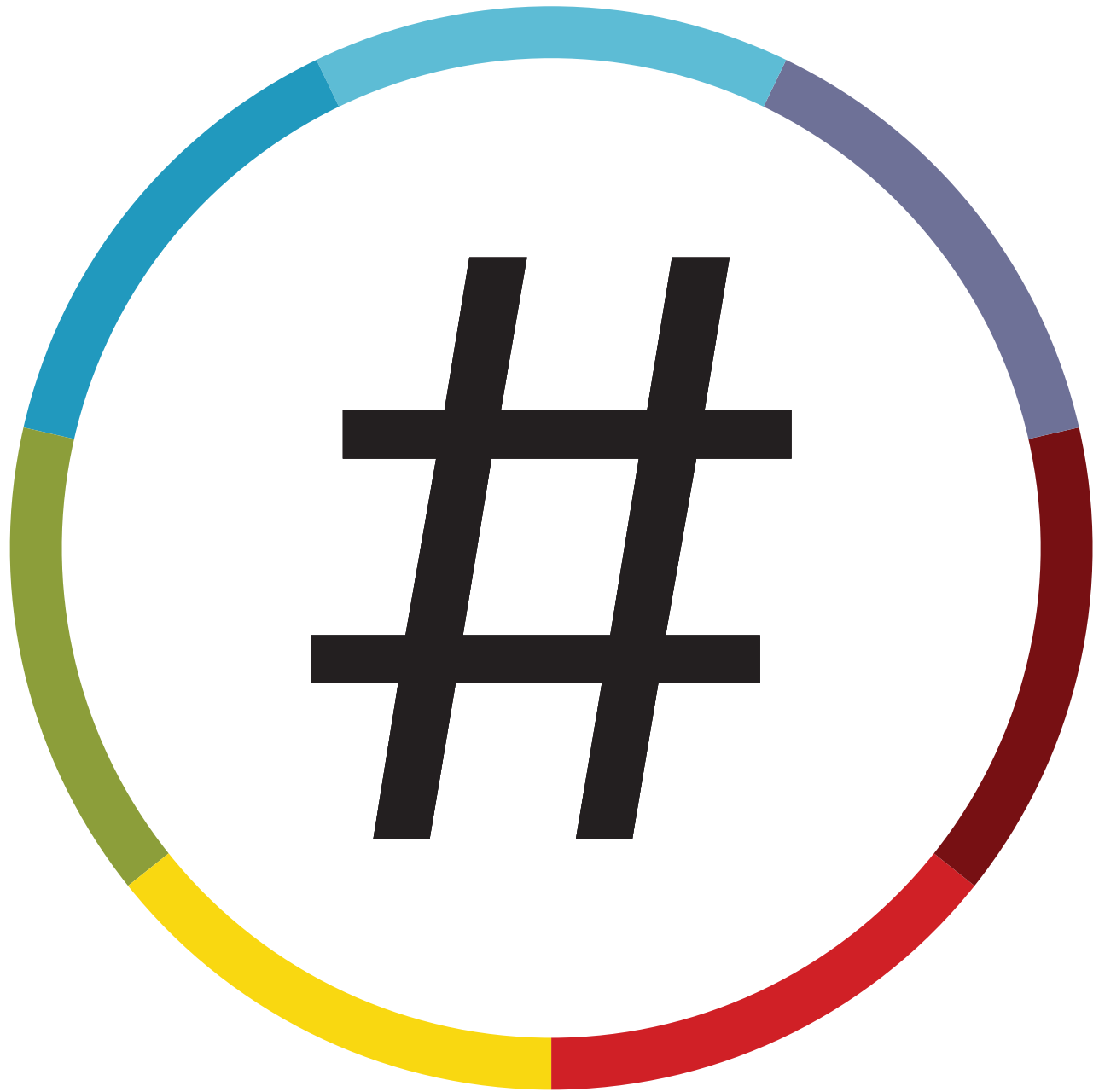


NATIONBUILDER YEAR IN REVIEW



2018

2018 NationBuilder

2018 NationBuilder



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YEAR IN REVIEW



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A letter from our CEO

2018 is a difficult year to summarize. The steady stream of head-spinning changes around the globe made the past twelve months feel like twenty. People everywhere grappled with the tumult and, out of the chaos, many chose to organize, to mobilize, and to help each other. Communities that didn't previously exist, formed overnight; and some that had existed for years, dramatically transformed themselves.

We had the immense privilege of getting to witness this firsthand. Every day this year, our team was reminded that it takes just one person standing up to change everything. And we were also reminded over and over that change doesn't happen because of just one person, but because of entire communities of people. That is evident as we celebrate 2018's standout leaders, whose stories show us that, with community, nothing is impossible.

For nine years, we have been building our own community. What began on October 31, 2009 as one extraordinary person with a vision and a keyboard, has become a global network of leaders transforming the lives of millions. It still amazes me. And when we lost the person who started it all, our friend and founder Jim Gilliam, our community was there for us. The outpouring of support was overwhelming, and we are still processing how deeply Jim impacted the lives of people he will never meet.

Jim started NationBuilder with an observation and a question: the internet has democratized so many industries—what if it could help democratize democracy itself? It is difficult to put into words how fiercely we are in it every day, fighting for that future, for Jim's legacy, and for all of you who are leading the way.

Thanks for being a part of NationBuilder,
— **Lea Endres**

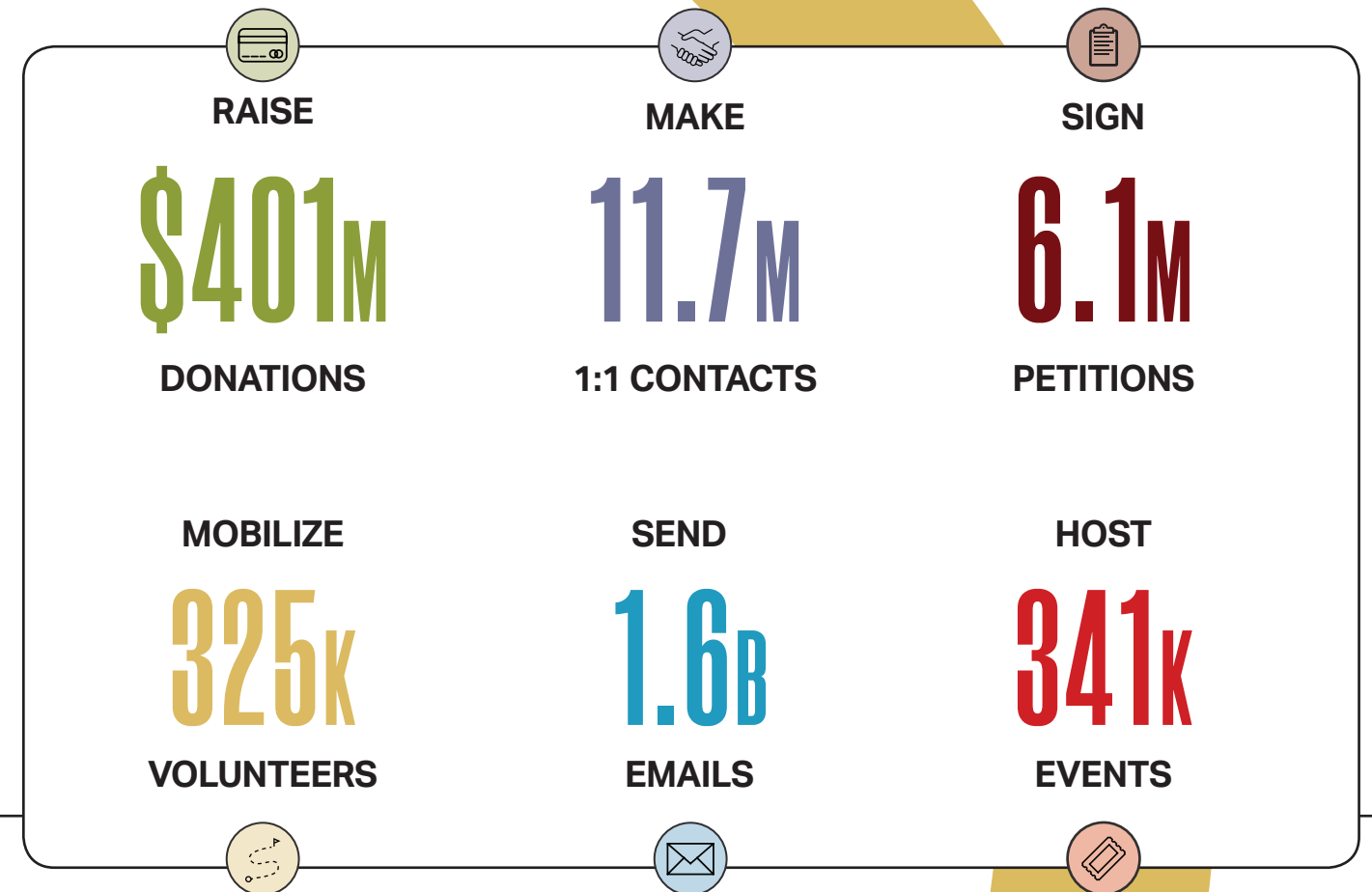
NationBuilder by the numbers

In 2018, customers used
NationBuilder to:

**Win their
election**

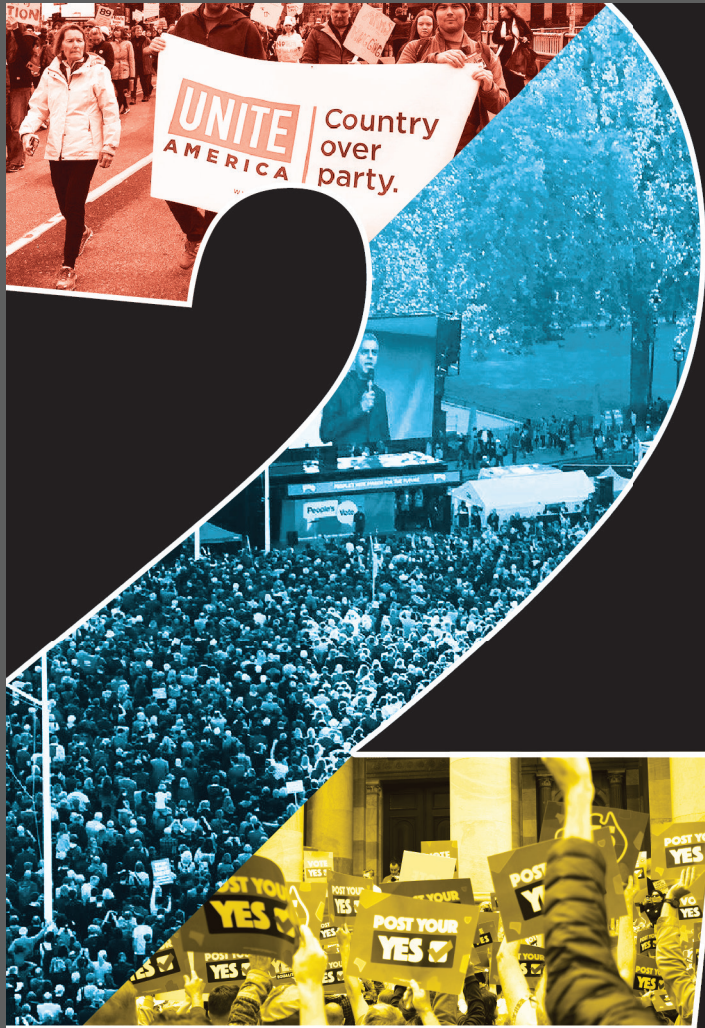
**Run their
political party**

**Grow their
nonprofit**



**Build their advocacy
infrastructure**

**Engage their
community**



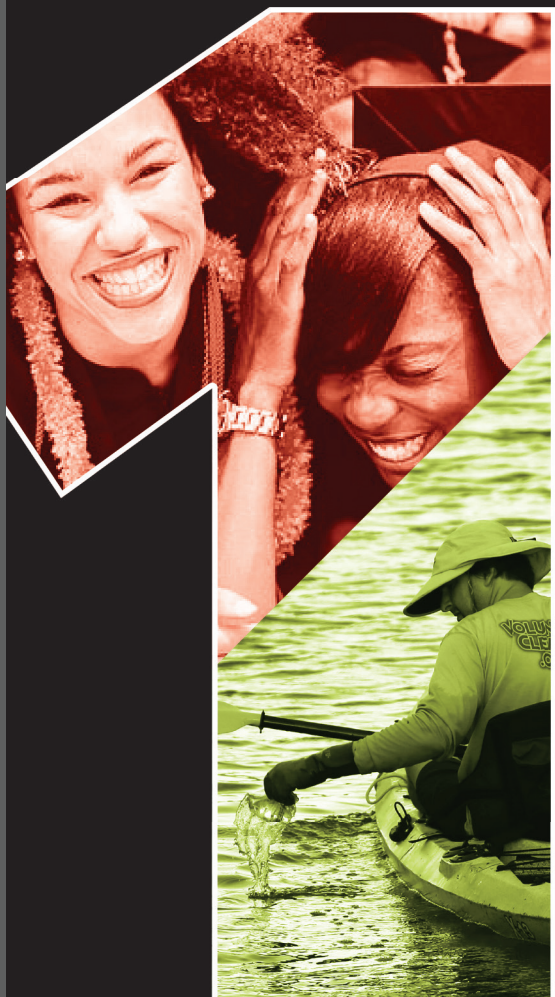
9 Standout leaders

Celebrating communities connected

Jane St. John

WRITER & EDITOR

In 2018, thousands of organizations within our customer community created change in their cities, states, countries, and even impacted entire continents. The staggering scope of their achievements and the tenacity with which they pursued their respective missions inspired people everywhere. The nine standout leaders featured here, while diverse in their goals, all found, engaged, organized, and equipped their supporters to accomplish unprecedented results. They showed how neighbors can protect their shared natural environment, how community members can advocate for each other, and how entire countries of people can change their minds and make their voices heard. We celebrate them in the pages that follow.





People's Vote

Spreading a powerful citizens' movement throughout the U.K.

With record-breaking demonstrations and mass outreach to Members of Parliament, a grassroots coalition continues to amplify the public demand for a People's Vote on Brexit and gain traction within the U.K. government.

700k
MARCHERS
MOBILIZED

100+
GRASSROOTS
GROUPS

\$368k
RAISED

100k+
EMAILS TO
PARLIAMENT
MEMBERS

THE CHALLENGE

More than 100 organizations needed a way to come together to get all of the U.K. unified in favor of a final popular vote on the Brexit deal.

THE SOLUTION

They united on NationBuilder to become the People's Vote and mobilized their local audiences to both turn out for a historic protest and lobby their MPs on an ongoing basis.

In 2003, citizens of London poured out in droves to protest the Iraq War. Fifteen years later, on October 20, 2018, 700,000 people filled the London streets in the largest demonstration since then to demand a People's Vote—a chance for the people of the United Kingdom to have the final say on the controversial Brexit plan to leave the E.U. Front and center were young people, who on average voted 73% in favor of remaining in the E.U. in 2016, and whose spokespeople led a rally in Parliament Square following the march to speak out about how Brexit was already negatively affecting their future prospects and opportunities. The mass demonstration was the result of months, and in some cases years, of organizing by more than 100 grassroots groups, including Open Britain, the European Movement U.K., Britain for Europe, Scientists for E.U., NHS vs Brexit, Our Future Our Choice, For Our Future's Sake, Wales For Europe, and InFacts.

Notably, the team at Open Britain had been organizing for their cause on NationBuilder since before the Brexit referendum as part of the Stronger In campaign. When we connected with Alex Clifford, Head of Digital at Open Britain, after the Brexit vote in 2016, he had said that, "The biggest positive to come out of it all was that shortly after the results, Open Britain was formed and we [had] inherited the biggest mailing list of Pro-Europeans ever seen in Britain." Now, Clifford heads up the digital efforts for both Open Britain and People's Vote, helping to mobilize a base of supporters that has grown exponentially, both in size and level of engagement. With the help of a vastly expanded network, the engagement strategies leading up to October's historic march encompassed everything from targeted email outreach to high-profile PR campaigns, intended to drive the largest possible turnout.



What's really helpful is that NationBuilder offers a multitude of ways to donate. It's been really helpful... The donation journey is quite easy with the sliding donation pages. We have a lot of supporters saying that it's a really nice, smooth process, so that helps keep people coming back. We've got a high number of regular donors, so when we ask they give, and they give again.



Alex Clifford
Head of Digital at Open Britain and People's Vote

"While mobilizing for the march, we used different engagement asks to encourage two groups of people," Clifford says. "To the people who had already RSVP'd, we sent resources preparing them for the march—for example, videos on how to make their signs and placards for the upcoming march, content they can share to invite friends and family online. We even provided a route finder, asking people how they were getting to the march—i.e., are you going by coach, are you going by train, are you walking, are you driving, how many people are you bringing, what time are you setting up?—just so people had in their minds a plan of how they would get to or around London on that day."

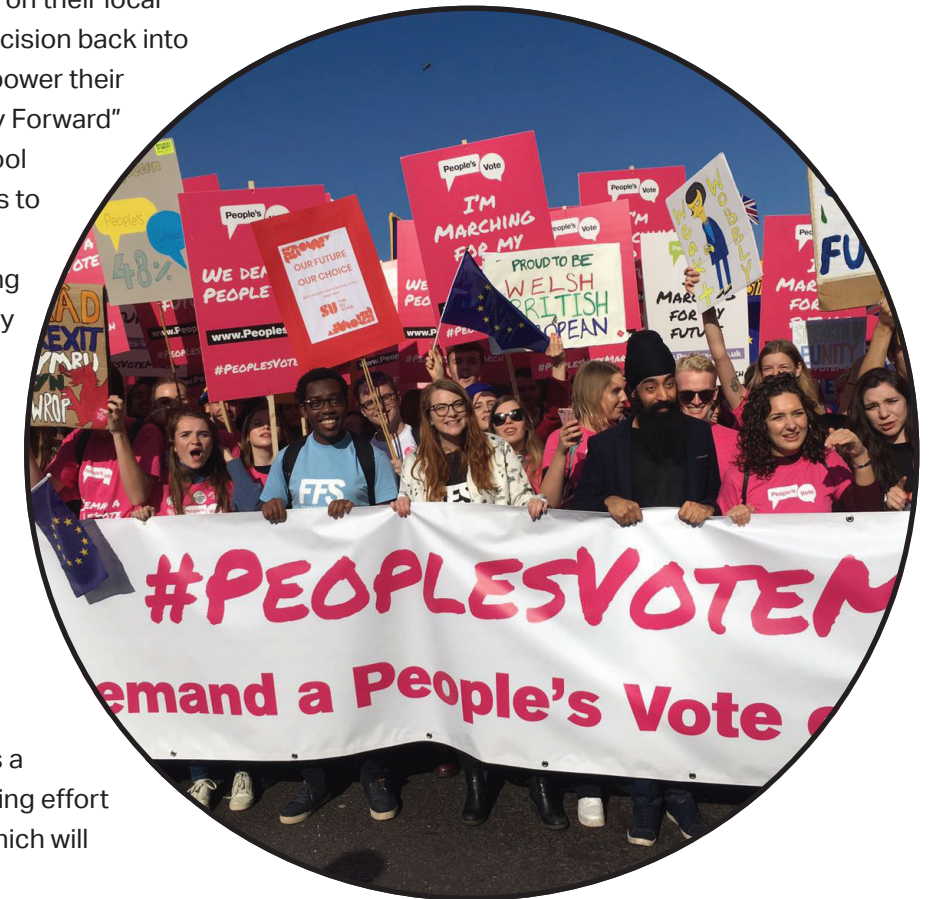
For the second group, people who had yet to RSVP, People's Vote harnessed the star power of the public figures appearing at the march and rally, as well as the celebrities who signed on to donate entire buses that would carry marchers into London. "For example, Gary Lineker, a very famous footballer, donated the cost of a coach to go from Leicester, which was his hometown football club. We also had Eddie Izzard, a British comedian, sponsor a coach from Bournemouth, and Alastair Campbell, former advisor to Tony Blair, donate a coach from Burnley—all places they had connections to and had supported People's Vote. We would send targeted emails to these areas through our local groups to our supporter lists, saying, 'Alastair Campbell is sponsoring a coach in your area;

sign up here," says Clifford. Once people were excited enough to RSVP, they could be nurtured and engaged in preparation for the big day—making signs, finding friends, family, and neighbors to bring, and planning their travel together.

Since October, People's Vote has wasted neither time nor momentum in calling on its enthusiastic supporters to apply measurable, visible pressure on their local MPs to put the final Brexit decision back into the hands of the people. To power their "Not Buying It" and "Only Way Forward" campaigns, they created a tool making it easy for supporters to send their MP a pre-drafted, customizable message saying that they believe the currently proposed Brexit deal does not deliver on promises made in 2016, and that's why MPs should both vote it down and demand that the government allow for a People's Vote.

The coalition still mobilizes groups across the country for frequent events and fuels a successful ongoing fundraising effort to support the next battle, which will

ultimately be waged in Parliament. "Our main strategy at the moment is to keep pushing people to email their MP," Clifford says. "Even if they emailed them once, they should email again and tell them why it's so important, because it's the biggest issue in the country since the Second World War. The online organization for that is absolutely crucial to what we've delivered already and what we are going to bring into 2019."



KEY FEATURES USED



ACTION PAGES



EMAIL SEGMENTATION



FIELD TOOLS



FUNDRAISING



MEMBERSHIPS



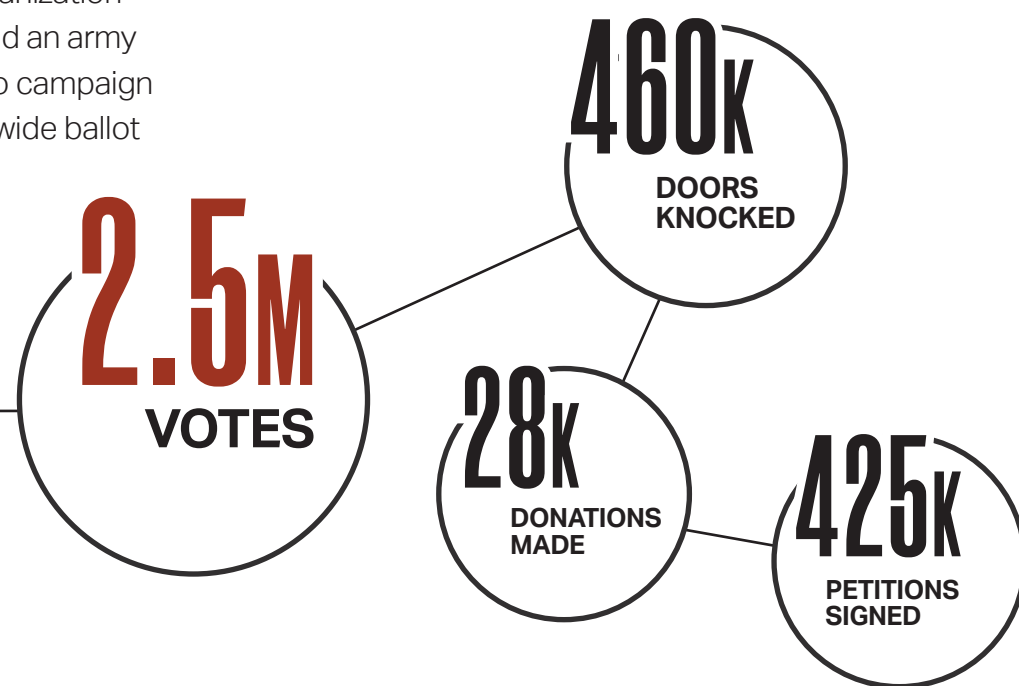
PATHS



Voters Not Politicians

Ending gerrymandering in Michigan with a volunteer-led team

A nonpartisan organization of volunteers rallied an army of Michiganders to campaign for Prop 2, a statewide ballot initiative to end gerrymandering, and won 61% of the vote.



On a rainy day in December 2017, a group of petition circulators, regional team captains, and avid volunteers made a human chain in front of the secretary of state's office in Lansing, Michigan. The line of people stretched from the building's entrance out to a parked van that was crammed full of hundreds of boxes of signed petitions. One by one, the volunteers passed each box from person to person, chatting and chanting over blaring, upbeat music. Within an hour they had moved thousands of petition sheets that were filled with 425,000 signatures to the Secretary of State's door—more than enough to get their initiative officially on the state ballot for the 2018 election.

The group was Voters Not Politicians, a ballot question committee seeking to amend the state constitution and establish an Independent Citizens Redistricting Commission that would create a fair, impartial, and transparent process for drawing districts in Michigan—ensuring that voters choose their politicians, not the other way around.

That celebratory day in Lansing was the result of months of recruiting, organizing, and distributing leadership among 3,800

trained circulators. The fact that Voters Not Politicians is an entirely volunteer-led organization made the accomplishment all the more remarkable.

Earlier this year we spoke with Amelia Quilon, VNP Marketing and Communications Director, and Jamie Lyons-Eddy, VNP State Field Director, about how they ramped up what ultimately turned out to be a winning operation. "We've done this in kind of an unprecedented way," Lyons-Eddy said, "since we did it with all volunteers. We had 180 days in which to collect the signatures we needed to get on the ballot and we did it in 110. We actually collected over 425,000 signatures; we needed 315,654."

Quilon, who was closest to the organization's marketing efforts, found the sheer number of people willing to dedicate their time and efforts to Voters Not Politicians to be a welcome surprise. "Michigan's ready for things to change, and one of the ways that we can change is by ending gerrymandering," she said. "One of the questions we always get from other organizers is: 'How do you take these 3,000 - 5,000 people and reach out to them quickly?' The thing that surprised me most was [actually] having all of those people

THE CHALLENGE

Voters Not Politicians had been communicating on Facebook and working from Google documents, maintaining fragmented databases separately from their website. They needed a nonpartisan tool to manage their volunteer base, send email blasts, take donations, and equip their volunteers.

THE SOLUTION

Voters Not Politicians consolidated their database and website onto NationBuilder and trained hundreds of volunteers to use one integrated system—tagging supporters and volunteers based on their interests and providing consistent campaign resources through a member portal.

and being able to capture them.”

Even with all the cultural energy they could harness and organic interest they could leverage, to accomplish so much in such a short amount of time—then, to do it again for the get-out-the-vote phase of their campaign—required a full embrace of digital organizing and a mastery of distributing leadership among their most committed supporters. Once they had their NationBuilder site and database up and running, they needed to rapidly find and recruit volunteers—and equip 200 field captains across fourteen regional teams in order to do so. “Captains all had to be given designed permission sets that made sense for them, and then they had to be trained to filter and find people who were interested based on their area,” Lyons-Eddy says. “In most teams, one or two captains would emerge that were really good at it and they ended up showing everyone else the ropes.”

One of our key values is that we've created this nonpartisan solution and we're advocating for it in a nonpartisan way, so we wanted to make sure that when someone came to our website they [wouldn't be] immediately put off or [think] that we were a front for either party.



Amelia Quilon
Marketing & Communications Director at Voters Not Politicians



Then, the team used a volunteer survey to gauge their supporters' interests and skills, placing people on different ladders of engagement based on their interests. Once each supporter filled out the survey and shared more about their experience, they would be tagged based on their responses so that volunteer engagement team members could see that valuable information whenever they needed to filter their database for potential volunteers to help run events, educate, or fundraise.

“There’s a huge range of people volunteering, but the level of passionate engagement that we’ve seen is amazing,” said Lyons-Eddy. “There’s this tension between harnessing all of that, but then also staying organized and on-message.” The trick to helping such a wide range of people stay on message? Creating a members-only section of their website with approved resources, documentation, training, and helpful links for circulators or canvassers to access at any time.

As the campaign went on, they went so far as to include a “marketing materials” section on their public site including fliers, PDFs, button designs, and educational handouts supporters could share themselves. To highlight the absurdity of the shapes of gerrymandered districts, supporters could even download instructions and patterns to turn their district’s map into an eye-catching cardboard costume, sure to draw the attention of passersby in their communities.



Jamie Lyons-Eddy
State Field Director at Voters Not Politicians

The memberships and the internal part of the website have been really key for us. We had a one-page [document] that all the circulators could get to [and] another page that only captains could get to. With such a decentralized organization, [it was critical] to have a place where people could go and pick up their documentation, their training, their links, all the stuff they need. I'm not sure what we would have done without that. It was huge.



Throughout the summer and early fall, they stayed on top of local events and made sure to have a volunteer and marketing presence at popular public gatherings where they could have valuable visibility and facetime with voters.

In the transition from petitioning to getting the measure on the ballot to actively campaigning for Prop 2, Voters Not

Politicians aimed to grow their group of 3,800 circulators into a crowd of almost 10,000 canvassers. During our interview in spring 2018, Quilon and Lyons-Eddy—both engineers by education—seemed hopeful; after all, the organization had beaten all their goals to date. Not only did they surpass their canvassing target by mobilizing 18,189 new volunteers, they drew the attention of some high-profile supporters who were willing to carry the Prop 2 banner during the critical get-out-the-vote phase of the campaign. In addition to a public endorsement from former President Barack Obama, Prop 2 drew the time and attention of former California Governor Arnold Schwarzenegger, who helped campaign on Voters Not Politicians' behalf.

On election day, more than 2.5 million voters chose to make Prop 2 a reality and change the face of their state's politics for good. In her victory speech, Voters Not Politicians founder Katie Fahey told supporters, “The thing we proved tonight is that we are our own saviors. We the people can save ourselves.”



INTEGRATIONS

ActionSprout, CallHub, FieldEdge

KEY FEATURES USED



ACTION PAGES



EMAIL SEGMENTATION



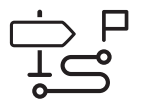
FIELD TOOLS



FUNDRAISING



MEMBERSHIPS



PATHS



Volunteer Cleanup.org

Connecting South Florida citizens to protect beaches and waterways

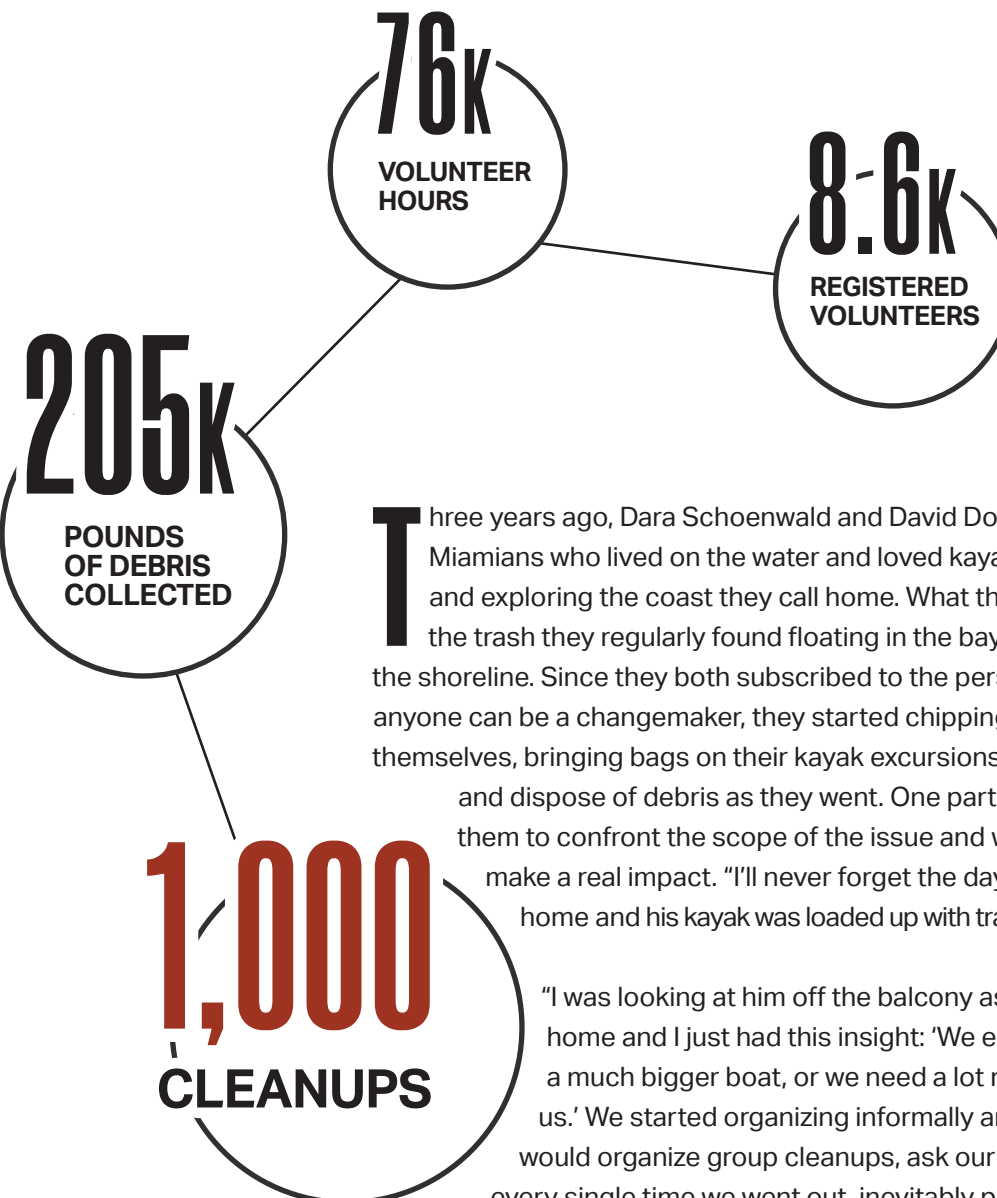
An eco-conscious Miami couple went from clearing marine debris in their spare time to running Miami-Dade County's go-to online event hub for beach cleanup projects.

THE CHALLENGE

To create a website and database where separate beach cleanup efforts could be connected, searched, and added to by willing volunteers in the Miami area; further, to demonstrate the value of adding events to the database by driving impressive turnout for all volunteer events.

THE SOLUTION

Quickly launching a NationBuilder website with built-in communications and relationship management to better know the people they're reaching; then, sending calls to action to local volunteers to post their events, and using targeted outreach to train and recruit new people.



Three years ago, Dara Schoenwald and David Doebler were two Miamians who lived on the water and loved kayaking, paddleboarding, and exploring the coast they call home. What they didn't love was the trash they regularly found floating in the bay and strewn along the shoreline. Since they both subscribed to the personal philosophy that anyone can be a changemaker, they started chipping away at the problem themselves, bringing bags on their kayak excursions so they could collect and dispose of debris as they went. One particular outing forced them to confront the scope of the issue and what it would take to make a real impact. "I'll never forget the day my husband came home and his kayak was loaded up with trash," Schoenwald says.

"I was looking at him off the balcony as he was coming home and I just had this insight: 'We either need to get you a much bigger boat, or we need a lot more people to help us.' We started organizing informally around that idea. We would organize group cleanups, ask our friends to join us, and every single time we went out, inevitably people would come up to us and say, 'I want to help. How can I get involved?' Otherwise people would say, 'Oh, do you know Maria?' Or, 'Do you know these guys? They do that, too.' We realized that there were a lot of people who really cared about this issue and were already doing something about it, but there was no single place to connect them all."



Doebler and Schoenwald set about building VolunteerCleanup.org, the website that would allow them to create a central hub for local marine debris cleanup projects and raise awareness among a much larger audience than these efforts would have reached on their own. It was a free resource where anyone organizing a cleanup could post their event and reach out to a large database of volunteers, and volunteers could search by their zip codes to find a local cleanup they could join. Once site visitors sign up with their email address and zip code, they receive an emailed list every Monday of cleanups happening within fifteen miles of their area.

During their first year, their following grew to a point where VolunteerCleanup.org could officially become a nonprofit, and the sophisticated infrastructure of their site opened the door to an irresistible opportunity—to take ownership of Miami’s local participation in International Coastal Cleanup (ICC) Day, a worldwide event that’s drawn millions of volunteers in thousands of cities on the third Saturday in September for the last thirty years. Since the Miami event’s prior organizers were operating out of spreadsheets and lacked a central registration system, they saw the value in handing the event over to VolunteerCleanup.org, a site where they could simply add their event and track signups from there. Upon launching the ICC event page and appending a simple email opt-in to the event confirmation communications, the VolunteerCleanup.org

team saw their database grow by at least 1,000 new volunteers overnight.

After challenges and complications with the 2017 Miami event due to historically severe hurricanes, the 2018 International Coastal Cleanup day had the biggest turnout VolunteerCleanup.org has ever seen. A total of 2,979 volunteers chipped in, with a much higher than average turnout rate among those who RSVP’d. With that milestone event in the rearview mirror, the organization can now claim a total of 1,026 facilitated cleanups, 8,697 registered volunteers, and 76,576 hours from those volunteers removing an estimated 205,200 pounds of debris from the south Florida shoreline (at an average of 200 pounds per cleanup). Though the site typically features between two and four volunteer opportunities each weekend, one week there were ten cleanups throughout the county all taking place in a single day.

Though the population in their area is frequently in flux, they continue to see a reliable flow of volunteers because of the inclusive and timely nature of the work. For students, it’s a pleasant and active way to spend the day and amass service hours; for those new to environmental activism, it’s a gateway to a longer-term commitment. “It’s very easy to just show up at a shoreline and clean up,” Schoenwald says. “We like to think of ourselves as a stepping stone for broader engagement on a whole range of



environmental issues, and on this issue first. We always say, ‘Once you see it, you can’t unsee it.’ The act of participating in shoreline cleanups is an eye-opening experience and we believe it’s a catalyst for change. Once people have that experience, they’re more motivated to take actions in their own life, then engage other people.”



The next objective on VolunteerCleanup.org’s agenda is to use the data volunteers capture from each event to make their website and communications even smarter—like creating more in-depth data

visualizations of volunteer turnout and debris collection, or developing an engine to recommend where and when to organize a cleanup based on when the last event took place at each proposed location. As Schoenwald sees it, it’s exactly the right time. “Three years ago there wasn’t as much attention on this issue, so our time has come in terms of popular culture, what people are talking about,” she says. “The oceans and protecting them are more top of mind for more people. We’re now uniquely positioned to serving those people because of what we’ve built.”

The reason we chose the platform was the ease of getting up and running so quickly, since our project was so event-driven. We were able to immediately provide the functionality for people to add their own events, but it was only later that we realized the power of the backend. As we become more sophisticated and get into fundraising, we have all this visibility into who are the power volunteers, who are the ones who are attending cleanups, who are the ones organizing the most cleanups. I can look people up and instantly see how many events they’ve come to and how active they are.

Bill Baggs, a really well known state park, had a volunteer program to do shoreline cleanups, but turnout was limited because they weren’t getting the exposure they needed. When they started posting events on our website, they grew their volunteer program exponentially. They’re now getting 200 volunteers to show up at every monthly cleanup, and that’s due in large part to the power of the platform, the people that we’re reaching.



Dara Schoenwald
Executive Director and Co-Founder, VolunteerCleanup.org



CERTIFIED PARTNERS

Tekhaus

KEY FEATURES USED



ACTION PAGES



EMAIL SEGMENTATION



FIELD TOOLS



FUNDRAISING



MEMBERSHIPS



PATHS

UCLA's innovative pilot program allows students to proactively join the UC advocacy organization while they register to vote, reducing the barriers for participation and leading to exponential growth in advocate engagement across campus.



University of California

Turning students into voters, and voters into advocates

20k

ENGAGED SUPPORTERS

64%

INCREASE IN STUDENT ADVOCATES

40%

EMAIL OPEN RATES

THE CHALLENGE

The UC Advocacy Network (UCAN) had a stagnant, over-inflated database that needed to be cleaned up and re-engaged. Exposure to the entire campus audience was difficult to come by, and the organization had little visibility on its own.

THE SOLUTION

UCAN switched to a fully-integrated NationBuilder database where they could identify their engaged supporters and embed a student advocacy call-to-action within the automated voter registration process that had been newly added to student onboarding.

In September 2016, the office of California Secretary of State Alex Padilla launched a historic partnership with the California State University (CSU) system, the University of California, and the California State Student Association supporting voter registration efforts across all twenty-three publicly funded campuses throughout the state—intended to “register, engage and empower the more than 2.7 million students in our higher education system,” Padilla said. In order to make good on that goal, public universities needed to implement an automatic voter registration system akin to the “motor voter” system employed by the California DMV. A UCLA student named Rafi Sands helped pilot the program, and after many hours of IT work, a close collaboration with the UC Advocacy Network (UCAN), and deployment of a well-placed NationBuilder form, UCLA has created a seamless pipeline for engaging students to become both registered voters and longer-term advocates for the academic community where they are the primary stakeholders.

During the time Sands was working with the UC IT team to sort through the intricacies of reaching students at their actual campus locations when their mailing addresses may be unclear or outdated, he was also serving as an advisor to the UC Board of Regents and working with Meredith Turner, the Associate Director for Advocacy with the University of California, to help UCAN's efforts to grow and revitalize their newly rebranded online community and help students feel more connected to the issues through which they can have the biggest impact on their legislators. “I had this idea,” Sands says, which was:

“The work I’m doing with Meredith and UCAN, it’s really aimed at getting students, staff, faculty, and alumni, and other members of the UC community to join UCAN and become UC advocates for good. They have to voluntarily choose to do that. We want people who are actually interested in this, and one of the problems was that we [didn’t] have very many students. I thought, what if we could somehow integrate into this portal and say for students who are registering to vote in the system—one click and they’re also signed up as a UC advocate? With NationBuilder, we’re able to pull the data we’re already requesting from them to register to vote, and at the same time as we’re applying it to the Secretary of State for them to register, we can also apply it to the NationBuilder UCAN database so they’re signed up for that as well. We’re able to tag [each person] as a student, as



a member of UCLA, and get their email. That was really exciting, and I think that in time we'll be able to see many more students signing up because they just [wouldn't] know about UCAN otherwise."

To make the most of this opportunity, the behind-the-scenes work for UCAN required paring a messy, outdated database down to the most interested and current list of supporters before they reached out again to the larger student body. According to Turner, "People had been put into our database and hadn't ever opted-in, nor had anyone really cultivated a relationship with them. We spent many months going to that large group and identifying the people who really wanted to be a part of our community. One of the achievements we made over the last year is that we did go from about 11,000 advocates to about 18,000 in our first year."

As a result, UCAN was able to mobilize student support to hold off a tuition hike after months of successful advocacy and important conversations with lawmakers about funding for higher education. So far, the ongoing engagement from student advocates with UCAN communications has been encouraging. Says NationBuilder Account Manager Dana Saydak, "Because UCAN is capturing information on how people are connected to the network as well as how they want to be engaged, they consistently see 40% open rates on all emails, which has been tremendous. It further highlights the impact and success of targeting and talking to people about the things they want to hear about."



And, with more than 200,000 students and thousands of staff at UCLA, it makes a huge difference for targeted advocacy organizations like UCAN to gain exposure to the larger campus audience in a scalable, relevant way. "The opportunity is to activate students immediately," Saydak says. "In the process of registering to vote, a student can also check a box that sends UCAN that person's contact info, so the database will reflect that they have registered to vote and want to be an advocate for University of California, specifically for UCLA. That way,

We want students living in this district who could be the swing votes on this committee, or who have a lot to say on a particular bill that relates to higher education. Because we have that data stored it's much more effective. The old strategy was: have tons of people automatically signed up and just blast emails out to them, and I think that's a big advantage of NationBuilder is that it's so much more targeted and specific.



Rafael Sands
Former UCLA Student Advisor to the UC Board of Regents

the organization doesn't have to find them again later on their educational journey as a student, as an alumnus, or as a faculty member. UCAN can capture them in the moment at which they first become an active voter within the university."

The more UCAN can grow its UCLA community, the more they can prove the value of their digital organizing model to other schools. "Ideally, the UCLA example will be successful and we can have every other campus do the same thing," Turner says. "That would mean that every year as new students are coming in, we've got a pretty easy way of getting UCAN in front a good number of them. It could be a really amazing outcome for us and the work that we want to do with advocacy—and ultimately help us achieve budgetary goals that support the university and our ability to serve students."

As Sands sees it, no other group can be as effective at this as the students themselves. "To get students to play a part in advocacy is a huge step forward," he says, "because not only are we the primary stakeholders; we are much more powerful advocates than those less involved in the community."

Working with both NationBuilder and Phone2Action has been really exciting because it makes it so much more convenient to connect people to their legislators and figure out new techniques to get even more students signed up. We found the integration to be really seamless. When you're technically using two tools, it's better to feel like they're speaking and relaying information back to one another so that you're not losing data or having to spend time entering it manually.

Dana [our Account Manager] has really been instrumental in helping us talk through some of the challenges we're having, sharing recommendations or ideas, and walking us through new things we can try to help achieve some of our goals. It's been really nice to have a point person who we talk to once a month and who is there to help us be successful.



Meredith Turner
Associate Director for Advocacy at University of California



INTEGRATIONS

Phone2Action

KEY FEATURES USED



ACTION PAGES



EMAIL SEGMENTATION



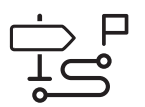
FIELD TOOLS



FUNDRAISING



MEMBERSHIPS



PATHS

Groen



In the span of one year, Groen built best-in-class websites and infrastructure for hundreds of cities and thousands of candidates, using grassroots organizing to engage more green party voters in Belgium than ever before.

Making historic progress in Belgian elections

4,000
CANDIDATES

300
CITIES AND MUNICIPALITIES

150
LOCAL WEBSITES

THE CHALLENGE

Groen needed an engagement-focused website and infrastructure for both their national site and hundreds of local sites to campaign for the 2018 local elections.

THE SOLUTION

They trained the entire party to organize on NationBuilder, designed inspiring national and local sites with Tectonica, and focused on targeted field campaigns in the final days.

October 14 was a banner day for green parties in Belgium. During local elections, green parties across the country won more votes than ever before, in every municipality they ran in—and in some places, like Antwerp, they doubled their previous results. Groen, the Dutch-speaking Green Party, may have had the most to celebrate, gaining representation in fifteen locations for a total of 209 cities and communities, and increasing their number of seats from 308 to 545—the most local councillors the party has seen to date. All told, they received 13.2% of the total vote, their highest numbers ever. The green wave that had swept the Netherlands and Germany had come to Belgium, and Groen played a key role in accelerating its movement.

As Communications Director Jonas Dutordoir sums it up, "We have almost 600 local councillors now, that's plus 75%, and we're particularly proud that 51% are women, 20% are youngsters. Part of our success was that we brought a story that was really close to the people. Our main narrative was, 'Change is Possible.' We focused on local topics like clean air, safe roads, affordable living, and climate change. We tried to have a national narrative, then support all our councillors and groups with websites and videos to deliver the same message on a local level."

It was a success that came from months of careful work across their teams to create a digital infrastructure that could support an entire party and give volunteers at every level the training and tools they needed for agile and effective grassroots organizing. At the end of 2017, they began the work of converting their main website for just that purpose. With the help of NationBuilder ecosystem partners at Tectonica, they approached the task with a focus on conversion, capturing interest, and engaging people rather than just sharing relevant news online or maintaining an archive of their progress. Seeing immediate spikes in participation and member sign-ups from their new national site, they set about relaunching their local websites, sending more than 120 of them live within the first few months.





After a lot of hard change in the beginning, it was cool to see people saying by the end of the campaign that we have best-in-class websites that really stand out in comparison with other parties. I still think we have one of the best, if not the best, national website of all Belgian political parties, and it's also the case at the local level for a lot of towns and cities. We invested heavily in design with our partners at Tectonica and in training [on NationBuilder], and I think the result is visible. Even after the campaign our local groups keep investing in their websites; they're launching new additions and really actively using what they've built.



Philippe Bossin
Online Communications & Digital Strategy at Groen

The Groen team knew that it wouldn't be enough to reach out to citizens online alone, so scaling their field and volunteer operation was another critical aspect of their campaign. A volunteer coach, Stefan Vandenhende, developed and implemented a nineteen-question survey to gauge where and in what ways supporters would be most interested and best suited to help. All told, 400 volunteers stepped up to help during election season—a group that they plan to keep engaging for door-to-door efforts in 2019 and beyond using the "snowflake" model of organizing, where more than 200 local volunteer point people are empowered to lead smaller groups in their communities.

Says Loes Van Cleemput, Groen's Project Manager, "We're going to focus on our volunteer movement because we now have organized regional teams and the ambition to give our volunteers central roles in our campaign. By giving them access to NationBuilder tools like our website,



communications, and people, our staffers, volunteers, and candidates can work together and there's no real distinction. If you want to do something and you're able to do it, whether you're a staffer or a volunteer, you can be part of the project."

Digitally, Groen will keep building on the bonds they've created with supporters by refining their email strategy, circulating petitions, and developing more personal ways of interacting with their social media communities. Since they've received at least 85,000 comments within the last few months alone, there are plenty of conversations to nurture. As for what's next for the organization, Philippe Bossin, in charge of online communications and digital strategy, remains focused on Groen's people. "We've really invested a lot of effort and time and financial resources into building a strong foundation," he says. "We'll keep experimenting and trying to find new ways to engage with more people than before. I think the main thing we achieved this year is investing in a strong base—in our main website and all our local websites—and now we can figure out more effective ways of connecting."

We don't use NationBuilder just for one campaign. We use it to build our organization. Today, I presented to my colleagues our door-to-door plan after a year of [learning] NationBuilder as a new system. Once they saw this they immediately saw the possibilities of how to scale up our entire campaign. This really motivates [them] to get up and running for 2019 ... For me, NationBuilder is not only software; it's a way of organizing.



Loes Van Cleemput
Project Manager at Groen

INTEGRATIONS

FieldEdge, fundraise.tech, Tectonica Tools



CERTIFIED PARTNERS

Brand Response, Tectonica

KEY FEATURES USED



ACTION PAGES



EMAIL SEGMENTATION



FIELD TOOLS



FUNDRAISING



MEMBERSHIPS



PATHS

With a “green wave” moving through Europe, Tilt! serves as a single platform to rally grassroots support for progressive and environmental causes across the continent.

44
MEMBER PARTIES



10M+
VOTERS REPRESENTED IN EUROPEAN PARLIAMENT

European Greens

19
CAMPAIGNS

15
LANGUAGES

Creating a network for change-makers

THE CHALLENGE

An affiliation of parties needed a united platform to reach and engage advocates in multiple languages throughout Europe.

THE SOLUTION

Using the European Greens’ existing digital infrastructure, they built a NationBuilder website for Tilt! where they could quickly launch petitions and campaigns on a regular basis and promote through social media.

Composed of allied political groups from all over Europe, the European Greens can best be described as a “party of parties.” Practically speaking, that means that they participate in the European election campaign and build voter support for their constituent member groups and causes aligned with their shared interests, but they can’t earn votes themselves in national elections. What they can do is attract and mobilize an engaged, issues-based audience while working on behalf of their member parties—and in May, they launched Tilt!, a new online platform designed to do just that. Labeled “the change-makers’

It’s so easy to have this ready-made tool where we can just say, ‘okay, we want this,’ you check a box, and it does that. That’s basically what we wanted, and that’s what we have now.



Joline Suijkerbuijk
Project Manager at European Greens

network,” Tilt! aims to harness the grassroots energy of the green wave moving across the continent and drive rapid response from local advocates to take on significant issues of the day, from corruption to carbon emissions. It’s also an initiative that’s been years in the making. In the past, European Greens supporters tried to launch the Individual Supporters Network, a volunteer-run affiliation that made inroads in the Netherlands, Belgium, and Germany but did not take off elsewhere. It became





clear to team members like Project Manager Joline Suijkerbuijk that it would take a larger, coordinated effort to reach the people they ultimately wanted to reach. A year and a half later, Tilt! was finally born.

"We've overcome a lot of hurdles and a lot of opposition," Suijkerbuijk says. "In the process of setting up Tilt!, we wanted to have the support and cooperation of all of our member parties. I think the fact that we pulled it off, that we now have people working full-time on this project, is what we're most proud of." And, since their May



NationBuilder does everything that we want it to do. It was easy to put petitions online—I was able to do it quite quickly and adapt it to all the different languages, but still make it seem very uniform. Every petition, every language looked the same. From my perspective, NationBuilder is such an easy way to set up these things.



Joline Suijkerbuijk
Project Manager at European Greens

launch they've wasted no time in launching petitions and campaigns—nineteen to be exact—making the most of cultural momentum, and demonstrating a mode of organizing seldom used elsewhere in Europe.

For instance, earlier this fall the Greens launched a campaign on Tilt! and emailed their audience one evening about a set of stricter carbon emissions laws that were now under threat due to efforts to influence Environmental Ministers in several central European countries. The call to action was to enter your information and sign your name to a pre-populated, customizable letter imploring those representatives to honor the E.U.'s commitment to the Paris Declaration on Climate Change and keep reduced emission rules in place. After launching the campaign after 6pm, they were encouraged to see that hundreds of supporters had sent their letters by 9am the next morning—unusually high participation for a campaign style that, though used often in the U.S., is less prevalent in the E.U.



But their most successful campaign to date culminated in late October when Green members and staffers of the European Parliament organized an impromptu cleanup action in Strasbourg to support a single-use plastics ban introduced in May, scheduled for a vote the following day. In the intervening weeks and months the Greens had used Tilt! to circulate petitions and social media engagement prompts encouraging supporters to share messages asking supermarkets to stop using single-use plastic, translating their communications into



fifteen different languages to reach as many interested advocates as possible throughout Europe. On October 24th, they celebrated a 571 to 53 vote in favor of the ban, marking a "monumental step towards tackling single-use plastics that clog our oceans and litter our beaches," as European Green Party co-chairs Reinhard Bütikofer and Monica Frassoni put it.

Next on European Greens' radar is a rigorous campaign cycle for the 2019 elections, and though they face long months of work ahead,

they're starting with more visibility in the press than ever. Says Suijkerbuijk, "We had our [29th Council] in Berlin and for the first time there were so many cameras, so much written press that we'd never seen something like that before. From all over Europe, they came to Berlin to our council, which was amazing." On the role Tilt! plays in the rising tide, she says, "Tilt! created this platform for people who needed engagement, and so it's creating links that didn't exist before. It's very exciting to see people get involved and want to continue on this journey."



CERTIFIED PARTNERS

CampaignNow, Reform Act

KEY FEATURES USED



ACTION PAGES



EMAIL SEGMENTATION



FIELD TOOLS



FUNDRAISING



MEMBERSHIPS



PATHS



7.8M
"YES"
VOTES

11M
VOTERS
TEXTED

\$1.2M
DOLLARS
RAISED

1M
VOTERS
CALLED

20k
STORIES
SHARED

15.5k
VOLUNTEERS
MOBILIZED

On November 15, 2017, rainbow-clad crowds gathered in cities and towns across Australia to watch together as the results of the historic same-sex marriage survey were announced, live. At Prince Alfred Park in Sydney, spokespeople from the Marriage Equality campaign stood on a large stage and cheered and hugged when the news broke that nearly 62% of respondents had voted "Yes." Behind that stage and the huge screen projecting the live news telecast, the Marriage Equality campaign was still underway. Twenty staffers,

fondly labeled "Team Nerdforce," sat at a table behind all the action, poised to launch one of two sets of email and social communications depending on the results. Two were armed with "No" messaging, and the rest were ready to communicate a "Yes."

In honor of the one-year anniversary of the Marriage Equality vote, we connected with Digital Campaign Director Adam Knobel, who was part of that behind-the-scenes-team. He reflects that, "we had this strange moment where we disconnected from the outcome, did a whole bunch



The Australian Marriage Equality campaign engaged millions of citizens through powerful storytelling to participate in an optional vote affirming the rights of same-sex couples—many participating in a political campaign for the first time.

Australian Marriage Equality

Inspiring Australia to get out the vote and say "Yes"

THE CHALLENGE

Marriage Equality was a galvanizing social issue for which public support was strong, but voting was optional. Australian organizers had to quickly develop a get-out-the-vote operation, for the first time ever.

THE SOLUTION

The Equality campaign paired two NationBuilder-powered websites with targeted social, SMS, and email outreach prompting voters to register and pledge to vote, follow through on their pledges, and join volunteer and fundraising efforts once they voted "Yes."



of work, and then, suddenly—as everyone’s leaving the park—we’re like, ‘Oh my God, it was a ‘Yes.’ This is phenomenal.”

That triumphant outcome was the result of at least thirteen years of advocacy for the Marriage Equality campaign, which started as a small volunteer-led organization in 2004 in response to the Marriage Amendment Act defining marriage as “the union of a man and a woman to the exclusion of all others.” At that point, only 38% of Australians believed in a more inclusive definition of marriage, though the budding Marriage Equality community was able to keep a consistent supporter base of around 40,000 people.



Knobel joined the campaign in 2016, when it was clear that the organization would have to reframe and adjust its digital strategies with the times to prepare for the fight ahead.

Public opinion had shifted strongly in favor of marriage equality in the intervening years (increasing to 58-65%), yet Marriage Equality’s supporter base wasn’t growing in turn. The first order of business for the campaign’s new digital team was to move the database, website, email, and

Because we have compulsory voting, no political practice in Australia has ever had to do a Get Out the Vote campaign. All of our systems’ assumptions—everything from the way we build out local technology, to the way that we think about best practices, and the way everyone’s been trained—revolve around not having to do that. It was a real learning curve to adjust to doing get-out-the-vote. The fact that NationBuilder came with sophisticated organizing and digital campaigning tools, stress-tested in GOTV environments, was really helpful.



Daniel Stone
Co-Founder at Principle Co.

social operations onto a single platform, and reduce any barriers to signing up that were previously in place. Taking a cue from the Bernie Sanders presidential campaign in the United States, they launched a new splash page focusing on their platform and next steps, reading, “All Australians should be able to get married,” followed by a form capturing visitors’ names, email addresses, and postcodes, with a simple call-to-action of “I agree.” “We were getting people to use the site to fax their MP, write to



We knew that the only way to win was for [supporters] to take the lead and to talk with the people that they knew and trusted. So, we used our sites to put out resources on how to have conversations around marriage equality, to put up posters, leaflets, things you could print at home and do yourself.

We also needed to raise funds very quickly. Through the email journey that we were running on NationBuilder, we raised \$1.2 million in four months, which is actually quite high for an Australian campaign. A large part of that success was from being able to segment our list in different ways so that we could make the most of our fundraising efforts.



Adam Knobel
Digital Campaign Director at the Marriage Equality Campaign

their MP, or call their MP, to take Parliamentary action before the postal citizen vote was sprung on us,” Knobel says. “And by that point, we had built up to over 160,000 supporters through those kinds of actions.”

Once the Equality campaign faced a Marriage Law Postal Survey—an official piece of mail asking all voters one optional, yes-or-no question: “Should the law be changed to allow same-sex couples to marry?”—everything changed. After all, in a country with compulsory voting, how do you get people to participate in an optional poll? That public opinion seemed largely in favor of a “Yes” vote was irrelevant; the results Marriage Equality needed depended on getting as many people as possible to enroll and mail in their ballots between September and November of 2017. In order to reach numbers high enough to win based on the average public polling on the issue, the campaign team aimed to drive an ambitious 70% voter turnout—while many political pundits contended that they would be lucky to see 50%.

The team staffed up from eight to eighty-five employees in order to mount a successful get-out-the-vote (by mail) campaign in just a





few weeks. Sofia Madden, the Co-Founder of Principle Co., joined the Equality Campaign to work on digital engagement, which focused heavily on activating the youth vote. "We knew that the target audiences we wanted to talk to were young people," she says. "We knew that they were going to vote 'Yes', that they were the ones most likely not to be on the electoral roll, and also the hardest to contact via post. [Maybe] they moved out of

home and hadn't updated their address, or they'd been moving a lot. There was also the anecdotal attitude that young people didn't know how to use a post box, which was kind of entertaining."

Cue a large-scale digital campaign to make sure the widest possible youth audience first enrolled to vote, then pledged to vote in the survey, and finally, committed to vote "Yes." With a Pledge to Vote website the campaign had set up, people could both confirm they'd be voting "Yes" and select a date and time when they would post their ballot. With that information tracked, Equality could put them on a schedule using an integration with Autopilot that would send a follow-up SMS message once the ballots had arrived in mailboxes around the country, then another on the date that each person had committed to vote, prompting people to answer whether they had voted yet and reminding them to vote again over the course of a few days if they hadn't.

Another vital part of Marriage Equality's progress was storytelling—specifically personal, authentic stories crowdsourced from their supporters. People circulated the campaign's emotional videos of LGBTQ supporters calling their older relatives and asking them how they were going to vote,



In the fifteen-month period after launching our site with NationBuilder, we got about 56,000 signups. For the exact same period on the old site, we had just 7,720. There was a huge difference in just flipping from a call-to-action to join an email list to asking supporters to take an initial action. We used NationBuilder to carry out the idea that every action was valuable, that every action was trackable, and that we could take people on that journey through an escalation of action.



Adam Knobel
Digital Campaign Director at the Marriage Equality Campaign

parents advocating on behalf of their LGBTQ children, and same-sex couples calling for recognition of their relationships in their home country. When the campaign hit an unexpected snag as surveys were mailed to citizens days ahead of schedule, it was that spontaneous storytelling that helped Marriage Equality stay on top of their game. Says Knobel, "We emailed all our active supporters and said, 'The surveys have started to arrive for some people, earlier than we expected. Your task is to go home and check your letter box. If you've got your surveys, tick 'Yes'. Put it in the post box, but also post a selfie of you doing that, to show people that this is the action we need to take to win.'" As a result, the hashtag #PostYourYes trended on Facebook, Twitter, and Instagram for the first few days thereafter, and thousands of new supporter stories became part of the campaign.

On the specific goal and impact of supporter stories on Marriage Equality, Knobel says, "What people didn't have was

hope, and that's what we were trying to create through everything that we put out. We did not lean into anger, and it wasn't because we weren't angry. It was because if we acknowledged that anger, we needed to move then into hope in order to get people to action."

When the final votes had been counted, the public response was overwhelming. Nearly 79% of people surveyed voted in this optional survey, and of those who responded, 7.8 million voted "Yes"—coming to 61.6% in favor of equality. By the end of November the Marriage Amendment act had passed in the Senate, on December 7 it passed in the House of Representatives, and it came into effect on December 9, 2017—a milestone many years in the making.



INTEGRATIONS

Autopilot



CERTIFIED PARTNERS

Principle Co.

KEY FEATURES USED



ACTION PAGES



EMAIL SEGMENTATION



FIELD TOOLS



FUNDRAISING



MEMBERSHIPS



PATHS

A nationally-renowned doctor and marriage equality advocate ran as an independent and won a parliamentary seat held by Australia's Liberal party for the last century.



100+
YEARS SEAT HELD BY LIBERALS

300k
VOTERS MOBILIZED

+19%
SWING

Kerryn Phelps

THE CHALLENGE

A high-profile independent candidate needed to build a winning campaign from scratch in two weeks, then take a Liberal party seat considered safe for decades.

Winning the Wentworth seat in a historic by-election

Before she was an independent challenger candidate for the MP seat of Wentworth, Dr. Kerryn Phelps played a key role in the Australian Marriage Equality campaign, appearing in TV spots and videos as a kind of spokesperson for the "Yes" campaign. A doctor with a thriving medical practice who previously served as the first female and LGBTQ president of the Australian Medical Association, she'd long been a committed and visible advocate for the cause. With the overwhelming support

THE SOLUTION

Experienced NationBuilder architects built a winning campaign site using tools that the Phelps team and volunteers were quickly able to master.

for Marriage Equality in Wentworth—a staggering 81% of citizens voted "Yes"—and Phelps' positive recognition in the area, the Wentworth by-election posed a unique opportunity for her to continue her public service as an elected official.

It was an opportunity she needed to act on quickly—Malcolm Turnbull's resignation on August 31 triggered an election scheduled for October 20, leaving only a few weeks to have a campaign ready to launch. Phelps would need to build campaign infrastructure out of nothing, and she would have to do so without the support of a major party. Her work on the Marriage Equality campaign led her to our partners at Principle Co., who were able to build her website in time to give her team the tools they needed.

Says Principle Co. Co-Founder Daniel Stone, "Candidates from political parties typically benefit from established structures, which means that if you're an independent, you need to build your own machine before you can get up to speed. Kerryn Phelps' team were able to start organizing volunteers really quickly, building contacts and identifying supporters across the electorate—a big deal in a seat which hadn't had a serious contest for years."

I felt very comfortable with NationBuilder because we have worked with the platform for so long and we know how stable and solid it is. We knew it could withstand a campaign being built at that speed and with limited resources. With only a few days notice, [Phelps] was able to have a website up and running the day before she announced, and there were a whole bunch of volunteers and supporters starting to raise their hands not long after that.



Daniel Stone
Co-Founder at Principle Co.

Strong email engagement, a corps of 300 volunteers, successful fundraising, and massive media coverage all converged to help the Phelps campaign pull off what previously seemed impossible—a 19% swing for a seat occupied by the Liberal party in one way or another since 1901.



CERTIFIED PARTNERS

Principle Co.

KEY FEATURES USED



ACTION PAGES



EMAIL SEGMENTATION



FIELD TOOLS



FUNDRAISING



MEMBERSHIPS



PATHS

What began as an idea in 2013 has become a full-fledged movement to disrupt the two-party system in the U.S.—supporting thirty endorsed independent candidates across nine states in the 2018 midterms.



30
ENDORSED
CANDIDATES

1,000
MEMBERS

Unite America

Building a networked infrastructure for independent candidates in U.S. elections

\$3.4M
RAISED

12k
DOORS
KNOCKED

450
VOLUNTEERS

For an organization of our size and scale, our website definitely punches above its weight, and that's in no small part due to NationBuilder. We're on the new built-in payment processing system, which we really love. If I think about the tabs on the top of [the control panel]: we use Website; we use Communication; we use Finances; we use People. Our team is using all the capabilities of NationBuilder.



Tyler Fisher
Deputy Director of Unite America

THE CHALLENGE

Unite America needed to provide the data and digital organizing infrastructure allowing them to help independent candidates with recruitment, training, volunteer, and donor support.

THE SOLUTION

They built their website, email, field organizing, and fundraising programs, and joined their network's databases on NationBuilder, integrating with CallHub and FieldEdge to engage supporters, new prospects, voters, and volunteers.

T Tyler Fisher is the Deputy Director of Unite America, a powerful emerging network for independent candidates and activists around the United States. As the only organization dedicated to providing independents the kind of campaign infrastructure they need to run competitively apart from a major party, Unite America's day-to-day efforts include everything from recruiting candidates to run and training them to campaign for office, to messaging the value of independent leadership to the larger voter base, to training the volunteers who will knock on doors, make phone calls, and write to their local publications in support of independent candidates.

Fisher joined the organization over a year ago as one of just two employees, and in that time he's helped Unite America grow their team to twelve full-time staff and build a larger network of more than 1,000 members and 500 volunteers, supporting the campaigns of thirty endorsed candidates in the 2018 midterm elections. In addition to the four seats their candidates won in state legislatures around the country, Unite America has much to celebrate. In the span of two years, they launched their movement and built significant momentum, increasing the size of their supporter base by 240% and creating thousands of valuable new one-to-one relationships.

Here's what Fisher had to say about the necessity for an independent campaign infrastructure and how Unite America succeeded in building it.

One thing that is missing in the independent movement is voter data and its potential for organizing. The Republican and Democratic parties have [put] hundreds of millions of dollars into building voter data and using it cycle-over-cycle. Most Democrats are on one platform, and most Republicans are on one platform. One of the problems for independents starting their campaigns is that all of the data and insights from previous campaigns are disparate and lost.



Tyler Fisher
Deputy Director of Unite America

JANE ST. JOHN What moved you to help build a network for independents?

TYLER FISHER What motivated me was [the chance to do] something constructive about our broken politics. There's a lot of people who think that all we need to do is double-down on the left, or all we need to do is double-down on the right. I feel that Unite America's strategy, the fulcrum strategy, is achievable. Electing two to three independents to closely divided legislatures, denying both parties the majority, and then working with moderates in both parties to advance common-sense solutions is a tangible thing. People can see how it's possible, and it's proven to be effective.

In both Alaska and Maine, we have great case studies of what happens when neither party has the majority. In Alaska, for the first time in thirty years, when two independents got elected in 2016, Jason Grenn and Dan Ortiz caucused with three moderate Republicans and Democrats to form a bipartisan majority coalition. That bipartisan majority coalition was able to tackle major challenges including the fiscal crisis in Alaska, by restructuring the permanent fund. They did so alongside the nation's only independent governor, Bill Walker.

In 2018, Grenn—in one of the best case studies of good reform bills being passed this legislative session—wrote,

co-sponsored, and passed an ethics bill unanimously through the state legislature. The bill curtails the power of lobbyists, prevents foreign corporations from donating to state legislative candidates, and stops per diem pay when legislators don't get budgets passed on time. So, while there's this notion that politics is broken, independents can be dealmakers on tough issues like immigration, health care, and taxes.

The other way the independents can be effective is introducing new ideas and building broad coalitions, getting bills to pass unanimously that address real problems. Why? Because nobody can be



the champion of those things when the parties are so entrenched. Once we have champions for reform, whether it be ethics reform, campaign finance reform, ranked choice voting, open primaries, top two

primaries, or any of the number of other reform ideas out there, the challenge with a lot of those reforms is that they're really long-term efforts—twenty or thirty-year projects, state by state, locality by locality. When we can get independents in office who champion those structure reform ideas, we can get to them faster.

I love the work that FairVote is doing, that



No Labels is doing, that Represent.Us is doing, that IssueOne is doing, and that IVN is doing. I think all of their work—and that of so many others—can be complemented and championed by independents in office.

JSJ Of the milestones Unite America has reached this year, what are you most proud of?

TF In January, we endorsed the first-ever slate of independent candidates running for State legislative office in Colorado. Over the course of eight months, we reached out to over 2,000 community leaders, talked to probably two hundred of them about running for office, took about fifteen through a candidate training program, and at the end of the day, five stuck out their hand and said, "Yeah I'm running for office." So to see that slate come together in January was a really cool way to launch our brand.

What makes NationBuilder a good fit for Unite America and the independent movement is that we're aligned on the long-term objective. We are aligned, philosophically, on why our organizations and platforms exist, which is to provide people with the tools they need to be successful leaders. I think that in our partnership, while there's a business relationship, there's definitely a commitment on both sides to achieving each other's goals. I couldn't be more proud of that.



Tyler Fisher
Deputy Director of Unite America

Then, a month later, we were able to convene and connect three independent candidates for governor and two for U.S. Senate. We did a national roll-out tour to Washington D.C., New York, L.A. and Seattle. Later in the year, through partnerships with Washington independents and Unite New Mexico, we endorsed candidates running for office in those states.

Then, on July 19 we announced a total of nineteen state legislative endorsements—including the five in Colorado and fourteen others around the country running in nine different states. That has been a major milestone too, because it's really the first time that an organization has gone out there, endorsed a slate of



candidates, and brought them together. We launched a crowdfunding campaign and raised over \$85,000 for our candidate slate. There's no other organization out there doing that for independents.

are not between Republicans and Democrats, but rather between those working to unite us and those working to divide us.

At the end of the day, this is about candidates, this is not about us. We exist as a platform so that independents can run, so our major milestones this cycle were always around candidates.

So, we carry on, committed to supporting candidates who put Country Over Party and activists fighting tribalism in their communities and our institutions.

JSJ So, what's next?

TF Our work must continue. No matter what side of the aisle folks are on, very few believe our political system will be repaired in the next two years. Better policy outcomes and good governance are even further off.

How rewarding it is to be an independent, because you can be yourself. Every day you look in the mirror, you will recognize that person.



Bill Walker
independent Governor of Alaska, on Unite America's national rollout tour

The biggest political challenges of our time

INTEGRATIONS

CallHub, Countable, FieldEdge
MailChimp, Zapier



CERTIFIED PARTNERS

BCom Solutions, Hines Digital
IVC Media

KEY FEATURES USED



ACTION PAGES



EMAIL SEGMENTATION



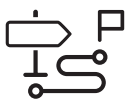
FIELD TOOLS



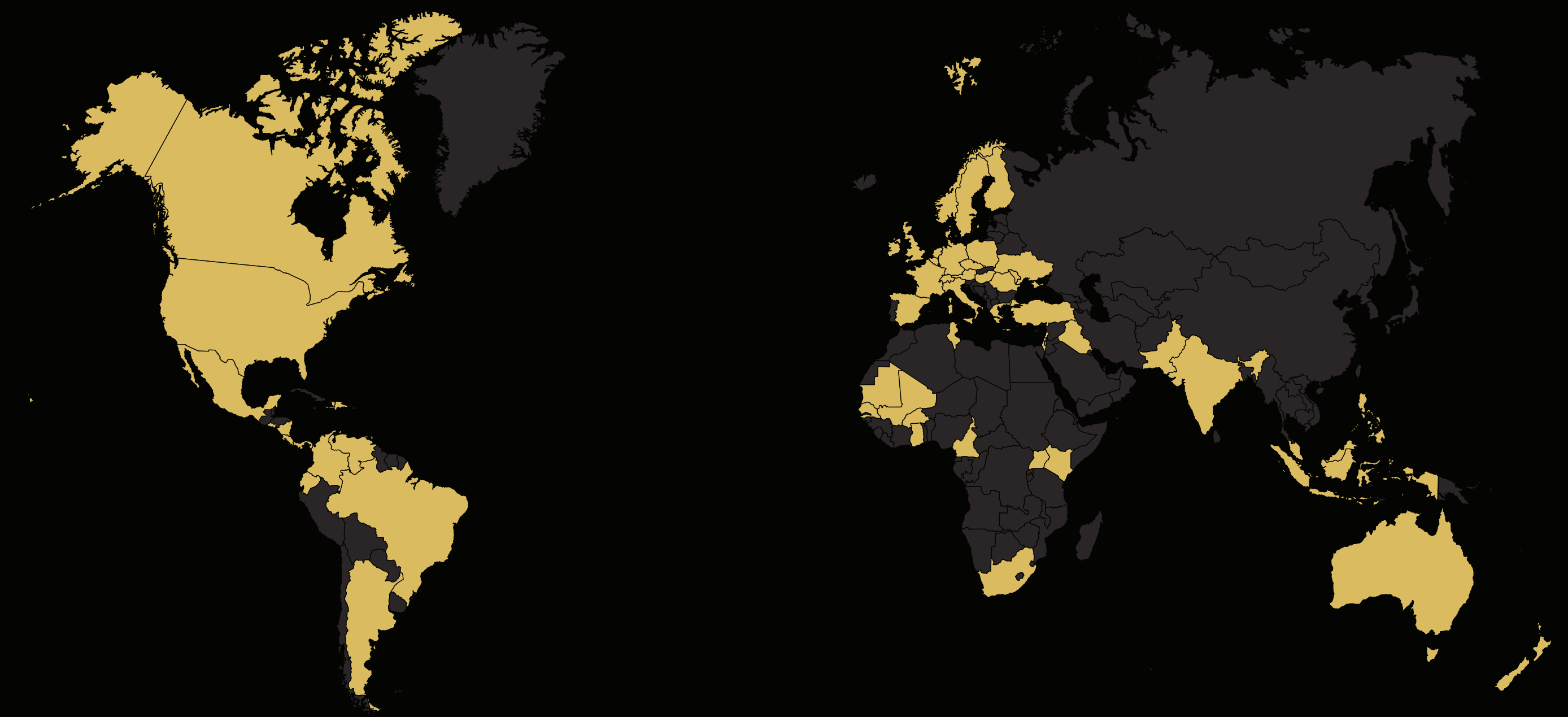
FUNDRAISING



MEMBERSHIPS



PATHS



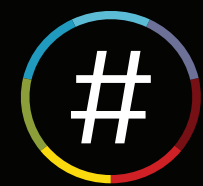
Global Election

Historic milestones
for democracy

NationBuilder exists to help democracy flourish, and thousands of people used NationBuilder to run political and advocacy campaigns in elections around the world in 2018. We saw new movements and ways of leading emerge; we saw established

Snapshot

parties and conventions upended; we saw candidates make great strides to challenge the status quo, even if they didn't ultimately prevail. Here, we highlight just a few campaigns spanning the globe that flipped scripts and made history.

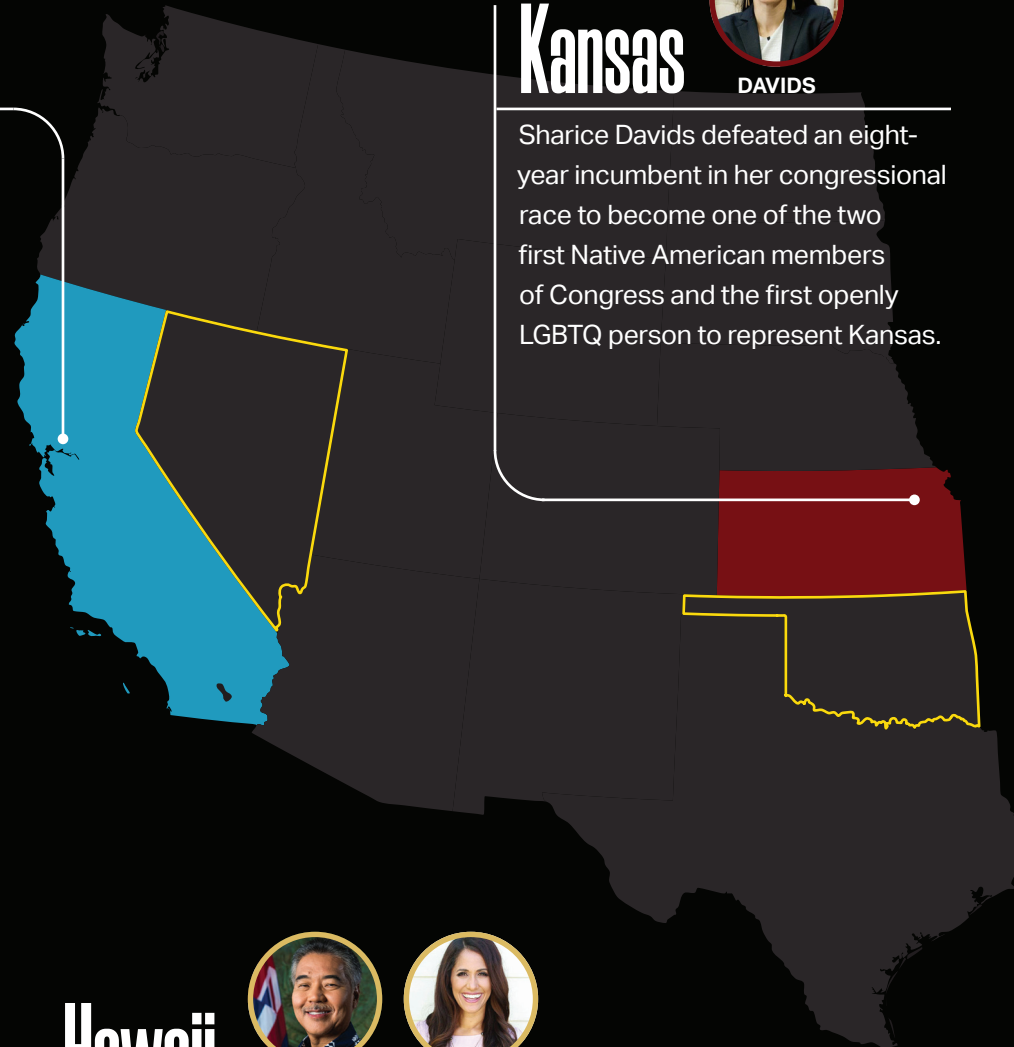


The U.S. Midterms

More Americans voted in the 2018 midterm elections than in any other in the last century, and in the lead-up to November 6, hundreds of NationBuilder customers moved their people to action. Candidates stepped up to lead throughout the country as memorable 'firsts,' and historic ballot initiatives passed that will change how states govern. Here are some of the leaders helping to shape the U.S. political future.

California

Organizations like the California Away Team, Flip the 14, and Commit to Flip Blue contributed to sweeping change in California, particularly in Orange County. Consultant Barbara Nelson even created a digital data-sharing "campaign in a box" for challengers in local OC elections. Ultimately, Democrats won all four OC congressional seats formerly held by Republicans, and the 2018 election boasted the highest voter turnout in the region since 1970, with 71% of registered voters participating.



Kansas



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

Hawaii



IGE



TUPOLA

David Ige, a Democrat, won Hawaii's gubernatorial race with nearly 63% of the vote. Also in the race was Andria Tupola, a Republican, who has used NationBuilder throughout her political career.

Minnesota



HAGEDORN

Republican Jim Hagedorn flipped the state's 1st district, prevailing in a tight congressional race for a seat held by a Democrat since 2006.

Maine



KING



HAYES

Independent and long-time NationBuilder customer Angus King won his reelection bid for Senate by a whopping nineteen points. Terry Hayes, also an independent, ran for Governor as part of Unite America's first slate of supported candidates.

Notable Initiatives

Voters Not Politicians led the successful campaign for Michigan's Proposition 2 to create an independent citizens' redistricting commission, effectively ending gerrymandering in the state for good.

Marsy's Law continued its campaign in Florida, Georgia, Kentucky, Nevada, North Carolina and Oklahoma to legally extend the same rights to victims of crimes as those accused, and won in all six states.

Wisconsin



BARNES

Democrat Mandela Barnes prevailed in a close election and became Wisconsin's first African American Lieutenant Governor.

Tennessee



BLACKBURN



LEE

The Tennessee GOP supported a historic slate of candidates including Marsha Blackburn, who won her Senate race by nearly eleven points, making her the state's first female Senator; and Bill Lee, who won his first election by thirty points to become the 50th governor of Tennessee.

Global Elections

From local elections in Belgium, to a closely watched presidential in Brazil; from municipal shake-ups in Canada, to a presidential challenger in Cameroon—digital organizing thrived around the world this year, with some notable campaigns using NationBuilder to make waves.

Canada



STEWART



Independent politician Kennedy Stewart beat a busy field of twenty candidates to become the new mayor of Vancouver in late October.



FORD



HORWATH



The Progressive Conservative Party of Ontario (PCPO, led by Doug Ford) won a majority in the legislature with seventy-six seats, and the Ontario New Democratic Party (ONDP, led by Andrea Horwath) gained twenty-two seats to their caucus to become the Official Opposition party in the province for the first time in more than thirty years.

Brazil



HADDAD



Though his opponent, Jair Bolsonaro, ultimately won the election, Fernando Haddad's campaign made an impressive effort to counter a pervasive false information campaign by effectively coordinating activists in local communities.

United Kingdom



CABLE



WALKER

The Liberal Democrats saw their best local election results in over a decade, winning three key councils previously held by Conservatives.

Thirty candidates ran locally on behalf of the the Women's Equality Party—many of whom were running for the first time—and gained ground over more established parties by winning votes from one in every four voters in two wards and at least 10% of the vote in eight more.

Belgium



ALMACI



Groen, Belgium's Green party, won historic gains in Brussels' local elections, placing first or second in several districts and even displacing the Socialist Party in two key local councils.

PVDA, the Belgian Workers Party, saw an uptick in interest that helped them win votes to the left of the Socialists in some key local races.

Cameroon



OSIH

The Social Democratic Front of Cameroon led one of the main opposition campaigns against thirty-six-year president Paul Biya, in a controversial election marked by allegations of voter intimidation. In his concession, SDF candidate Joshua Osih pledged that the party would keep pushing toward gains in Parliament.

Australia



PHELPS

Dr. Kerryn Phelps, an independent, won the MP seat of Wentworth in Sydney—which had been held by members of the Australian Liberal party for more than a century.

December 2018 marked the one-year anniversary of the landslide vote in favor of Marriage Equality, making Australia the twenty-fifth country to legalize same-sex marriage.



Audacity

Humility

Vital Conversations

On data privacy, running for office,
and what it means to lead

What kind of relationship should we have with our data? How can we make sure our elected leaders reflect the makeup of the populations they govern? What kind of leadership is required in this moment? To create

the tools that help leaders succeed in this era, we must participate in and facilitate some of the most critical conversations of our time. In 2018, we developed advanced privacy software features, expanded the world's first free, public database

of elected positions, and supported our three incredible Leaders in Residence. Here we share some of the key insights that will fuel our work in 2019 and the years to come.

Neon sign at NationBuilder HQ

Photo credit: **Alexa Curran**

The next frontier of data privacy

Making engagement about people, not their data

Toni Cowan-Brown

VP of European Business Development

Twenty eighteen was a landmark year for the topic of privacy on the internet—ushering in an important shift in how many organizations address their relationships to personal data and consider their responsibilities to the people in their communities. From Facebook and Cambridge Analytica to Europe's General Data Protection Regulation (GDPR), personal data and its potential to be used or commodified without people's permission has surfaced in key discussions around the world. This public conversation is critical, and highlights two things we care a whole lot about: helping leaders put people at the center, and giving leaders control of their own data.

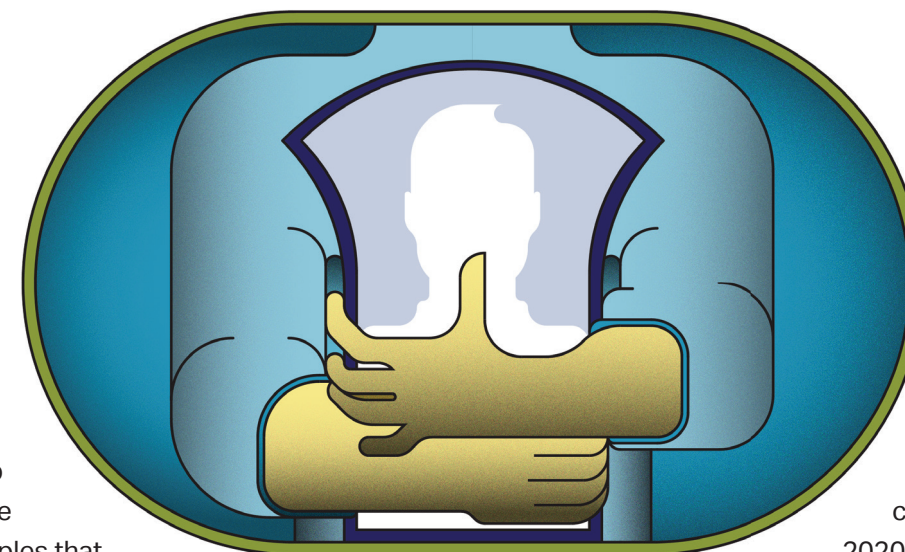
When the European Union approved and adopted the General Data Protection Regulation (GDPR) over a year ago, it represented the biggest change in data protection laws in Europe since the 1995 EU Data Protection Directive. As both a set of regulations and a legal framework, GDPR introduced a broader definition of "personal data" and new requirements for how that data must be protected and secured—from requiring notifications about large-scale data breaches, to enforcing an individual's right to be forgotten by any number of internet entities. It underscored the idea that information about an individual ultimately belongs to that person alone, and that they have the right to be in full control of who can access it.

Putting people at the center and giving people full ownership of their data have been part of our approach since NationBuilder's inception, guiding us as product principles as we develop our software. The conversation around GDPR has given us a unique opportunity to evangelize what we've believed from the start, and expand how we facilitate the relationships our customers build with their supporters. By creating clearer, more seamless ways for organizations to ask for and gain

consent from their communities, we've provided additional avenues to help leaders organize using the principles that we know are most effective.

To prep for this huge transition across our diverse customer base, we spent countless hours working on ways to expand our suite of features and better equip organizations to have conversations about data permissions with their supporters. What we launched in the spring of 2018 was an industry-leading set of tools to help leaders customize how they collect and manage people's data—with their consent.

Now, customers can use NationBuilder to gather and manage affirmative and specific consent across their websites by running customized re-permissioning campaigns to check back in with their supporters about how—and if—they'd like to stay in communication. We made it so supporters can request to be removed from an organization's database, and that organization can provide a full download of that person's data in return. We made these enhancements not just



because European law requires it, but because doing so helps leaders do better to earn their supporters' trust and deepen relationships within their communities.

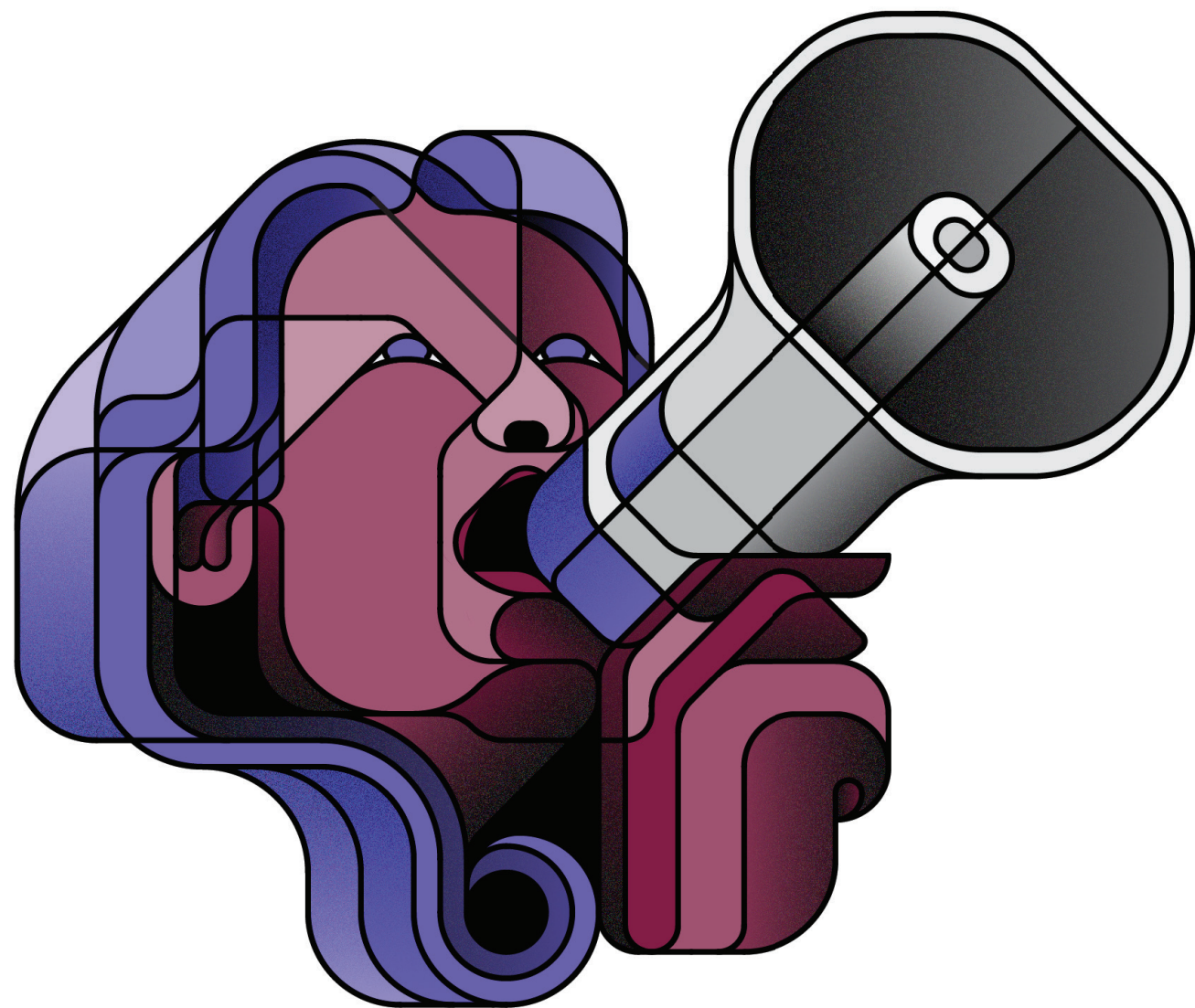
We believe that you can't build long-lasting communities without trust, and one way an organization can build trust with its users is through consent and very specific, clear paths of engagement. Leadership is about people and, at the end of the day, what matters most is how you treat the members of your community—your customers, your constituents, your potential voters, your donors, your volunteers. To lead effectively, you need to know who wants to be in conversation with you, and how they'd like that to happen. You need to understand what they care about, share what's relevant to them, and be clear about the data you're collecting and how you're using it.

Now that GDPR has been enacted across Europe, other governments have begun to follow suit. This past

year, California passed the California Consumer Privacy Act of 2018, which will come into effect in 2020—another regulation

that raises the bar for data protection and security, helps set the standard for transparency regarding how citizens' data can be used, and fundamentally alters the way that companies can interact with their customers online.

While the new regulations introduce new complications and challenges for those engaged in digital organizing, they also create many more opportunities for more meaningful interactions. The GDPR—and like-minded legislation elsewhere—establishes more transparency, choice, and control for both our customers and their users. Little by little, establishing trust with your community is becoming more than just a best practice—it's becoming a necessity.



Cristina Pacheco

VP of Organizing

In 1972 Congresswoman Shirley Chisholm made history. She reached for the highest public office in this country by running for President and was also the first woman Democrat to seek her party's nomination for President. Breaking through barriers was nothing new for Congresswoman Chisholm, as she was also the first African American woman to be elected to Congress. This was not a symbolic campaign, although many treated it that way—Congresswoman Chisholm's effort was sincere and was met with racism, sexism, and even death threats. Her campaign was launched in a Baptist

church in her own congressional district in Brooklyn, and although she did not win her party's nomination, her leadership and courage reverberates to this day.

The challenge that Congresswoman Chisholm saw and boldly took on was an imbalance in leadership—between those who hold office and the people that they represent.

It has been forty-six years since Congresswoman Chisholm made her run for president, and although many things have changed, they simply have not changed enough.

Run For Office

Filling the leadership pipeline

A quick scan of the United States Congress and Senate shows a legislature that still lacks women and people of color as representatives, and the same goes for our State Legislatures and many of our cities. To have a democracy that reflects the diversity of our nation we need more diverse candidates running and winning elections. But, there is still a crisis in the pipeline of leadership from grassroots to the highest levels of office, and if there is one thing we are obsessed about more than anything at NationBuilder, it's removing barriers to leadership.

It was out of that commitment to removing barriers, particularly in the political arena, that NationBuilder publicly launched RunForOffice.org in 2016. Run for Office (RFO) is a database that paints a picture of the entire landscape of elections in the United States. Built through painstaking research, RFO provides critical information on **what** you can run for, **how** to get on the ballot, and **when** you need to file for office.

RFO is the first database of its kind. Creating a directory of down ballot races, that include local municipalities, school boards, and

special elections, is a difficult and daunting task. Information about elections is not consistent state to state, or even county to county. Through years of data collection, the RFO site currently hosts all federal, state executive, state legislative, county, and school board positions in the United States—approximately 145,000 positions. We built the database to be searchable by address, so anyone, anywhere can access their information. We are continuing our efforts to keep the data “fresh,” which takes an incredible amount of time and human energy.

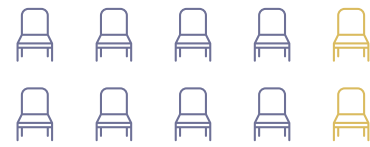
In the highly collaborative process of building and maintaining Run For Office, we've gained vital insights with the help of volunteers, university interns, and partnerships with like-minded organizations. In the summer of 2018 we had the opportunity to work with a group called Data for Democracy on a deep analysis of elected officeholders in one particular state: Louisiana.

We researched every single office and election held in the state from 2014 – 2016, painstakingly documenting everything from school boards to the Senate. We also tracked the candidates that ran and won their elections. This was no small feat as Louisiana has over 4,000 elected positions.

We first investigated how the



Nearly **60%** of school board seats are held by men



Almost **80%** of county seats are held by men

female population of the state was represented in Louisiana public offices. In a state composed of 51.1% women, we found that only 23% of public offices in Louisiana were held by women. Although we discovered that women running won elections at roughly the same rate as men, we saw that men filed to run at three times the rate as women. Basically, men put their hat in the ring more than women, yet women won at the same rate as men. It's no wonder that men dominate the public office space given this disparity in the filing—and this example perfectly illuminates the pipeline crisis for public office leadership.

Another important learning centered on which positions and elections garnered close margins of victories, and which ones were

“blowouts.” Seven out of the ten largest margins of victory were in elections for law enforcement positions, like Sheriff or Police Chief. Conversely, we found the races with the smallest margins of victories to be local races for City Council and School Board.

Finally, we examined the African American population in Louisiana and how it compares to African American representation in elected offices. In Louisiana, approximately 32.2% of the overall population is African American, but only 23% of elected offices were held by African Americans. Additionally, only one of the eight federally elected offices in the state was held by an African American.

Across the country, we saw similar patterns. As we looked at

over 70,000 elected school board positions we found that over 60% of school board members were men. Next, we analyzed officeholder information for all of our country's over 30,000 county level elected positions, and the disparity was even greater, with 80% of county positions being held by men. Although county positions do not get the attention of state or federal positions, they hold crucial roles in our community. Our Sheriffs, County Commissioners, District Attorneys, County Assessors, and County Clerks are key decision makers in our county criminal justice systems, election administrations, zoning of county lands, and other public institutions that can have enormous impacts on the day-to-day lives of county residents.

Addressing this systemic underrepresentation requires a

When women run, women win.

Our study of 2014 – 2016 data in Louisiana showed that women won at roughly the same rate as men, but men **filed** to run at three times the rate of women.



willingness to acknowledge the gap and a heightened attention to recruitment efforts for candidates that are representative of the communities they serve. The disparities are great, but the opportunities for change are great too. We've never lived in a time when people were more connected and energized to change the political landscape. Recent elections have featured young people showing up in numbers greater than at any time before. We have thirty-five new women elected to the House of Representatives in 2018—most of them with long careers of public service that began on their city council, school board, fire district, or other local office. This trajectory must continue. We need more women running for elected positions. We need more people of color holding public offices. There's work to do, but we continue to be inspired by pioneering leaders like Congresswoman Chisholm, and hold to the unwavering belief that anyone can lead.

If accessibility of information about running for office is a potential barrier to leadership, we want to help remove that obstacle. We need the wave of new faces and voices entering the political arena to continue, and for anyone to be able to choose to run, and win.

As we look ahead to 2019 and 2020, it's more critical than ever to support a pipeline of leadership

that is as diverse as the nation itself. These next years hold great opportunity to elect new leaders from historically underrepresented backgrounds. Although there are no planned federal races in 2019 and only a handful of states hold state-level elections, there are over 30,000 contests that will happen in the coming year, most at the local level. Local offices are where most elected officials begin to serve, and also where campaign staffers begin their careers as managers, interns, or policy advisors, so we need more diversity in both elected officials and their staff members.

The author Toni Morrison has said,



Shirley Chisholm, 1972

I am not the candidate of black America, although I am black and proud;

I am not the candidate of the women's movement of this country, although I am a woman and I am equally proud of that.

I am the candidate of the people of America.

And my presence before you now symbolizes a new era in American political history.

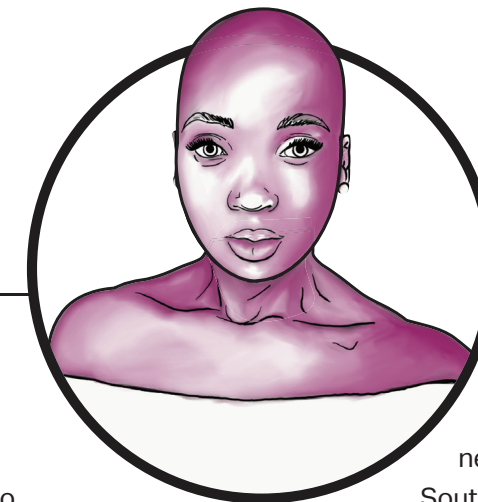


Find out what offices you can run for or sign up to volunteer at:
www.runforoffice.org

Leaders in Residence

In our 2017 Year In Review, we announced our Leaders in Residence program and introduced three individuals from different sectors who are redefining what it means to lead. In the last year, they have continued sharing their inspiring stories with the world, broken ground on exciting new projects, and even planted the seeds for future collaboration with each other in the years to come. One year into the program, here are some updates on the evolving leadership journeys of Mpumi Nobiva, Lutricia Callair, and Omar Brownson.

Mpumi Nobiva



What didn't Mpumi Nobiva do in 2018? Before embarking on a multi-city speaking tour in the spring, Nobiva joined Lea Endres, Hilary Doe, and Lisa Hwang from the NationBuilder leadership team along with fellow Leader in Residence and activist Lutricia Callair on the stage at Into Action, a social justice festival in Los Angeles, for an inspiring panel discussion on women's leadership.

In a blog post reflecting on the event, she wrote, "Of all the poignant truths that we shared leading up to and during our panel, the most compelling one for me was: there's an unspoken gap that results when a woman is silenced and we miss out on her truth." She went on to assert that, "Perhaps the more of me I do unapologetically, the more the world can get used to not just the idea, but the reality of women like myself. Hopefully, my act of showing up in my truth will mean less insecurity for another young female leader in the future."

From being featured on CNN.com for International Women's Day, to televised news appearances on CBC and SABC, to keynotes, commencement speeches, and workshops for young girls in cities across the US, Canada, and her home country of South Africa—Nobiva has shared her truth and the causes she cares about with more people and on greater platforms than ever before, and she's only just begun.

Since she launched her official website, MpumiNobiva.Live, in the spring—and despite a rigorous travel and speaking engagement schedule—she has been hard at work developing new ways to tell her story and encourage others to tell theirs, whether through candid videos on her social media accounts, video tutorials through her email list, or long-form writing

about her family, her country, and her vision for the next generation in South Africa, which she aims to share more publicly in the coming year.

She's currently in Johannesburg, reflecting and collaborating with people from her local community. "Now that I've become still," she says, "now that I don't have the distractions that I would create for myself, I have an opportunity to experience insight and vulnerability. For the first time, I'm not rushing to figure it all out. It's a matter of saying: what's true in this moment? And what is the next right thing I can do, using what I have?"

Lutricia Callair



In 2018, Lutricia Callair continued her powerful work leading anti-racism workshops throughout the continental United States and Hawaii, running a mental health agency, and heading the People of Color Caucus for the Unitarian Universalist Ministry for Earth. But 2018 was also, crucially, a year of reflection, introspection, and incubation. The result of that time? Unwavering clarity about what is needed in this moment and what she is called to create next.

After carrying the idea for years, in 2019, Callair will launch #Seeingeverybodyasourown, her long-gestating project that seeks to address, “the problem of innocent black and brown people being killed at the hands of the police by calling on white people to stand up and make their voices heard.” As she sees it, “Conscious white people who are committed to social justice must be accountable.” #Seeingeverybodyasourown looks

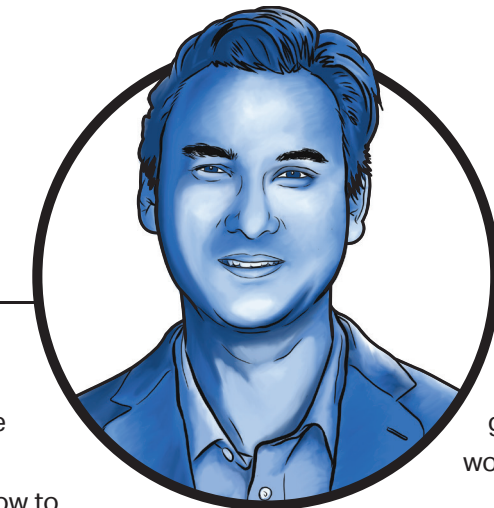
not only to give white people the resources they need to speak up and speak out, but to exert subtle pressure on them to use the privilege they have to better the lives of the people who don’t have it. “This is our here and now as a human community,” Callair adds, “Does the killing of innocent people represent the kind of policing we want for our democracy? Does it reflect who we are as tax-paying citizens?”

Her time as a NationBuilder Leader in Residence has given her the space to reflect on the nature of leadership itself, and the way her own thoughts on the subject have evolved over the past year. “One way to do leadership is to look at the ideas that are out there, pick [one], marshal some forces, and put some things in place to move it forward. And the other kind of leadership that I am experiencing

right now, is to bring forth ideas that are my own. Ideas that are important and useful in the world. It’s a real contribution that I can make and I can get other people to come along and sign on with me to do this.”

As she gets ready to bring her project into the world in the next year through on-the-ground events, workshops, websites, and blogs, Lutricia Callair is “clear that the project I am working on is what I want to do and is needed in the moment, given what we are facing as a society. So, I am feeling hopeful, and I am feeling very good, and I am feeling energized.”

Omar Brownson



In mid-July, Omar Brownson published an article on Oprah.com entitled, “Gratitude: The Antidote to a Fear-Driven Life,” an introspective essay tracing a period of restlessness that led him to complete a meaningful six-day silent retreat and ultimately reorient his professional life. What started for Brownson as a personal practice of gratitude became an opportunity to explore new ways of connecting people through technology—a chance to move from creating physical infrastructure in his work revitalizing the Los Angeles River with the nonprofit River LA, to developing social infrastructure by helping others practice gratitude on a greater scale.

“One of the inherent benefits of gratitude is that it’s a social emotion,” he says. “We know what is unhealthy about social media. We know that FOMO is real. How do we move from that fear of missing

out to a sense of belonging? I want to create a way to help people learn how to use gratitude as a tool for building meaningful connections—making the good around and between us more visible.” Part of the opportunity, as he sees it, is to reimagine the concept of expressing gratitude as “not just a journal, but a journey.”

To focus on this endeavor more fully, Brownson has been in the process of welcoming new leadership at River LA and has transitioned his role from President to Founding Executive Director and Senior Advisor. Of that transition experience, Brownson says, “stepping away from something I built was exciting (and scary!) However, I realized what began as a sprint and then became a marathon is really a relay race, and that I was grateful that I could pass the baton

to somebody who I think is going to take the work even further.”

Another fruitful partnership arose from within the Leaders in Residence program. After meeting Mpumi Nobiva earlier this year, Brownson discovered that they have a unique alignment in their goals and ideas about leadership, and the two leaders have already begun finding ways to collaborate. “I think it’s great that leadership is multi-generational and that fits with the theme of a relay,” Brownson says. “I’m constantly learning from other leaders and passing that learning on as best as I can.”



Looking ahead to 2019

2019 is going to be an exciting year for NationBuilder. It will be the year of evolutionary leaps—for both the product and our company as a whole. In addition to unveiling some of our biggest product transformations yet, we'll also be growing our presence in communities everywhere so we can share what we've learned, and serve leaders in new ways and in more places.

The thousands of leaders using NationBuilder around the world have demonstrated the power of organizing. They've shown what's possible when you put people at the center, own your data, move people to action, and distribute leadership.

They've illuminated what's required for leaders to succeed, for movements to grow, and for organizations to exceed everyone's expectations. We will continue to bake these learnings into the product—but in 2019 we're also going to make sure these stories and insights equip and inform our community.

And in 2019, we'll be building our own nation, telling the story of what we're fighting for so that we can more powerfully help our customers build the future.



Jim Gilliam

1977 – 2018

**“Each one of
us is a creator . . .”**

Remembering Jim

WEBSITE

www.jimgilliam.com

BOOK

The Internet is My Religion

Jim Gilliam, the founder and executive chairman of NationBuilder passed away on Friday, November 23, 2018 after battling cancer and related complications. A brilliant entrepreneur and engineer, Jim was known for his belief that, “God is just what happens when humanity is connected.” His insistence that everyone has something unique they are meant to contribute to the world fueled his work and inspired thousands of people all over the globe.

The magnitude of this loss was and is staggering, not just for those of us who knew and loved him, but for those who never had the chance to meet him. Jim’s brilliance, ferocity, devotion, and strength inspired us daily, and built this company that is his legacy. We will work every day to honor him.

We’ve been doing our best to grieve as a community, and created an online space at jimgilliam.com to share stories and to celebrate him. If he touched your life, please consider sharing your story there, too. Here are some heartfelt highlights . . .

"Jim was the most fearless, brilliant, and determined person I've ever met. On an intense journey fueled by purpose and meaning, we closely collaborated for over 13 years. We were friends for even longer. I'm forever grateful for everything I learned, and will continue to learn, for his unwavering belief in me, and his insistence that everyone always show up as their full, authentic self. It was one of the great privileges of my life. Thank you Jim."

– Jesse Haff

"Jim discovered very early in his life what he was put here to do. And he was true to it. He lived courageously beyond the hardships and the wear and tear that life handed him. He is a peace maker and a justice seeker. Jim believes a connected humanity is the answer to much that ails us as human beings. And in his brief time with us he used his genius, his medicine, to help connect us all."

– Lutricia Callair

"While his life was too short, his was a life well lived. Rarely are people so gifted with the clarity of purpose and the passion, integrity and grit to bring that purpose to life. The world is a different place, and will continue to be—as the seeds of empowered leadership he helped to sow are only just beginning to bloom. I am grateful to have known Jim and have had the opportunity to share my hugs of gratitude with him."

– Dena Trujillo

"Jim was a friend, mentor, and an inspiration. I started building communities and campaigns on NationBuilder when it was still in public beta back in April 2011.

I remember the first time meeting Jim in LA a few years ago. I went to shake his hand and he said 'Sorry, Brad, but a handshake just won't do it,' and gave me a huge hug in front of a roomful of people."

– Brad Marston

"... Jim and Lea together created a space for me that I will be grateful for the rest of my life. When I was at the company I ended up in a position where I got to share my story with every new hire who joined, along with Jim. We sat next to each other for countless new hire story circles and listened to each other's story again and again. His life of determination, passion, brilliance, and grit are indelibly marked on my heart.

...He was beautiful and flawed and brave, the very best parts of what it means to be human. And I personally am more connected to the world around me because of how he lived."

– Kristin Spiotto

"... I never heard him complain. He always had a clear-eyed commitment to tech, to the internet, to progress.

Jim, I hate talking about you in the past tense.

I will miss you—warrior, Brainiac friend."

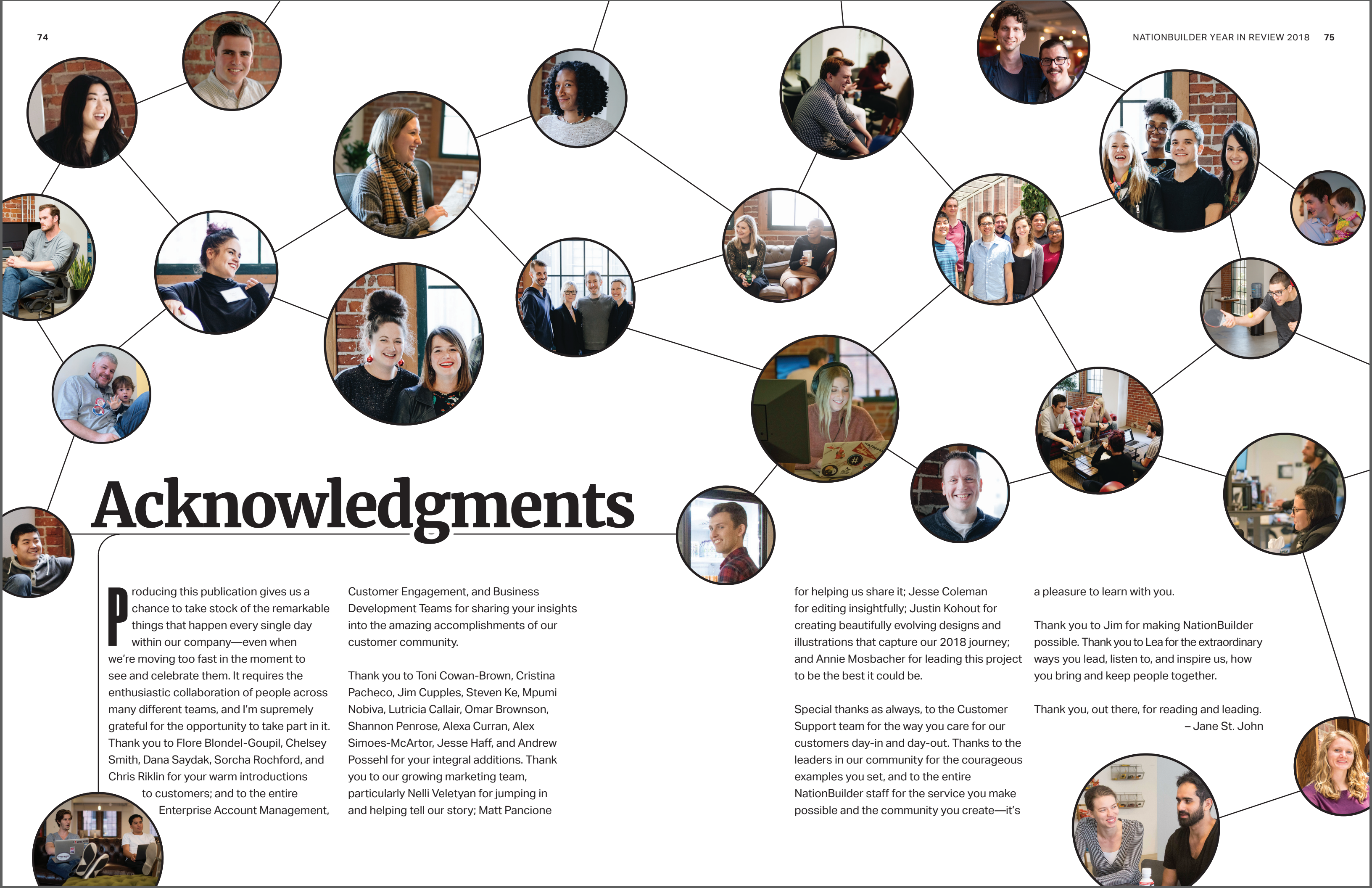
– Robert Greenwald

"I gave Jim his first job when he was 16. I was the Director of Computing at Liberty University, and the librarian called me to say that some super tall punk kid with shocking red hair was hacking into my network. Peering through the librarian's office window, I could see what he was doing. Everyone expected I was going to turn him in and get him in trouble. Instead, I hired Jim Gilliam on the spot, maybe the best hiring decision I've made in my career.

The small role I played in Jim's amazing life was to provide him opportunities and get out of his way. In the two short years he worked in my department, Jim was a transformative force, pulling together the first major website for the university, automating many of our support services, and (most importantly) turning our main academic lab into an awesome after-hours gaming platform (Quake was big at the time). Jim found joy in taking the most mundane task or process and making it better. He was one of the most naturally driven and curious people I've ever known."

– Will Samson

“... and together, we are the Creator.”



Acknowledgments

Producing this publication gives us a chance to take stock of the remarkable things that happen every single day within our company—even when we’re moving too fast in the moment to see and celebrate them. It requires the enthusiastic collaboration of people across many different teams, and I’m supremely grateful for the opportunity to take part in it. Thank you to Flore Blondel-Goupil, Chelsey Smith, Dana Saydak, Sorcha Rochford, and Chris Riklin for your warm introductions to customers; and to the entire Enterprise Account Management,

Customer Engagement, and Business Development Teams for sharing your insights into the amazing accomplishments of our customer community.

Thank you to Toni Cowan-Brown, Cristina Pacheco, Jim Cupples, Steven Ke, Mpumi Nobiva, Lutricia Callair, Omar Brownson, Shannon Penrose, Alexa Curran, Alex Simoes-McArtor, Jesse Haff, and Andrew Possehl for your integral additions. Thank you to our growing marketing team, particularly Nelli Veletyan for jumping in and helping tell our story; Matt Pancione

for helping us share it; Jesse Coleman for editing insightfully; Justin Kohout for creating beautifully evolving designs and illustrations that capture our 2018 journey; and Annie Mosbacher for leading this project to be the best it could be.

Special thanks as always, to the Customer Support team for the way you care for our customers day-in and day-out. Thanks to the leaders in our community for the courageous examples you set, and to the entire NationBuilder staff for the service you make possible and the community you create—it’s

a pleasure to learn with you.

Thank you to Jim for making NationBuilder possible. Thank you to Lea for the extraordinary ways you lead, listen to, and inspire us, how you bring and keep people together.

Thank you, out there, for reading and leading.
– Jane St. John

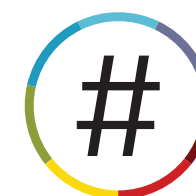




We envision a world where everyone has the freedom and opportunity to create what they are meant to create. We build the infrastructure for a world of creators by helping leaders develop and organize thriving communities.

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