turn 2019 into a “climate election,” the next step is to look at the answers from all the candidates across one hundred ridings and unpack a vast amount of information on what was said in each province, across each party—and collect insights that will fuel ongoing efforts to keep the climate a top priority for Canadian officials. With the help of the engaged volunteers and debate attendees they energized this year, GreenPAC can keep organizing to hold elected politicians accountable through 2020 and beyond.

KEY FEATURES USED

ACTION PAGES

EMAIL SEGMENTATION

FIELD TOOLS

FUNDRAISING

MEMBERSHIPS

PATHS & GOALS



Photographer
M. Bothor



20K

SCREENING
ATTENDEES ON A
SINGLE NIGHT

1K+

VOLUNTEERS

170

THEATRICAL
SCREENINGS FOLLOWED
BY ANOTHER 100
COMMUNITY EVENTS

Advocate for your community

How Film & Campaign turned a documentary into a box office success

**NationBuilder Architects
built their own cinema
on demand platform
to launch a compelling
documentary and ignite
a powerful day of action
for educational inclusion
in Germany.**

In a media landscape inundated with content, activist documentarians face vital challenges: firstly, how do they get their films seen by enough people to raise awareness for their cause; secondly, once their films are released, how do they move their audience to change their position or take further action? Film & Campaign's Ben Kempas dealt with these challenges firsthand as he worked to make and promote independent documentaries for more than a decade.

"I had this frustration," he says, "[within] a documentary community where you see all these brilliant documentaries getting made, apart from three festival screenings and a late-night broadcast, there was no way to see them anywhere. I thought rather than adding to that pile of films that very few people see, maybe we should take some of these films and see how many people we can actually reach when we make an effort using all these new options"—like crowdfunding, video on demand, and social media.

While applying to become one of the world's first Producers of Marketing and Distribution at the Scottish Documentary Institute—then a new role, focused on more effectively bridging the gap between the processes of documentary production and distribution—Kempas proposed adopting a (then) little-known digital organizing platform that had powered the Scottish National Party in their landslide victory during the 2011 parliamentary election.

”

In my job interview I said, why don't we try this political campaigning software and see if that helps us mobilize audiences around our films and engage them in a better way? I got the job... and we became one of the first NationBuilder customers from the film world, then the first NationBuilder Architects with a background in the film industry. It worked very effectively, mostly because you could have all these different websites for different films and projects feed into one central database... So if they've seen this film and liked that, then would they possibly be interested in watching something on a related subject? Not every release had to start from scratch to build an audience.

Ben Kempas
Film & Campaign



"In my job interview I said, why don't we try this political campaigning software and see if that helps us mobilize audiences around our films and engage them in a better way? I got the job...and we became one of the first NationBuilder customers from the film world, then the first NationBuilder architects with a background in the film industry. It worked very effectively, mostly because you could have all these different websites for different films and projects feed into one central database... So if they've seen this film and liked that, then would they possibly be interested in watching something on a related subject? Not every release had to start from scratch to build an audience."

After three years of successful work with the Scottish Documentary Institute, in 2014 Kempas started his own company, Film & Campaign, to offer film promotion and distribution to other independent documentarians over the next several years—using NationBuilder all along the way. A highlight of that work came in spring 2019, when a film about inclu-



Photographer M. Bothor



Photographer Andi Weiland, Gesellschaftsbilder.de



sion in German schools brought his company its biggest success yet, and made significant strides toward changing minds on an under-addressed issue. Berlin filmmaker Hubertus Siegert had made an initial film about a class in which students who had special needs were included alongside students who didn't, then revisited some of these students twelve years later, when they were all twenty-four years old. The final product, entitled *Die Kinder Der Utopie* (Children of Utopia), captures as Kempas describes "these meetings between three children with disabilities, and three without, where it becomes clear that there's a very natural interaction with each other and it's never about what one is able to do with a disability."

At the time of the film's production, it had been more than a decade since the United Nations' landmark Convention on the Rights of Persons with Disabilities (CRPD), yet Germany was still lagging behind in implementing more inclusive measures for disabled children within mainstream education—and the practice of segregating disabled children into separate schools was still deeply ingrained in some areas. People were divided into two groups on the issue: one asserting that inclusion is a human right; another voicing skepticism as to whether inclusion is even possible.

After three years of successful work with the Scottish Documentary Institute, in 2014 Kempas started his own company, Film & Campaign, offering film promotion and distribution to other independent documentarians and using NationBuilder all along the way.



Photographer Andi Weiland,
Gesellschaftsbilder.de



country simultaneously, followed by open discussions between stakeholders in each local community. While filmmakers in the U.S. have existing tech platforms dedicated to building local support for on-demand screenings—for example, Tugg and Gathr—Kempas’ team had no such software to draw from for the German market. So, they used NationBuilder’s events functionality to create their own cinema on-demand platform from scratch. They built event pages for locations across the country, they collected RSVPs to convince yet unconfirmed theaters, and they gathered volunteers to host screenings themselves or participate as an expert in a post-screening talk.

“There was clearly a need for this,” Kempas says, “because within a few weeks we had around 1,000 volunteers to either adopt a local screening or be ready to help on the ground. We also had 19,000 RSVPs across Germany in total, which made us really wonder, because the general rule of thumb is that forty percent of the people that say they’re going actually turn up. But, as we ramped up social media advertising closer to that day of action, all of a sudden cinemas started selling out or adding additional screenings, and places that looked like we might not get a critical amount [of people] together all of a sudden were being confirmed.

On the day itself, May 15, 2019, nearly 20,000 people went to the cinemas. And, with 20,000 people in the cinema on a Wednesday night, against the 200 total films in Germany, we came out at number three,

Part of the documentary’s intention, as Kempas frames it, was “to take that debate out of the trenches and give people a more neutral ground to debate on. This documentary film that [Siebert] made opens up room for reflection, because the film itself doesn’t judge. Of course, when you build a campaign around it, you want to have an impact, you want people to go the way toward human rights. But you want to achieve that with a film that doesn’t tell people what to think; you want to achieve that by making people think for themselves and then hopefully come to the same conclusion that we came to.”

To do this, they partnered with Raúl Krauthausen, one of the most visible disability activists in Germany, and a dedicated charity called MittendrIn (“in the middle of it”) in Cologne. Instead of simply touring the film and hosting talks or question-and-answer sessions at stops along the way, they made the bolder move to coordinate a nationwide day of action, in which screenings could happen across the

only beaten by the latest *Avengers* and *Pokemon*. In terms of the number of people showing up per screening, we were actually ahead of *Avengers* and *Pokemon*. That was quite mind-blowing because none of us, even though we’d started to have a good feeling, expected that.”

With the infrastructure they’ve built, Film & Campaign have been able to continue to support volunteers as they host and support their own screenings even after the main day of action. In addition, they’ve had the time and tools to learn more about the impact the film may have had on the thousands of people who viewed it. Were the people who attended screenings already in agreement with inclusion, or did some minds change? They invited everyone in their database to complete a survey asking viewers whether they thought the film portrayed inclusion positively, negatively, or neutrally—further, whether or not they thought differently about the issue after seeing and discussing the film, and if so, why. Seventy-three percent of people who took the survey said that they had not changed their position, but only because they had been in favor of inclusion before viewing. While a one percent margin answered that they had a more negative impression of inclusion after watching the film, twenty-six percent said the experience had led them to think more positively about inclusion than they had before.

“When you have more than a quarter of what you thought was just going to be a bubble actually changing their attitude in some way, then that’s quite an achievement,” Kempas says. “Out of the 20,000 people that saw the film that night, about 2,000 responded to the survey... I like to think that if you look at that twenty-six percent, you can safely say that we changed the minds of thousands of people across the country.”



Photographer S.U.M.O. Film

KEY FEATURES USED



ACTION PAGES



EMAIL
SEGMENTATION



FIELD TOOLS



FUNDRAISING



MEMBERSHIPS



PATHS & GOALS



\$1.7M

RAISED IN
THE FIRST
QUARTER

100K

DONORS

5K

EVENT
ATTENDEES

Win your election

How outsider candidate Andrew Yang grew his base and qualified for the 2019 debates

This Democratic challenger made the transition from internet meme to grassroots movement and drove early fundraising success by mobilizing his committed fan base, the Yang Gang.

Before Andrew Yang started his run for president (and became an internet legend), he was an entrepreneur looking to pave the way for other entrepreneurs. He studied law, went on to create some successful startups, and founded Venture for America (VFA) in 2011, an organization designed to rejuvenate local economies by placing entrepreneurs in cities where they could create new jobs for a new generation. Over the course of VFA's work training 500 fellows in different cities through 2017, Yang got the idea that would lay the foundation for his presidential platform—the prediction that the threat of automation would grow to displace more jobs than entrepreneurs could possibly create, and that the U.S. government wasn't equipped to help solve the problem.

Instead of relying on party-approved talking points, Yang structured his campaign in late 2017 around a fairly radical policy idea: a universal basic income of \$1,000 each month for all Americans aged eighteen to sixty-four. As he began to build steam in 2018,

he attracted a core of committed grassroots supporters that included Carly Reilly, who is now the campaign's Finance Director. On what motivated her to join, she says, "He didn't speak in platitudes but rather in really outlined, thoughtful policy, and I thought he was hitting the nail on the head in terms of the problems he was identifying. I trusted his capacity to deliver the solutions he was outlining. That combination of things was very rare to me, and it was refreshing... I reached out to the campaign saying, 'I clearly want to be a part of this.'"

”

There's a very destructive mentality that's like, if the software that the other [party] used was really great and worked, that we can't use it because they used it. Coming from Wall Street, coming from business, that's not how you operate at all—you have to be the opposite. If your competitor is using a great software, you are more inclined to use it to keep up. Honestly after making sure it was a fit, it was a 100% no brainer.

We picked NationBuilder because we wanted to be the tech-savvy campaign. We have a really interesting candidate, but he has a complicated long-form message, so our strategy was to get that message out there as many ways as we could in its purest form.

Zach Graumann
Campaign Manager



Another early adopter was Campaign Manager Zach Graumann, who set about building the kind of digital infrastructure that would sustain the campaign once it hit its stride. The operation's early days had been powered by a different platform that provided limited visibility into reporting and donor information, which left Graumann searching for another solution. "I was very frustrated so I said to my team: 'Look at all of our options and find a better one, and if we have to build it ourselves, we will.' And they all came back and said NationBuilder is by far our best option," he says.

On the topic of choosing to work with a nonpartisan tool as opposed to other exclusively progressive Democratic software options, Graumann says: "There's a very destructive mentality that's like, if the software that the other [party] used was really great and worked, that we can't use it because they used it. Coming from Wall Street, coming from business, that's not how you operate at all—you have to be the opposite. If your competitor is using a great software, you are more inclined to use it to keep up. Honestly, after making sure it was a fit, it was a 100% no-brainer.



After the Rogan podcast, Yang's Twitter followers jumped eightfold—going from roughly 34,000 to 287,000 in a little over a month.

We picked NationBuilder because we wanted to be the tech-savvy campaign. We have a really interesting candidate, but he has a complicated long-form message, so our strategy was to get that message out there as many ways as we could in its purest form."

An effective long-form medium for delivering that complex message turned out to be podcasts with a wide and diverse listener base. When Yang spoke as a guest in February on the Joe Rogan Experience, thousands of new fans were powerfully struck by his message. As covered by Holly Bailey of the

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We wanted something that was not just the name of the volunteers, but part of an identity. I wanted people to say, 'Oh, I'm Yang Gang.' What that does in my opinion is make it so it's not just a meme; it's part of who you are, which therefore means you probably should show up to a rally because it's part of who you are... What's really cool about what we're doing is that though [our engagement] team is three people, we're throwing these 5,000 person rallies with no staff—it's all volunteers. It really is the definition of taking the internet into real life, and that's one of the ways we did it; we empowered our organizers.

Zach Graumann
Campaign Manager



Washington Post, “after the Rogan podcast, Yang’s Twitter followers jumped eightfold—going from roughly 34,000 to 287,000 in a little over a month. Online fans started creating thousands of memes and videos on Facebook, Instagram and other social media, spreading his campaign further.” And with that, the Yang Gang was born.

Word of mouth promotion and viral social media content can only take a candidate so far—Yang’s team needed to translate all that positive energy into donations, volunteer sign-ups, and pledges of support on their campaign website. Knowing that the campaign needed to reach at least sixty-five thousand unique donors in order to qualify for the debate stage, they set that threshold as a goal with-



in NationBuilder they could consistently and transparently work toward. The next step was to meet people where they were expressing excitement about Yang as a candidate and direct them to the campaign site to make their support official.

Unlike traditional presidential campaigns, the place Yang’s supporters happened to be gathering was Reddit. As fans posted memes, Reilly would post links where they could sign up for updates, become volunteers, and start organizing on Yang’s behalf. From there, supporters were tagged based on their origins and interests, then contacted by a group of fifteen volunteers to help recruit, organize, and boost attendance for upcoming rallies—distributing leadership among the committed supporters in each city. “We’ve ultimately scaled to a point with our tagging infrastructure where we’re not just tracking people, we’re tracking [distributed] organizations of Yang Gangs in various locations,” Reilly says. “So we’re able to email folks now who are entering our volunteer system, funnel them into these different locations, and see how our volunteer outreach has evolved as we’ve grown.”

Within a year of digital organizing on NationBuilder, Yang’s campaign had raised two million dollars from a base surpassing one hundred thousand individual donors—significantly exceeding the threshold re-

quired to enter the first primary debates of the summer. In the lead-up before the debates, in-person rallies became the place where the viral digital campaign made the most visible impact. One such rally in San Francisco marked for Graumann the moment it became clear the campaign was truly taking off. “We drove up and we were like, ‘wow, there’s a lot of traffic here,’” he says, “and then we realized—‘oh, that’s actually because of us!’ We pulled up to the side of the stage and there was just this sea of people.”

Though the campaign still had much ground to cover, they had the benefit of a devoted following who were as committed to spreading the word on the street as they were to sharing it online. Creating this group was an intentional choice by Graumann and the Yang team, right down to its memorable name. Graumann says, “We wanted something that was not just the name of the volunteers, but part of an identity. I wanted people to say, ‘Oh, I’m Yang Gang.’ What that does in my opinion is to make it so it’s not just a meme; it’s part of who you are, which therefore means you probably should show up to a rally because it’s part of who you are... What’s really cool about what we’re doing is that though [our engagement] team is three people, we’re throwing these 5,000-person rallies with no staff—it’s all volunteers. It really is the definition of taking the internet into real life, and that’s one of the ways we did it; we empowered our organizers.”

The Yang campaign built even more momentum and excitement after the debates began over the summer, as summed up by Campaign Chief Nick Ryan. “We came from this total curiosity to being on the debate stage,” Ryan says. “The second debate, which was at the end of July, we refer to as ‘the coming out party’ because [Yang] was just fantastic on stage, going toe-to-toe with all of the candidates. We’d never seen web traffic like that, but we also had never seen donations at the rate that we were seeing them. Our list growth was incredible, and it felt like as a campaign we had hit this new level of maturity.”



Says the campaign’s Chief Technology Officer, John Elson, of the campaign’s 2019 success, “The thing that just constantly blows me away is that this all started from nothing... If you work in politics for awhile you start to think of political campaigns as these well-oiled extremely corporate machines, and this started from completely the other direction, just a man with a vision who really believed in something and has a solution that speaks to people... Working with those people who were able to bring this movement into being out of nothing, that’s what’s been surprising and amazing to me.”

KEY FEATURES USED



ACTION PAGES



EMAIL SEGMENTATION



FIELD TOOLS



FUNDRAISING



MEMBERSHIPS



PATHS & GOALS

Run your association

Canadian Labour Congress created the digital infrastructure for workers nationwide

Over the last two years, the Canadian Labour Congress has united dozens of affiliate unions to become a powerful lobbying force and give workers in Canada more universal access to medication.

The Canadian Labour Congress (CLC) is an umbrella organization that supports workers by committing to the goals of worker democracy, social justice, and equality—aiming to make the lives of workers and their families safe, secure, and healthy throughout Canada. It's a massive responsibility to take on, made even more complex by the sheer number of local unions and national offices of all the affiliates that the CLC brings together in pursuit of its mission.

Two years ago, Laurie Antonin, who anchors the digital outreach team of the CLC, set about building strategies to grow the CLC database and connect their many labour councils and federations. The task was to essentially improve the CLC's infrastructure by creating a central data hub to help the CLC mobilize potential campaign supporters.



128K+

PETITION
SIGNATURES

2K

EVENT
ATTENDEES

54

AFFILIATED
UNIONS

3M

WORKERS
REPRESENTED



"At the time, I was not a techie at all," Antonin says. "But we started to understand the power of data and how it would help us engage with workers, as well as with the general public, throughout the country. We wanted to provide them with ways to add their voice to the issues that matter to them and that can make a difference in their lives. NationBuilder allowed us to do all this. We worked to improve messaging and to develop relationships with supporters who were signing on to our campaigns via email, surveys, petitions and texts. We saw our supporters move through ladders of engagement and watched many become super activists. It's been powerful and we've now begun to see a lot of our strategies replicated throughout the labour movement."

With this new infrastructure in place, CLC could immediately start building momentum around its flagship campaign: making sure that everyone has access to the pharmaceuticals they need to survive. While Canada has Medicare (public universal healthcare), they are the only country with universal healthcare, but no national pharmacare program. To start the digital conversation, CLC shared statistics about the topic that resonated with the experiences of people across their community.

With this new infrastructure in place, they could start immediately building momentum around an important cause: making sure that everyone has access to the pharmaceuticals they need to survive.

"The one thing that came out of a lot of these conversations were stories of individuals who were just like, 'this is affecting me, this is affecting my brother and my sister, my family'—you name it," Antonin says. "We [realized] that this is how we bring more people into this campaign, through these stories."

Along with launching their first-ever petition on NationBuilder, which amassed a higher-than-expected 30,000 signatures, they equipped their site with digital action tools that people could use

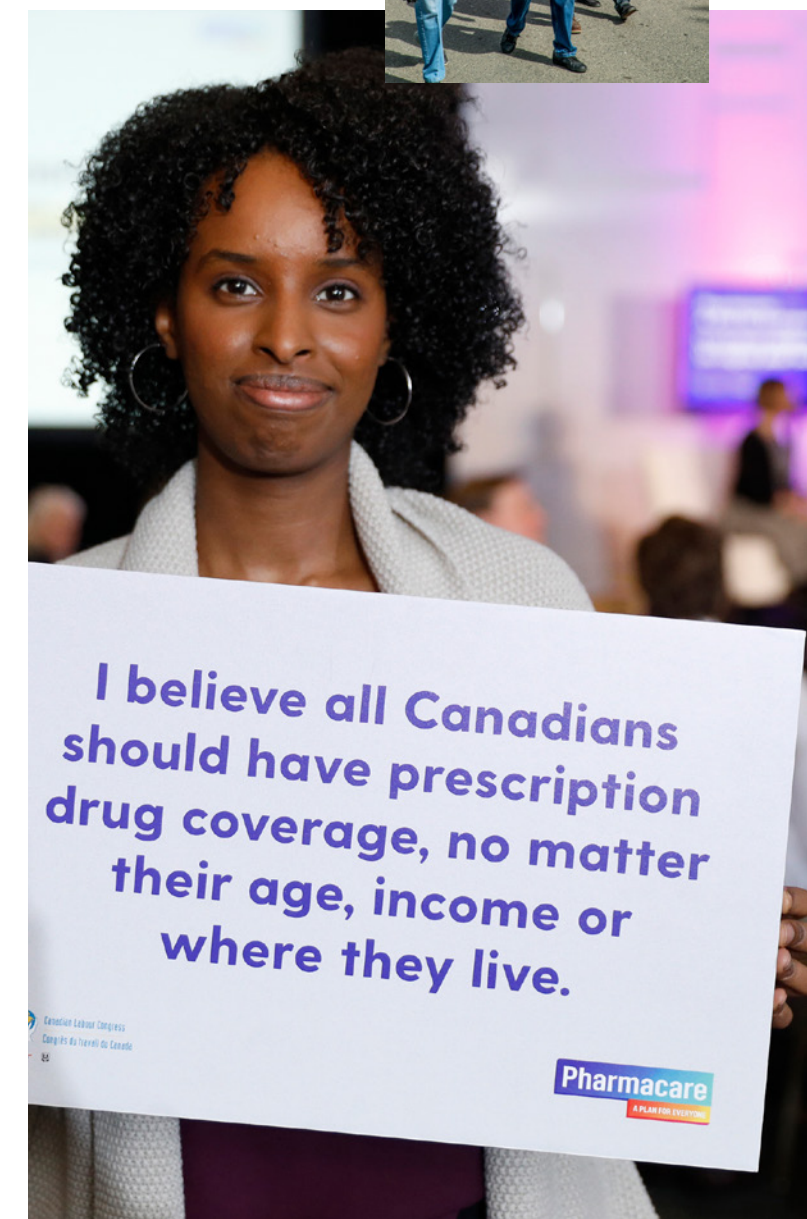


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There were about a thousand people who shared their stories, and then by the end of the year we had doubled that. We had about 60,000 supporters in our database who cared about Pharmacare.

Laurie Antonin
Political Action & Campaigns



Near the end of 2017, they launched a cross-country tour that drew close to three thousand people thanks to their avid engagement with people on their lists.

to share their stories. Antonin continues, “there were about a thousand people who shared their stories, and then by the end of the year we had doubled that. We had about 60,000 supporters in our database who cared about Pharmacare.”

Near the end of 2017, they launched a cross-country tour that drew close to three thousand people thanks to their avid engagement with people on their lists. Then, in February, a successful lobbying push by three hundred labour activists led to some heartening government action: a new advisory council committee on the implementation of Pharmacare was officially announced on February 27, 2018. This showed that the government was listening.

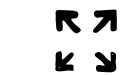
The CLC’s momentum continued throughout the year, and by September 2018, they had grown their database to 128,000 people through online as well as offline actions. The CLC prompted supporters with requests to send a letter to the advisory council, fill out a survey, or attend an advisory council meeting in their local constituency as part of their ladder of engagement—all of which would be tracked within NationBuilder. The results were impressive, as Antonin recounts: “We had thousands of people send a survey, and if it was ‘attend a meeting in your area,’ the advisory committee actually went to provinces throughout the country and we had hundreds of people show up, which showed very high engage-



ment levels. By the end of the summer 202 more people lobbied, over 500 showed up at countrywide campaign training sessions, and more than 115,000 people continued to sign our online petitions.”

2019, an important election year in Canada, presented the CLC with an opportunity to help their supporters better understand the platforms of their local candidates, as well as apply pressure to those candidates to ensure that workers’ interests were represented. The election cycle brought further proof that the Congress’ diligent work over the last two years had paid off, particularly its advocacy for Pharmacare. According to Antonin, “our team saw lots of success in this campaign. Nearing the election, we had every single political party include a reference to prescription-drug coverage in their platform. Every single one of them. It was great to see how people were activated around this issue, regardless of their political affiliation.”

KEY FEATURES USED



ACTION PAGES



EMAIL SEGMENTATION



FIELD TOOLS



FUNDRAISING



MEMBERSHIPS



PATHS & GOALS



5K

VOLUNTEERS

12

CANDIDATES
ELECTED IN THE
CHAMBER OF
REPRESENTATIVES

43

TOTAL
SEATS IN
PARLIAMENT

Build your political party

How party on the rise PTB–PVDA gained 35 seats in Belgian parliament

The Workers' party of Belgium (PTB–PVDA) launched highly targeted phone banking campaigns to get out the vote in local and national elections and become one of the top five parties in Belgium.

While many left-leaning Belgian parties suffered setbacks in the regional, national, and parliamentary elections of spring 2019, one party nearly doubled its support by garnering almost nine percent of the vote, raising its number of MPs from two to twelve, and even gaining its first seat in European Parliament. PTB, otherwise known as the Workers' party of Belgium, drew international attention just a year ago when it won more than fifteen percent of the vote in several cities during the 2018 local elections. After the last two years of successful campaigning, PTB is a party on the rise, and its quick and steadfast growth owes just as much to the party's expert organizing tactics as it does to the country's appetite for anti-establishment candidates.

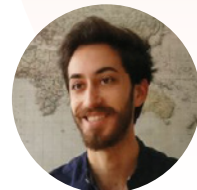
Unified by the tagline "the social climate revolution," the PTB platform focuses on fighting both climate change and austerity politics in ways that have appealed strongly to many local communities. Regarding their success, party webmaster and local organizer Enio Serluppens says, "Because of the work of



”

Because of the work of our volunteers, the dedication that we had, and the detailed plan we brought forward, we managed to convince a lot of people that [the combination of] a social and climate program is workable; it's possible.

*Enio Serluppens
Party Webmaster*



our volunteers, the dedication that we had, and the detailed plan we brought forward, we managed to convince a lot of people that [the combination of] a social and climate program is workable; it's possible."

Since they're still a small party that hasn't traditionally had mainstream media support, much of PTB's work has revolved around grassroots tactics and building individual relationships, or as Serluppens puts it, "really [listening] to the people and [trying] to work with them one-on-one." Scaling a campaign from the ground up required the PTB team to create a digital infrastructure sophisticated enough for their ambitions, so before the 2018 election cycle started, they started building a network of nations—forty in total—on NationBuilder, where they could run targeted local campaigns and empower more volunteers to carry out the work ahead.

Powering these dozens of nations were local organizers that Serluppens and team trained personally via video calls, and as the party distributed leadership and continued to organize, they had a cen-

tralized source of constantly updating information about what was working, what wasn't, and what kinds of tactics might help the party at large as they moved into national elections.

They found a powerful tool to amplify their efforts in CallHub, which they used in both the local and federal election cycles for phone banking—a practice that while common in the U.S., was often seen in Belgium as too intrusive, and would require a highly specific and localized approach to resonate with people they aimed to reach. "That [brought] people closer together," Serluppens says. "It really got people more engaged with us [and willing] to volunteer on other things like hanging a poster, coming to a demonstration, or signing a petition."

Connecting the whole operation was a fully integrated NationBuilder database, which they segmented into different levels of engagement, each of which could be filtered by location, saved as a list, and synchronized to CallHub for volunteer callers to work from. According to Serluppens, "NationBuilder helped a lot with that because of the easy use of selecting and filtering for different people. From the moment that you decide, 'okay, this is a selection that the campaign agrees on, this is a group we want to target,' it's really easy to streamline and work as a machine, almost."

Now that PTB is the fifth biggest party in Belgium with forty-three elected seats in Parliament, they're in a better place to strengthen local groups, raise visibility, and keep furthering their platform with petitions and days of action. The work may never be over, but they're positioned to keep growing. "Instead of living from campaign to campaign, we're a political party that doesn't agree with austerity politics," Serluppens says. "We don't just go out and vote every six years. We want to work with people everyday and fight with them against austerity. It's more than just 'voting;' we want to engage people daily in politics by working with them to change things."

KEY FEATURES USED



ACTION PAGES



EMAIL
SEGMENTATION



FIELD TOOLS



FUNDRAISING



MEMBERSHIPS



PATHS & GOALS



Advocate for your community

How Animal Victory is changing the face of animal welfare one signature at a time

Two animal lovers launched a petition site dedicated to the mistreatment of animals—and have collected 150K signatures in their first six months.

In early 2019, the two decided to combine their unique skill sets to tackle the issue head on through online petitions. Armed with Babington's background in nonprofit management and Eims' powerful storytelling from years of reporting on animal-related news, they set out to create a petition site—AnimalVictory.org. Once the site was up, its main purpose would be to collect high volumes of signatures for individual petitions related to specific cases of animal abuse, which they would then present to the authorities or judges working the case in an effort to have the laws updated to reflect more severe penalties, and ensure that perpetrators are held accountable to the fullest extent of the law.

In their more than fifteen years fighting for the humane treatment of animals, animal welfare advocates Janelle Babington and Penny Eims had seen it all—from farm animals living in horrendous circumstances, to household pets being neglected and abused.

In her experience, Babington says, the issue of animal abuse is commonly overlooked or cast aside, rarely receiving attention over other seemingly more pressing causes. But the irony, she claims, is in how much we as a society value animals, given that more than half of the households in the U.S. own a pet, and many treat those pets as well-loved members of the family.

The root of the problem, it appeared, was in how officials react to and punish perpetrators of animal abuse—ultimately allowing it to continue with little to no consequence. Babington and Eims knew they had to prove to major decision-makers that animal welfare is a cause desperately in need of change and they would need more voices in the mix to do so.



150K

SIGNATURES
TO DATE

\$25K+

RAISED IN
DONATIONS

10K

NEW
SUBSCRIBERS
PER MONTH



"Right now forty-six out of fifty states have enacted felonies for first-time animal abusers, but a lot of the time they still get away with a slap on the wrist because it saves [state government] resources...but [the law] doesn't mean anything if it's not enforced," Babington says.

After an attempt to set up their site on a DIY web development platform quickly proved ineffective, Babington turned to Google for other options and stumbled upon NationBuilder. "I thought, 'Oh my gosh, this is what we're looking to do; these people have it all! They have everything we need for a custom website,'" she reflects.

On their new site, they were able to implement powerful action pages, including both petition pages and corresponding donation pages, and track activity from supporters via recruiter IDs.

With part of the web design work completed on their previous site, they chose to work with a NationBuilder design partner to migrate that work over to NationBuilder—and in April of 2019, AnimalVictory.org went live. On their new site, they were able to implement powerful action pages, including both petition pages and corresponding donation pages, and track activity from supporters via recruiter IDs.

While other petition sites tend to bundle animal welfare with other causes, Babington says she and Eims have dedicated their website exclusively to petitioning for the fair treatment of animals. "Animals are at the bottom of the list when it comes to charitable dollars. There's about 400 billion given annually in the U.S. and animals and the environment only receive a combined three percent of those funds... If you have around 30,000 animal rescue organizations utilizing those funds—that's not a whole lot of money," Babington says.

With the site now live, the two leaders have been hard at work developing and deploying their digital strategy with one main goal in mind: collecting as many signatures as possible.

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Janelle Babington
Animal Welfare Advocate



Photographer Chaz McGregor

Through social media promotion and weekly newsletters, they're working on building up their audience—and in the first six months since launch, they've collected an estimated 150,000 signatures via forty-eight petitions.

But their work doesn't stop at signatures—they've made it a priority to keep supporters in the loop every step of the way. As they send signatures and correspondence out to prosecuting attorneys, judges, police departments, and other major decision-makers, they also post updates and regularly make announcements in their newsletters.

Along with the strong relationships they're building with supporters, they also give back to their community by donating a hundred percent of their net profits to animal welfare organizations and campaigns, as well as individuals who have been impacted by animal abuse.

While AnimalVictory.org has had an incredible start and seen quick growth in signatures over a short period of time, there's still much more work to be done.

But with the digital infrastructure for reaching their supporters in place, and a powerful commitment to fighting for their cause—Babington and Eims aren't standing down anytime soon.

"Animals... we love them, we all have them, but people close their eyes to the abuse. And we can understand a lot of that, but that's why we're here. We're not closing our eyes."

KEY FEATURES USED



ACTION PAGES



EMAIL SEGMENTATION



FIELD TOOLS



FUNDRAISING



MEMBERSHIPS



PATHS & GOALS

Win your election

Independent Zali Steggall unseated Tony Abbott to become the new MP for Warringah

Zali Steggall, a former Olympic skier and lawyer, broke ground by winning the historically liberal-held seat for Warringah in the Australian Federal Election.

On May 18, 2019, Zali Steggall, an independent running to become the new MP for Warringah, made history when she won the seat previously held by progressives since 1922 with an eighteen-point-three percent swing vote in her favor.

In a way, politics is Steggall's third career—with Olympic skiing as her first, and law her second. At just seventeen years old, Steggall competed in her first Winter Olympics, and went on to win an Olympic medal for alpine skiing in 1998. As her career in skiing came to a close in 2002, she shifted her focus to law by becoming a barrister practicing in various legal areas, including sports law.

With Steggall, a newcomer, running against a candidate who'd held positions as both the Prime Minister of Australia and the leader of the Liberal party in addition to his current seat (which she aimed to win)—it was evident from the get-go that the race was going to be fierce.

But most importantly, the people of Warringah were hungry for change. With grassroots groups popping up left and right in favor of removing the current MP from office, there was public pressure for a new leader to step up to the plate. And, no stranger to competition, Steggall was up for the challenge.

In late January of 2019, she announced her candidacy and launched her campaign rooted in the immediate need for climate action—a strong platform given that the current MP was not approaching climate change as a major issue. As the larger movement against the current MP kept growing, the people behind it now doubled as Steggall's early grassroots support.

Photographer
Kate Zarifeh



1.4K

VOLUNTEERS

\$1.1M

IN
DONATIONS

18.3%

SWING VOTE
IN HER FAVOR



With the campaign gaining traction, Andy Knight, the Digital Strategist on the team, knew they'd need to ensure their site was not only reliable, but optimized to engage and recruit the high numbers of supporters and voters streaming in.

He'd heard of NationBuilder from colleagues working on the campaign alongside him, and after taking a closer look at the platform, NationBuilder became the digital organizing hub for Steggall's campaign.

It was easy for anyone to register to be a volunteer on their action-focused site, and with simple, fun, and engaging asks—like volunteering to don a turquoise campaign t-shirt and join organized walks in major areas of the electorate—they had no shortage of volunteers showing up to help. The volunteers were overflowing with an infectious positive energy for Steggall and, before long, the campaign's volunteer base had grown to record-breaking numbers.

"We grew a large number of supporters, volunteers and donors in a short amount of time, so to commu-

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We grew a large number of supporters, volunteers and donors in a short amount of time, so to communicate and organize through one system that could scale with us made it all possible...It meant that we weren't spending hours and hours trying to sort and update data.

*Andy Knight
Digital Strategist*



nicate and organize through one system that could scale with us made it all possible... It meant that we weren't spending hours and hours trying to sort and update data," Knight says.

Without the built-in resources of a major party, saving time was crucial. Those extra hours allowed the team to focus on training their volunteer base—a good portion of whom were getting involved in politics for the first time. Says Knight: "One of the most common comments we got from volunteers was, 'I've never had anything to do with politics before.' We found that once people started [getting involved in] these activities, they met new people in the community with common goals and were keen to move into other activities."

Countless volunteer hours later, election day arrived. The campaign team and volunteers alike were buzzing with nervous energy—unsure of how the day would unfold.

"People were still spread out across the electorate, either scrutineering or packing up after a long day as results started coming through," Knight says. "It became clear pretty quickly that we were making history. We were shocked as results came in, but people were all over the place so the few of us that were seeing them were just jumping up and down like little giddy kids. As we all grouped together, it was sheer elation mixed with tears and exhaustion."

Now, several months post-election, Steggall is working on keeping the promises she made during the election with a Climate Change Bill in the works for 2020. The plan is to launch a community-led initiative enlisting the involvement of households, schools, businesses, and more to reach the ultimate goal of zero net emissions.

And so, Steggall charges ahead—all the while staying in touch with the supporters who passionately helped elect her, listening attentively to their needs and feedback, and keeping the future of Warringah and its people as her top priority.

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*Andy Knight
Digital Strategist*



KEY FEATURES USED



ACTION PAGES



EMAIL
SEGMENTATION



FIELD TOOLS



FUNDRAISING



MEMBERSHIPS



PATHS & GOALS

Build your political party

PLUS and USR bring a breath of fresh air to Romanian politics

Two parties joined forces in 2019 to build an anti-corruption movement throughout Romania, make substantial gains in European Parliament, and leave their mark on the presidential election.

The following is an excerpt from an interview with Dan-Flaviu Nechita, the Chief of Staff to Dragos Tudorache, the Executive President of PLUS, the anti-corruption party that has rapidly gained electoral traction in Romania over the last year. Here, Nechita walks us through the party's history, its coalition with like-minded Save Romania Union (USR), and what these two NationBuilder customers hope to achieve next.

At the beginning of the story, I was one of the members of the 50-strong founding group of the series of projects that ended up becoming PLUS. We began with a platform called Romania 100, then we worked on building a political party called Romania Together, and then, eventually, because of a number of hurdles in the registration process, we ended up creating a new party, PLUS.

In Romania, back in 2015, [there was] a tragic accident [followed by] a series of protests over the incompetence of public authorities and against the corrupt, disinterested political class. At that point in 2015, after the resignation of the Government, the decision was taken to have an interim government composed of technocrats—experts who had no political affiliation—and that's when our government basically started, back in late 2015.



100K

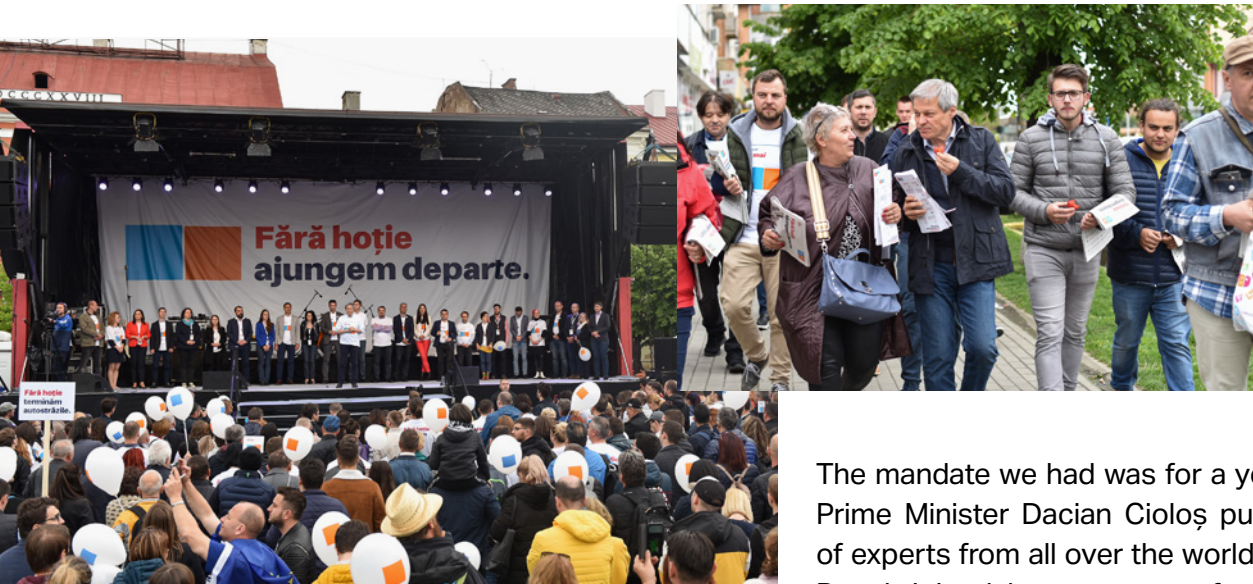
REGISTERED
SUPPORTERS

23%

OF THE VOTE
FOR EUROPEAN
PARLIAMENT

16%

OF THE
VOTE FOR
PRESIDENT



We started using NationBuilder as soon as we decided that we were going to continue to stay in this format, because we realized that society is transforming, politics is being done differently, and digital is the future for any type of social or civic organization, not necessarily just in politics.

The mandate we had was for a year and a half. The Prime Minister Dacian Cioloș put together a team of experts from all over the world, not just Romania. People joined the government from the Romanian diaspora, from the U.S., from Brussels, from London—all over. It was, in my opinion, one of the most successful and down to earth governments that had an almost impossible mission: within a year and a half, to correct all the mistakes of previous governments since the revolution in '89.

However, we weren't very good at communicating our results, so when our mandate ended and we had elections, it was [one of] the old style, corrupt parties [that came] to power at the end of 2016. Instead of disbanding, the group that worked in this technocratic government said, "Okay, we can't abandon all of our work so far, so what we're going to have to do is get ourselves organized and build, if not a political party, then at least a civic movement that represents the more progressive part of Romanian society."

That was the beginning of our movement, the core of people who worked together in the technocratic government of 2015 to 2016. We started using NationBuilder as soon as we decided that we were going to continue to stay in this format, because we realized that society is transforming, politics is being done differently, and digital is the future for any type of social or civic organization, not necessarily just in politics. And, of course, many of our supporters are digital natives, so it made sense.

Why did we choose NationBuilder in particular? From day one, it has been built as a platform for movements, so it had all the functionalities that we required as a future civic movement and party. I also had experience with NationBuilder from my work in the United States, so I advocated for us to use the platform as the backbone of our digital infrastructure and memberships.

Our goal for the campaign at first was just to map out the Romanian society and provide an outlet for those who were frustrated with incompetence and corruption, then help them to get organized, to know each other, to actually build community and get their energy all in one place, in the hopes that this will at least counter some of the damage that the political class has been doing to the country.

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NationBuilder has been instrumental to the results we've had. It really allowed us, a small, well-intentioned group of people—relative to the other two major parties in Romanian society who had inherited infrastructure, branches all across the country, and over thirty years of driving their constituency to vote—to get organized within a year.

Dan-Flaviu Nechita
PLUS



One of the more strategic decisions that we've taken is not to go the same way as a traditional party does—by basically covering the equivalent of states, then cities—but to build a multitude of communities. After moving from an initial civic movement to a political party, NationBuilder was also the tool that we used to record our membership, start organizing the internal structure of the party, communicate with our members and supporters, and basically to run the internal CRM for our membership and supporter base.

The first test of this energy in society that we were representing, which we felt needed to have a voice on the political scene, was the round of European Parliament elections in May of this year when we joined forces with another party, the Save Romania Union (USR). USR was born before us in a combination of a previous civic movement plus a number of the people who worked within our 2016 government, but while USR was competing in their first elections we were still governing. As soon as we entered the political arena, we became an alliance. In May of 2019 we got close to twenty-three percent of the general vote for the European Parliamentary elections, which made this alliance the third largest political force in

the country—the third only by a margin of one or two percent, so we’re almost the second political force within the country.

It’s the first time in thirty years that a political party has been born and consolidated in Romania that represents a competent and honest political force, and it has risen within a year. Just a few days ago we celebrated our one-year anniversary since the official launch of the party. Within this year, we have managed to consolidate our alliance with USR, and our two parties are getting closer and closer.

You have to understand that the political system in Romania is plagued by the remnants of the former communist party, by people who have been in politics their entire lives under different regimes, schemes, and political arrangements, basically monopolizing political power for their own interest. With pressure from our strategic partnership with the United States, pressure from joining the European Union, and pressure from the NATO alliance, Romania has progressed and the political class has had to keep up with the rigors of the international system. But none of the progress is owed to the old style politicians—on the contrary; they kept Romania from fully benefiting from its international membership and

comparative advantages. Our main achievement is that we have established a modern alternative to the old style politics, which is supported by an important segment of the population. That segment usually didn’t go out to vote in previous elections because they were disgusted by what was going on in politics.

In addition to the significant results of the European Parliament elections, we ran a presidential campaign in a race where the current president was very popular, and still managed to get close to sixteen percent of the vote for our candidate, who was new to politics. Without a political platform that had been built over the years, we still managed to consolidate a core of anywhere between one-point-five and two million voters who voted with us and will continue to vote with us.



Understanding Romanian society a little bit better, I think that we can do even better—that PLUS and USR in alliance will become either the first or the second political force in Romania. We are gearing up for local elections and general Parliamentary elections next year, so hopefully our numbers will continue to grow. There are close to 44,000 seats up for election—for local council, mayors of everything from big cities to small villages. Then, we have the general Parliamentary elections, where the composition of the new government is going to be decided, so there’s a lot of work ahead.

NationBuilder has been instrumental to the results we’ve had. It really allowed us, a small, well-intentioned group of people—relative to the other two major parties in Romanian society who had inherited infrastructure, branches all across the country, and over thirty years of driving their constituency to vote—to get organized within a year.

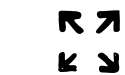
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Dan-Flaviu Nechita
PLUS



KEY FEATURES USED



ACTION PAGES



EMAIL SEGMENTATION



FIELD TOOLS



FUNDRAISING



MEMBERSHIPS



PATHS & GOALS

Serve your constituents

How a homegrown organizing group united their community around Independent candidates

Meridian canvassed their whole Pennsylvania township to rally Independent voters, elect one of their first Independent candidates, and make bold strides in their municipal election.

Linda Ciavarelli, co-founder of Meridian, a network of grassroots community activists working to change local politics in the state of Pennsylvania, is far from a career politician. A podiatrist, philanthropist, and mother of three, she and her husband AG Ciavarelli—an attorney who works in finance—dashed into the community organizing fray after the 2016 presidential election. They were inspired that their staunchly Republican district had voted for Democratic nominee Hillary Clinton (despite voting for Republican candidates down the rest of the ballot), reflecting a palpable shift away from their usual party affiliation.

Ciavarelli says, “Our township and our county has been under Republican [governance] since before the civil war, so there hasn’t been a whole lot of diversity of political thought in our area. [But now] that’s changing, and we saw that as a space where we could make a difference. One of the ways we thought we could do that is to help unaffiliated candidates run for and attain local office. The idea is about making a space for Independents—basically centrists... pragmatic people willing to go into local service, who are not willing to sign up with a legacy party.”



1ST

SLATE OF
INDEPENDENT
CANDIDATES

10K

VOTERS
REACHED

3K

DOORS
KNOCKED



Feeling compelled and galvanized to facilitate better representation for their changing community, the Ciavarellis started laying out their ideas—asking questions like, as the two main U.S. parties continue to diverge, what would their ideal centrist platform look like? From there, what would a full-fledged government look like? Having articulated a concept, what they needed were people. “You can’t just talk about how great an idea is, like, ‘We should have more Independent candidates,’ or ‘We should do this... we

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You can’t just talk about how great an idea is, like, ‘We should have more Independent candidates,’ or ‘We should do this... we should do that.’ You have to have a place to put all of that energy, and that’s when we realized that Independent campaigns were what we wanted to focus on, on a local level. We thought, what if we try for positions like Dog Catcher, Sheriff, District Three Constable—all of these were much more attainable places where partisanship isn’t quite as critical.

*Linda Ciavarelli
Campaign Manager & Co-founder*



They started by assembling their first slate of Independent candidates to run for seats in their local Middletown Township Council.

should do that.’ You have to have a place to put all of that energy and that’s when we realized that Independent campaigns were what we wanted to focus on, on a local level,” Linda Ciavarelli says. “We thought, what if we try for positions like Dog Catcher, Sheriff, District Three Constable—all of these were much more attainable places where partisanship isn’t quite as critical.”

They started by assembling their first slate of Independent candidates to run for seats on their local Middletown Township Council, a governing body that serves more than 10,000 voters, sourcing their first candidate from very close to home—Ciavarelli’s husband, AG, for Middletown Council At-Large. “He finally said, you know what, I’m going to do it,” she says. “He’s not the kind of guy to walk around and talk about how great he is, which in politics you really kind of have to do. So that was really outside of his comfort zone. Then, just around the time that he decided, we’d been pushing out our message about Meridian for quite some time in social media. [Someone] came to me and I’ll never forget it; we met at the Y, had coffee after working out, and she showed me her journal entry from months ago where it said, ‘I want to run, but I can’t find a place to run. Maybe this Meridian thing is something I can look into.’ And I was just overwhelmed. Like all of that effort, all those messages we’d sent out, all those messages in bottles

had landed on somebody’s island and they’d found it.” That candidate was Bibiana Dussling, a retired Navy helicopter pilot and committed member of her community, who entered her first race for Middletown Township Council District Three.

Linda got started managing both campaigns, working to build and maintain the campaign websites, build email relationships, and consolidate valuable findings from the field. “Being outside of the party structure, having the opportunity to use something like NationBuilder was game-changing—to be political novices, and to have the resources all in one place,” she says. “I think in the very beginning I remember saying something like ‘It’s like they wrote it for me.’ [As if] somebody was like, ‘What would Linda need if she wanted to do this crazy thing?’ And that’s what it was.”

The most important work happened on the ground in the Middletown community. While Ciavarelli downloaded and parsed a public voter file, the object wasn't to target certain people, but to connect with absolutely everyone they could. They intended to show people that they were interested in representing each household, not a larger political party. "The most surprising thing for me was being able to connect with people in my town in a way that I wouldn't have the opportunity to do any other way," she says. "We were able to really craft our message to be about what people were talking about—I [wasn't] knocking on blue doors, I [wasn't] knocking on red doors, on white doors, purple doors, or green doors; I was knocking on every door. We wanted to [reach everyone] and say, 'what do you care about? What's important to you in this township and what do you want to change? Where do you see room for growth?' So that was a tremendous experience. When else do you have the opportunity to knock on a neighbor's door and say, 'hey, there's this candidate—what's important to you?'"

They intended to show people that they were interested in representing each household, not a larger political party.

In addition to asking open-ended questions about voters' concerns and priorities, during those door-step conversations they established some key information about people's level of engagement: who's willing to have the conversation, who wants to sign up for their email list, and who would commit to putting up a yard sign—an important milestone for municipal elections. From there, Ciavarelli would bring that database information back to her nation and use it to put people on the right steps on their path of engagement and target future communications. "We really wanted to win the yard sign battle of this election, and we did. Hands down. Everybody knew. So that was great," Ciavarelli says.

On November 5, 2019, Bibianna Dussling won her race for Middletown Township Council District Three. As for AG Ciavarelli, though he didn't ultimately gain his seat, he won more than seventeen percent of the vote in a five-way race for two seats, whereas Independent candidates might typically get one to two percent of the vote.

While the Meridian team is proud of what they accomplished in this first election, it's only the beginning of what they want to achieve. The Ciavarellis' eyes are already set on the next election cycle and future races to win. Additionally, they plan to write an



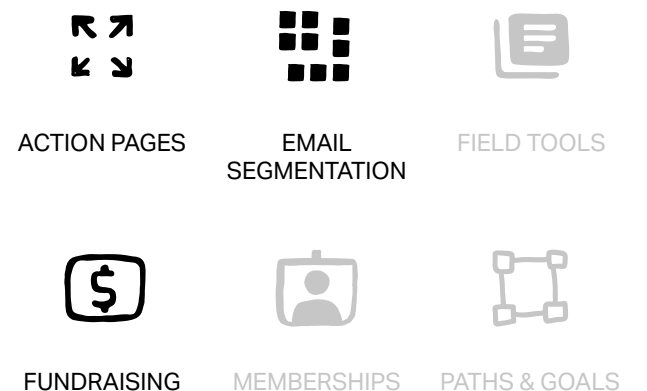
open source guide intended for anyone who wants to run outside of the two-party system—following the model of a guide they wrote about how to write a common sense gun safety resolution and get it adopted, just as they did in their own school board—and make it available on their site. With valuable take-aways from this cycle in their toolbox, they're ready to scale.

Of her role in the next cycle, Ciavarelli says, "I'll likely be managing the campaigns if we have five candidates next time, but in the next cycle after that, if there's ten or twenty, there's going to need to be some scaling. With NationBuilder, I feel like I've just scratched the surface. It's all there and it's waiting for me, and waiting for an organization like mine to grow into. We feel like we're just in the very beginning and we see the capability of it, and I know that we couldn't be as effective doing what we're doing without NationBuilder."

They plan to write an open source guide intended for anyone who wants to run outside of the two-party system—following the model of a guide they wrote about how to write a common sense gun safety resolution.



KEY FEATURES USED





Win your election

How Steven Reed turned his mayoral campaign into a movement

Former probate judge Steven Reed won more than sixty percent of the vote in a competitive runoff election to become the first African-American mayor of Montgomery, Alabama.

In a crowded field of twelve candidates running for Montgomery, Alabama mayor in 2019, several factors set Steven Reed apart. At forty-five, he was among the youngest of contenders running, and yet he'd already set a precedent of making history in local elections. When he became Montgomery's probate judge in 2012, he was the first African American and youngest person ever to hold the position. The impression he'd made in that role was evident to Field Director Felix Parker as he and his team canvassed local voters about Reed's candidacy.

"Number one, we had a good candidate," Parker says. "In his capacity as probate judge, he really proved himself and earned the people's trust. So, as we would go out, everyone would be saying, 'Hey, you're doing such a good job as probate judge, why would you be the best Mayor? I don't want to lose him as probate judge.'"

25%

INCREASE IN
VOTER
TURNOUT

67%

OF THE
RUNOFF VOTE

\$800K

RAISED

85%

EMAIL OPEN
RATES

Coincidentally, some of Reed’s team was composed of organizers who had worked on another history-making Alabama mayoral campaign—that of Randall Woodfin, the youngest mayor elected in more than a century in Birmingham. One person in particular, Chris Barrineau, brought with him a working knowledge of NationBuilder and belief in its power as an infrastructure for data-driven campaigns based on that experience. “My role on the campaign was two-fold: one as campaign finance director; two as data manager and NationBuilder manager,” Barrineau says.



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Once we realized that we had 12,000 people, it really changed our rhetoric and our message going into the first August 27 election. We thought we [might be] the only campaign that could win outright and a lot of that goes to NationBuilder and the quality of our data.

Felix Parker
Field Director



Barrineau and team set up the fundraising infrastructure and outreach strategy, which would drive nearly \$800K over the course of the campaign using a combination of email and texting for small dollar donations as well as other fundraising tactics. They had amassed a database of avid supporters, which, paired with the right segmentation, delivered average email open rates of eighty-five percent. Says Barrineau, “Using a tool like NationBuilder is an easy way to keep people engaged, because you’ve got everything at the click of a button right there at your fingertips. You can actually go in and warm [people] up and get them engaged in the campaign via updates, letters, those kinds of things, so when it comes time to [mobilize] them either via a hard call or an email or something like that, you’ve prepared them... It’s extremely powerful because when [we got] down to the end of the campaign, closer to two or three days out from the election, we [could use] all of our resources through NationBuilder to actually turn people out.”

Volunteer interest surged, particularly after Reed participated in public debates—as did Parker’s field operation. Canvassers went out equipped with a walk app and a script that stuck to Reed’s central message about how he aimed to help Montgomery voters Live, Learn and Earn. Around July 15, Parker says, “we knocked our 15,000th door. Of that 15,000, 12,000 [were] for Steven. Once we realized that we had 12,000 people, it really changed our rhetoric and our message going into the first August 27 election. We thought we [might be] the only campaign that could win outright, and a lot of that goes to NationBuilder and the quality of our data.”

In the high-energy runoff election, Reed won with over sixty percent of the total vote, with an impressive turnout of over forty percent—whereas the previous mayoral election had only driven thirty-two percent. In addition to a “brilliant team” and skillful ground game, Barrineau attributes some of their success to well-placed integrations with NationBuilder partners eCanvasser and CallHub. “It just enabled us to work efficiently and effec-

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Chris Barrineau
Campaign Finance Director



KEY FEATURES USED



ACTION PAGES



EMAIL SEGMENTATION



FIELD TOOLS



FUNDRAISING



MEMBERSHIPS



PATHS & GOALS



We love our partners

By **Jon Bratsis**,
VP of Business Development



Turning the page on a new decade is a catalyst for deep reflection. As we celebrate our tenth anniversary, we're present to the countless superhuman contributions that helped make the NationBuilder vision a reality. Our partner ecosystem sits at the very core of those contributions, and our appreciation for the individuals that represent our nearly 300 certified partners is difficult to overstate.

Some of our partners have been with us from the very beginning. They've shared in our joy and our grief. They have stood with us through our challenges, and through challenges of their own. Some partners just joined us this year and our relationships are still taking shape. Whether the partnerships are a decade-old or just getting started, our partners embody the very best of NationBuilder. They are mission-driven, they create impact across the globe, and they represent the entire ideological spectrum.

When I met Jim and Lea in the fall of 2016, the opportunity to work with our ecosystem was at the heart of the role that we conceived. More than three years later, many of my proudest moments have been anchored in the joint impact we've made with our partners for the thousands of customers we serve.

The NationBuilder team is as galvanized as ever to do this work, and strong partnerships will be paramount to our success in the decade to come. On behalf of Lea and the entire organization, I want to thank our partners for their immeasurable impact over the past ten years, and for the lasting contribution they have made—and will continue to make—equipping leaders all around the world.

NATIONBUILDER ECOSYSTEM

- 160** Architects
- 174** Developers
- 16** Agencies
- 294** Certified Partners

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NationBuilder's philosophy has always been centered in the potential of each of us as creators, which is why the partner community has been so central to their mission. For us at Tectonica, this collaborative approach has resulted in assisting progressive efforts to make impact in countries and communities around the globe.



*Ned Howey,
CEO,
Tectonica*

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For nearly 50 years L2 has sought out only those partnerships that provide the greatest benefit to our clients and NationBuilder has been one of the most successful. NationBuilder made it their mission to understand the needs of political and advocacy professionals and provide the best tech backed by responsive support.



*Paul Westcott,
Senior Vice President,
L2*

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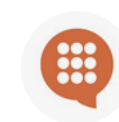
Being a part of the NationBuilder community has empowered me to build my future. I became a NationBuilder Expert in 2013 with nothing but a laptop and a website. But thanks to this amazing partner ecosystem, I've been able to build a successful consulting business with a global impact.



*Ian Patrick Hines,
Founder of
Hines Digital*

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The NationBuilder community has always had our backs! It's great to be part of such a transparent community that helps us add more value to our customers.



*Augustus Franklin,
Founder and CEO,
CallHub*

”

Becoming a NationBuilder Architect has been the perfect platform to build a career in tech, and has afforded me opportunities and experiences I can't imagine having had otherwise.



*Austin Bravo, President
& Software Engineer,
Nation Digital*

”

NationBuilder is the 'go-to' platform for many of our subscribers and partners—the people building the campaigns, causes, and movements of our time. We're so proud to be a part of this powerful ecosystem.



*Natasha Madison,
Director of Community and
Partnerships, New/Mode*

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We've believed in NationBuilder since its beginning: we built our entire business model around it... All because NationBuilder is the most effective, affordable, and accessible CRM for not-for-profits, political campaigns, community leaders, and small businesses, bar none.



*Tyler Johnson,
COO,
Progressive Nation*

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We use NationBuilder exclusively to create websites and custom applications for campaigns of all shapes and sizes... We appreciate being able to work so closely with the NationBuilder team and the rest of the community to develop new use cases for the software to meet emerging campaign demands.



*Rhys Forsyth,
Operations Director,
CodeNation*

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One of the great things about being part of the NationBuilder community is how inspiring it is to be able to work alongside such a diverse community of leaders, all working hard to create change in the world.



*Ryan Vandecasteyen,
Principal at
Van City Studios*



Putting people at the center: 10 years of digital organizing

By Hilary Doe and Lea Endres



In October 2009, when Jim Gilliam wrote the first line of code for what would become NationBuilder, digital organizing was not yet ubiquitous. The idea that one person could start a movement overnight from anywhere in the world wasn't a given.

Ten years ago, Jim's belief—and NationBuilder's bet—was that the principles of organizing weren't just for political campaigns, but were inherently human truths. Truths about the best ways to bring people together to accomplish anything—to spark organizational growth, reach a charitable goal, start an alumni network, create a new business, or pass a ballot initiative. Truths about our ability to create the world we want; our ability to build the future.

But most people didn't (and still don't) have access to a tech team or millions of dollars to apply organizing principles at scale. So NationBuilder built infrastructure to make that possible.



Our commitment to equipping everyone with access to powerful and accessible tools of organizing has borne historic firsts, especially among those communities historically underrepresented in leadership.

But just as we've witnessed the hope and promise of a connected humanity throughout these past ten years, we've also seen a changing technological landscape expose fissures in our democracy. We've seen a rise in misinformation on social media, the exploitation of user data to point ads, proliferation of foreign influence on elections worldwide, propaganda bots, and amplification of authoritarianism and hate online.

The last decade has indeed been defined by citizen movements that have shaped our public consciousness—from Black Lives Matter to the Women's March, from March For Our Lives to the climate strikes. And over the last ten years, our customers have led some of the largest movements in the world, and advocated for the future that they want on local and global stages. They've started political parties that have gone on to lead countries, as in the case of Emmanuel Macron's La République En Marche! (LREM). They've powered wins that will help democratize democracy itself, as in the case of Voters Not Politicians, a successful ballot initiative to end gerrymandering in Michigan. And they've led some of the largest protests in history, including #StopAdani, which mobilized more than two million people in Australia to oppose what would be Australia's largest coal mine. More than 3,000 people in the United States used NationBuilder to exercise their leadership, engage in the democratic process, and run for office in the November 2016 election alone.

Our commitment to equipping everyone with access to powerful and accessible tools of organizing has borne historic firsts, especially among those communities historically underrepresented in leadership. From Abdi Warsame, the first Somali-American city council member in Minneapolis; to Jagmeet Singh, the first person of color to lead a national political party in Canada; to Jacinda Ardern, the youngest prime minister of New Zealand in 150 years (and their youngest female prime minister ever), our customers have time and again achieved what otherwise may have seemed impossible.

Technology can help underrepresented voices rise up and be heard, but it can also increase the power of the people that try to silence those voices—it can amplify both democratic tendencies and authoritarian ones. NationBuilder's purpose is to amplify the democratic tendency, and the last decade has demonstrated just how important, difficult, and complex that task is.

Putting people at the center and serving all communities is not easy. But we believe more people powerfully participating in the democratic process is critical. More people organizing, building authentic relationships with real people, and doing that at scale. We believe we need more new and diverse leaders than ever before, with the perspectives and courage required to tackle the unprecedented challenges we're facing as a connected humanity.

That's why we are more committed than ever to our mission, to making the tools of organizing and leadership available to as many people as possible. We will fight to keep our prices low and accessible. We will continue to lead on data privacy, developing more ways for our customers to obtain essential data from their supporters with their expressed consent, engaging the people who want to listen. We will insist on product innovation that grows at the speed of our knowledge of what makes movements and organizations successful. And we will keep advocating for the power of building community—with those we agree with and, perhaps most importantly, with those we don't.

We believe we need more new and diverse leaders than ever before, with the perspectives and courage required to tackle the unprecedented challenges we're facing as a connected humanity.

The future of building relationships at scale: the next 10 years of our product

By Hilary Doe,
Chief Strategy Officer



We serve our mission by serving our customers. And as more people use the product across sectors, we learn what helps leaders succeed. We discover new needs and learn about the barriers that different communities face in their leadership journey.

We're proud of the work we've done in the past ten years to create the world's first software for leaders. And we know that the next ten years of product releases will be category-defining. As we enter this new decade, we're working vigorously so that leaders within any sector who want to find their supporters, engage their communities, and bring people together to accomplish incredible things, know that NationBuilder can help them do it.

Heading into 2020 and this next decade, we are deeply focused on three things:

- Improving usability, making NationBuilder even easier to use
- Delivering smart, innovative automations and insights—with best practices for leading movements and organizations of all kinds, directly within the product, and;
- Leading on advanced privacy and data ownership.





Usability

In 2020, we're doubling down on making the product easier to use by continuing to strive for a best-in-class UI that anyone can understand. On the back of our control panel redesign, we're rolling out faster ways to take actions without toggling between tabs in your control panel, and plan to launch continued usability improvements to the most used parts of our product—starting with a major upgrade to our email editor enabling anyone to create beautiful emails without touching code.

Smarts

Perhaps more than anything else, NationBuilder is set apart by the people in our community—the decades of combined organizing experience among the leadership team and staff, as well as the incredible achievements of our customer base over the last ten years. That incredible wealth of knowledge and talent is constantly baked into the product. Over the next decade, the product will continue to get smarter and better at removing time-consuming administrative work and identifying the highest value actions leaders can take, so that your teams can focus on engaging with your supporters, growing your base, and achieving your goals more effectively than you could with any other software. We envision automated workflows across the integrated product, suggestions based on the actions people

have taken with you directly, and an evolving dashboard of insights based on the activity in your nation. And that's just the beginning. Our commitment is to build a product that doesn't just report on what you've done; it will help make it easier to do more and work better. With major releases beginning in 2020, we intend to deliver on that commitment early and often.

Advanced privacy and data ownership

One of NationBuilder's four product principles has always been: own your own data. Our customers' data is, and will always be, their own. We don't share it, monetize it, or otherwise exploit the data of our customers or of their supporters. Our business model relies on people choosing to purchase our software, period. We have never and will never point ads based on data or otherwise compromise the privacy of our customers or our principles.

In this data environment, too many tech companies aren't considering the impact of their business model on their users or—with the rise of misinformation, ad targeting, and election interference—the impact on our democracy. We are. We're leaning into demands for accountability and data privacy, and are encouraging our customers to do the same. We

have plans to roll out even more advanced consent features, build partnerships to expand options for consent-based supporter acquisition, and expand our ability to lead the sector in data ownership and privacy.

As we continue to grow and reach more leaders worldwide, we owe it to those leaders and their supporters to deliver software that's truly best-in-class. We believe that the next ten years will cement NationBuilder not just as the world's first leadership software, but as the platform known for bringing people together to accomplish impossible things.

Our commitment is to build a product that doesn't just report on what you've done; it will help make it easier to do more and work better. With major releases beginning in 2020, we intend to deliver on that commitment early and often.





The specialness of NationBuilder

By Lea Endres



I know in the scheme of things, a decade is not that much time. It's just a flash. But those first ten years contain the core of the thing; the DNA, the vision, the beginning. Dreams of the future. In these past ten years we created something out of nothing.

Since March 2012, when we had our first proper “staff meeting” in suite 808, I have watched people grow up and grow together. I've watched people in this community become best friends, get married, have babies, and build lives together. Watched us recover from illness, take care of each other, mourn the deepest losses. We have been there, stood by one another, sacrificed, encouraged, and kept each other going.

People always tell me that it's unusual to find this level of connection and community in a company, that this place is special. There are many reasons for that, of course, but I think the core of it goes back to our values—and what it takes to try and live them out every single day.

Ten years later, I look around not just at what we've built, but who we have been to each other as we've done it, and I am in awe. It's the thing I'm the most proud of, and the most grateful for.

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What's deeply ingrained about the experience of being at NationBuilder—how we show up for our customers and what we provide to our customers—is technology, and also the skills for connecting with human beings who are different-minded. The vehicle for that is being vulnerable and telling your story, and I can't count the number of times where leading with vulnerability, leading with story has taken all of the tension out of a situation that I've found myself in. This place exemplifies that in spades.



Jason Meer,
Sr. Product Director,
joined in March 2012

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This has turned into my home. NationBuilder has given me a life that I'm really excited about and proud of, and the people that are in it, the work that we do are things that make me feel incredibly fulfilled. NationBuilder means everything.



Faramarz Sokhansanj,
Business Development
Director, joined in
February 2013

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My mom stopped and said to me, ‘you know what the thing I like the best about NationBuilder is?’ and I was like, ‘tell me.’ And she goes, ‘I listen to you and you're the same person you were when you [started] there at a fundamental level, but you are so much more aware of other people than you were, and I think it's the place you work that's done that.’ I've thought about that a lot, and it's absolutely true. I'm a better version of myself because that practice is so deeply embedded in this place. And it's pretty damn cool to realize that the place I work has had that effect.



Jay Godfrey, Sr. Director
of Customer Success,
joined in June 2013

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When I was in school, we did community circles where people could talk about everything and get to know each other, despite their race, color, all the things. Being here at NationBuilder has helped me keep that going, and I had never had that opportunity at work before. In corporate life, there was that regular work interaction, but it wasn't about bringing your whole self—asking questions like ‘how are you feeling,’ ‘what's going on with you,’ or helping people grow and holding people accountable. Here, it feels more like family, like something I've been practicing my whole life.



A'ja Palmer, Accounts
Receivable Specialist,
joined in January 2015



Our values are our culture

**By Lisa Hwang,
VP of People**

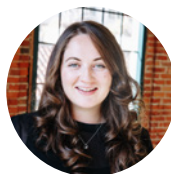


We are all on a journey. Each of us travels with a collection of stories, a unique life experience. Our story is part of who we are. It informs how we show up in the world. It's one of the first things we share with each other at NationBuilder, asking the question: how did you get here? For many of us, it's the first time we are asked to think about that question and share the answer with others; the first time we listen to the stories of our colleagues at work. From this vantage point, we begin to see that we are from all across the spectrum and world. This is the first seed of connection and empathy in the workplace that will grow into a leadership journey for every individual here. For so many, this is a first—to show up as you are. And for the whole, it's a shared experience of being part of each other's growth.

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We come together as an internal community so that we can serve our customers better by understanding the differences within the 120 people that are here. That is a tiny, tiny blip in the actual landscape of human beings in the world, but... we intentionally build that [understanding] in a way that allows me to have deep empathy for people who are on the other end of the phone.

*Sorcha Rochford,
Director of Enterprise Customer
Strategy, joined in March 2016*



I spent over a decade in the school classroom as both an educator and a principal. The moments that gave me life were when a student or colleague made a profound connection to oneself or to another person through a book, a problem or a crisis, and shared it with the community. We had built a culture where these moments could breathe and land on us. A place where we could see that we belonged to each other. A place for transformation and growth. When I came to NationBuilder a few years back, I saw this same anchor in the culture. It's why I am here.

We are becoming leaders every moment of every day at NationBuilder. We enter the leadership incubator on day one, whether we are intentional about seeing it or not. Growth awaits us in every interaction

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with each other, our customers, and our partners. Challenges are ever-present in the form of changes, new learning curves, setbacks, misunderstanding, failure, feedback, and pivots, requiring us to work through conflict within ourselves and each other.

An essential skill for navigating these challenges is what we call leading by listening. Hearing each other and finding a way through together. Seeing the strengths people bring to the table—even the ones they might not yet see—and bringing them out with care. Unlocking new ways of thinking by just saying the thing and breaking through to each other. Focusing on being better, rather than right, so that the magic sparks as we create together. Keeping ourselves honest by seeking data and wisdom to make the best decisions. Creating collective energy to do whatever it takes, no excuses, knowing roadblocks are never-ending in the face of creating something. Grounding in the truth that we are humans not robots in this great work and we've got to show up as our authentic selves. It is damn hard work. And yet, when we get to the other side, we find that we are changed and relationships forged in the fire are gold. This is how leadership happens, how lives are transformed.

Through our daily experience, we understand the journey leaders are on within themselves and with their communities. We're on that same journey as individuals, as teams, and as a business. That's why empathy for our customers pulses throughout our entire staff. We live in a world where everyone is becoming the leader they are meant to be. We work it out together as we proudly and fiercely serve all communities.

I was a community builder in one part of my life and a neuroscientist, data scientist in the other part of my life, and they were sort of walking separate paths. Probably the biggest thing I've gotten from being at NationBuilder is to become a more integrated person and to have all the different parts of me to be able to exist and contribute in one place.



*Michael Schmidt,
Chief Community Scientist,
joined in October 2016*

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So much is invested in where you work... I wanted to be sure that I'm working in a place that really treats people with care and love and dignity and respect, and all the things that I hold really high and close to my heart—and it's hard to find that out there in the world. I really felt like I found that here in NationBuilder, so I'm just really grateful that I can do the work that I do every day with lots of integrity and heart.



*Sofia Lopez Singleton,
HR Manager,
joined in May 2017*

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We've created a system, an infrastructure, that people can really, really use. It's such an open platform that you can take the data that you have and you can do so much more with it. It's just incredible to me. I stay at NationBuilder because of... women who emailed me because they were running [for] city council and they needed to be able to run their campaign, or they wanted to run for school board. That's just out of reach for a lot of people on other systems, but it's not on ours.



*Bea Johnson, Implementation
Engineer,
joined in July 2018*



Gratitude

By Lea Endres

The past decade has been many things: extraordinary, heartbreaking, delightful, and excruciating. Building a company and a product that people love, that is truly of service is no small task, and has happened only because of the sheer force of will, love, and dedication of countless people. There's no way I could possibly acknowledge everyone, but I'm going to try nonetheless.

To our customers - your bravery keeps us going. Thank you for saying yes to leading every day, even when it's impossibly hard. We are honored to be a part of what you do.

To our partners - this is possible because you're in it with us, every single day. Thank you for your friendship, your feedback, your dedication, and your encouragement. It means the world to us and to all the leaders who are able to do what they do because of you.

To our investors - I still can't get over how extraordinary each of you are. Your support these past few years has been humbling. We wouldn't be here without you and your brilliant, generous counsel. Thank you so, so much.

To our board members - you are the actual best. Sean, I will never be able to capture in words how grateful I am to you for seeing what was possible when no one else did, and for helping to keep Jim alive. Ramin, your friendship moves mountains. Bringing you into my life is one of the greatest gifts Jim gave me. Ben, your commitment and generosity blows my mind. Thank you for always, always being there.

To all NationBuilder staff members, past and present and future - I actually don't have the words. Your love, dedication, care, thoughtfulness, grit, hilarity and brilliance is jaw-dropping. There is so much love in these (metaphorical) walls, and it keeps growing every day. You are the thing that makes NationBuilder NationBuilder. Thank you for creating this place.

And to Jim - we love you. This is for you.





Acknowledgments

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Thank you to Lea Endres, Jesse Haff, Hilary Doe, Lisa Hwang, and Jon Bratsis for sharing their experience and vision, both within these pages and in their daily work as leaders at NationBuilder. Thanks to all the team members who shared powerfully

about their experience here, and to Laura Harris for her help bringing it all together. Thank you to Steven Ke and Alex Stevens for helping to quantify what this community has achieved. Thanks to Nelli Veletyan for her innumerable contributions to this book, and to the brilliant Tectonica team including Mariana Spada, Guille Muñoz, Martina Alvarez, and Josh Cook for making it so boldly beautiful. Thanks to Andrew Possehl and Levi Beach for bringing it to life online.

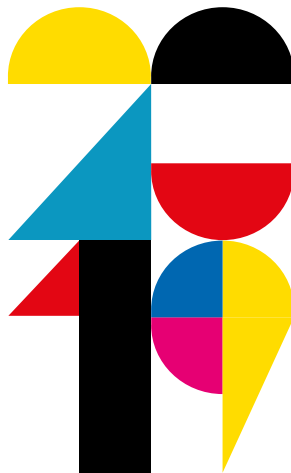
This is NationBuilder's fourth annual Year In Review, and this year, we had an especially big story to tell. Special thanks to all the people who created this story with their work over the last decade—as staff members, as customers, as partners, and as friends.

Jane St. John

We envision a world where everyone has the freedom and opportunity to create what they are meant to create. We build the infrastructure for a world of creators by helping leaders develop and organize thriving communities.

We make the tools of leadership available to everyone regardless of race, age, class, religion, educational background, ideology, gender, sexual orientation, or party.

We do not endorse any candidate or cause.



NationBuilder