

Monday February 22, 2021  
From: Terie Norelli  
Chair, The Task Force on Building a Blue Hampshire

To: Raymond Buckley  
Chair, NHDP

Dear Chairman Buckley,

Last November you asked me, and eighteen others, to undertake the job of examining the 2020 elections, the context in which they took place, their processes, successes and disappointments, particularly in comparison to 2018. Accompanying this letter is the Report of the Task Force on Building a Blue Hampshire. It is the result of a truly amazing amount of work over the past twelve weeks. Task Force members have invested many, many hours in Listening Sessions that examined the Democratic experience across the state, while permitting nearly one thousand people to give voice to their concerns, frustrations and hopes for the future. We also held reporting sessions with federal and state candidates, campaigns, allied groups, and constituency caucuses as well as affiliated groups. In addition, we examined election data in an effort to better understand the results.

As a group of Democrats, we did not expend energy assessing blame for the losses we incurred, but we did hear many competing opinions. Our report is a reflection of those widely varying viewpoints, all of which share the concern for and commitment to moving forward to a Blue New Hampshire.

The response was overwhelming and Democrats across the state were anxious to participate. Most were "boots on the ground" during the 2020 election cycle and had many suggestions for your consideration based on their experiences that we have included with our recommendations. The five areas about which we received the most feedback were messaging, local support, the NHDP organization, the Coordinated Campaign and the means of voter contact. Those who participated are also anxious to hear the results of our report, however you decide to share it.

Based on our process, there is a clear need for a comprehensive plan going forward and a reporting process for updating the NHDP State Committee and local leaders on progress toward achieving that plan. We also strongly recommend that a similar process be conducted at the end of each election regardless of the outcome. We believe that accomplishing these three recommendations will improve the performance of Democratic candidates going forward.

I would like to thank the members of the Task Force for all of their hours of hard work and the participants for their thoughtful participation and responses. I would also like to thank you for creating a vehicle to hear feedback from Democrats statewide and for entrusting me to shepherd this Task Force. Please know that the Task Force stands ready to answer your questions or to participate in the presentation of this information going forward.

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# Task Force on Building a Blue Hampshire Report

## February 2021

### Our Charge

The Task Force on Building a Blue Hampshire was created by the New Hampshire Democratic Party (NHDP) Chairman Ray Buckley in November 2020 in response to the election results where Democrats won federal offices but lost representation and majorities at the state level. Chairman Buckley charged the Task Force: “To take an objective look at the coordinated efforts across all entities and partner organizations in the 2020 campaign, compared to 2018's successful down-ballot year, in order to identify areas of opportunity and to build our bench for 2022.” He further asked the Task Force to “seek out and welcome feedback and data from individuals and partner groups from all aspects of the campaign, and host virtual listening sessions across the state to gather this information to ensure that everyone has the opportunity to have their voice heard.”

The Task Force was created with 19 individuals from across New Hampshire, including current and former elected office holders, members of County and Town Democratic committees and activists. Their names are included in **Appendix 1**. The Task Force has been supported since the beginning by a staff person from the NHDP.

The Task Force met a minimum of once a week and working groups were formed to organize the work. These workgroups included a Listening Sessions group, a Data group, and a Report Writing group. Working groups met in addition to weekly Task Force meetings to accomplish their goals.

### A Message From the Task Force

The members of the Task Force listened to nearly one thousand participants and gathered an incredible amount of data throughout this process. We know that there is no way, in a written report, to clearly translate the passion, intelligence and energy with which those who participated spoke about their experiences and expressed their concerns. We heard the frustration and disappointment that many felt, as well as the excitement that all experienced by winning at the federal level. Most importantly, we heard the hopes for a better way forward. We want everyone who reads this report to know that the hopes and concerns that we heard are central to the recommendations contained in this report. You will find more details in the **Response from Participants to the Task Force** section below.

### Our Process

Over an 8-week period, participants were invited to use their preferred method of communication with the Task Force:

Modality	Number of Participants
Listening Sessions (40)	709
One-on-one Conversations	27
Emails	264
Survey Responses (General, Pre-Listening Session and Post Listening Session)	406

Listening sessions were held for Manchester, Nashua, and each county of the state, and with federal and state candidates, campaigns, allied groups, and constituency caucuses as well as advocates and affiliates. These sessions were conducted by several members of the Task Force, with participants breaking into small groups for discussion, and extensive feedback notes were written for each session. Task Force members also completed a debrief survey after each session.

The complete list of participant groups for listening sessions and feedback submissions are in **Appendix 2**.

Participants were asked to respond to the same three questions in every listening session:

- 1) From your perspective, what happened and why?
- 2) What are the actions the NHDP can take to ensure we continue to build a Blue Hampshire for years to come?
- 3) What haven't we asked that you would like to say?

Participants also provided data by completing pre- and post-listening session surveys to ensure that all opinions were included in the report. The Task Force collected 305 of these responses.

**Our Ethics**

Task Force members recognized that our work coincides with the NHDP Officer Elections. To ensure impartiality, all members agreed to remain neutral and not express public support or endorsement in the election until after the work of the Task Force is concluded.

**2020 Challenges**

**2018 vs. 2020**

Before diving into the differences between the 2018 and 2020 election results, it is important to acknowledge the very different circumstances of these two cycles. The 2018 cycle was an anomaly. It was the first year since 1994 where New Hampshire Democrats did not have a

president, senate or an incumbent gubernatorial candidate at the top of the ticket. This makes comparing 2018 and 2020 challenging because it is like comparing apples to oranges.

The 2018 election cycle presented a unique challenge without a statewide candidate at the top of the ticket. Given New Hampshire's September primary, that meant that Democrats did not have a candidate for governor or for CD-01 until 7 weeks before the election. Without a significant early investment by Congresswoman Annie Kuster and record fundraising by the NHDP there likely would not have been a Coordinated Campaign in 2018. These challenges also presented unique opportunities. Without a traditional top of the ticket, the pre-primary Coordinated Campaign was focused on down-ballot candidates who had no primary opponents including 4 of the 5 Executive Council seats, 20 of the 24 State Senate seats, and many State House seats. That meant that pre-primary the 2018 campaign planned the targeting, scripts and organizer turf around those candidates and was able to adequately support both up and down the ballot candidates post-primary.

The 2020 cycle in New Hampshire was a more typical political environment. New Hampshire Democrats had a candidate for president, an incumbent senator and two incumbent congressional candidates at the top of the ticket. While this meant significantly more resources available to build a Coordinated Campaign effort, it also resulted in a wider, more diverse focus across both up and down-ballot races. Before the September primary, the Coordinated Campaign partners were the Biden campaign, Shaheen campaign, Pappas campaign, Kuster campaign, State Senate caucus, Committee to Elect House Democrats (CEHD) and the NHDP. Coordinated partners met together weekly for planning and decision making purposes including targeting, scripts and organizer turfs. These decisions are more often than not led by the top of the ticket candidates due to the size of their investment into the Coordinated.

### **COVID-19**

The COVID-19 pandemic presented unforeseen challenges throughout the 2020 cycle. The NHDP and Coordinated Campaign switched to working remotely on March 13th. For staff, constituent and volunteer safety, all in-person activities were suspended. All campaign planning that had been done had to be adjusted to fit the new normal. All of the campaigns from whom the Task Force heard commented on how difficult it was to adapt in real time to constantly changing health and safety information and recommendations both in state and nationally. As a result, the Coordinated Campaign did not host any in-person events or volunteer activities until October 2020 and many felt this impacted their ability to campaign effectively. Local offices were also unable to open and operate as normal.

COVID-19 also directly affected the Governor's race. Governor Chris Sununu started out the 2020 cycle with a 57% job approval rating, and the public's perception of his response to COVID-19 only boosted his popularity. A UNH poll in late June showed him with a 78% approval rating for his handling of the pandemic. He was given unlimited free television with his daily COVID-19 briefings and there was no effective way for the Democratic gubernatorial candidates to compete with this unprecedented level of free press. He used these as a political tool to make

his case to New Hampshire voters. Many voters watched these daily briefings. Messaging that might have made Sununu vulnerable pre-pandemic was unable to compete with the situation surrounding COVID-19.

### **2020 Successes**

While it is important to outline the participants' concerns, and recommendations going forward, the Task Force wants to acknowledge what went well in the 2020 election cycle. In each listening session, one-on-one conversation, email and survey the Task Force heard positive feedback.

First, New Hampshire successfully elected Democrats for President, Senate, and both Congressional Districts. The joy of the Biden win was felt throughout the work of the Task Force. And the wins for Senator Shaheen, and Representatives Pappas and Kuster were noted repeatedly.

There was mention in every listening session about the hard work of countless volunteers across New Hampshire. Without their tireless effort on behalf of New Hampshire Democrats, these victories would not have been possible.

A record amount of money was raised and spent by Democrats. The Task Force heard from the NHDP, Senate Caucus, CEHD, and candidates at the state and federal level about the unprecedented fundraising efforts in the 2020 cycle. This allowed the NHDP to increase their investment in the Coordinated Campaign and in supporting state candidates. This is even more impressive given the pandemic and the challenges that presented with traditional fundraising tactics. Without this commitment to fundraising, the outcome could have been worse for Democrats.

Many positive comments were made about the NHDP, Coordinated Campaign, State Senate caucus and CEHD staff who worked tirelessly under challenging and unforeseen circumstances. They were praised repeatedly for their help, direction, mentorship, support, and professional demeanor.

The Task Force heard a lot about the success of the voter protection program run by the 2020 Coordinated Campaign. COVID-19 safety concerns allowed for expanded absentee voting in New Hampshire and the campaign's education, messaging and voter contact programs resulted in significant Democratic early voting. Many commented that the NHDP communications team's talking points and assistance with letters to the editor (LTEs) were very helpful. Another thing that the Task Force heard from activists, coordinated partners and staff was that the candidate recruitment process started early and was more coordinated across Democratic groups than past cycles.

Some felt that the transition to virtual campaigning allowed for more participation by volunteers from the safety and comfort of their homes. Some of our County and Town Committees and

candidates did a good job of developing alternatives to the traditional door-to-door canvassing strategy. Among these were hand-written, personalized postcards, posts on social media, local lit drops, car rallies, and visibilities. In some cases, there was canvassing that followed social distancing and mask protocols. Video conferencing proved to be a safe and effective tool and should be an option going forward.

# LEARNINGS FROM 2020 SUCCESSES AND CHALLENGES, AND RECOMMENDATIONS ON HOW TO BUILD A BLUE NEW HAMPSHIRE

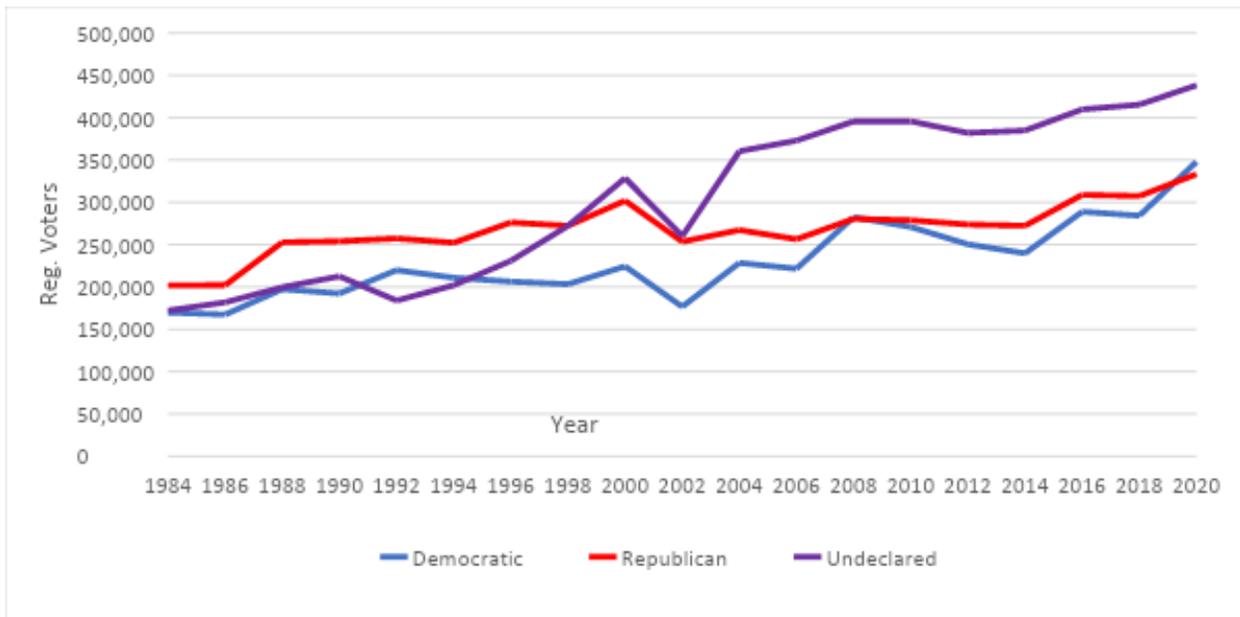
## Data and Analysis

### Voter Registration Data and Analysis

As of November 3, 2020, there were 1,119,232 registered voters in New Hampshire: 347,828 registered Democratic voters (31.08%), 333,165 registered Republican voters (29.77%), and 438,239 registered Undeclared voters (39.15%). (See *Figure 1*)

Voter registration on November 3, 2020 shows that the number of Democratic voter registrations surpassed the number of Republican voter registrations for the first time since the 2008 General Election and just the second time since the State of New Hampshire reported party registration data on Election Day. Trends in voter registration demonstrate that the electorate is trending toward Democrats, but remains close with Republican registration and is still far behind those registered as Undeclared.

**Figure 1: NH Election Day Voter Registration 1984-2020**



### **Conclusion:**

- New Hampshire is steadily becoming more favorable to Democratic candidates.
- Despite positive movement toward Democrats in recent years, New Hampshire's electorate remains highly competitive.

### Recommended Action:

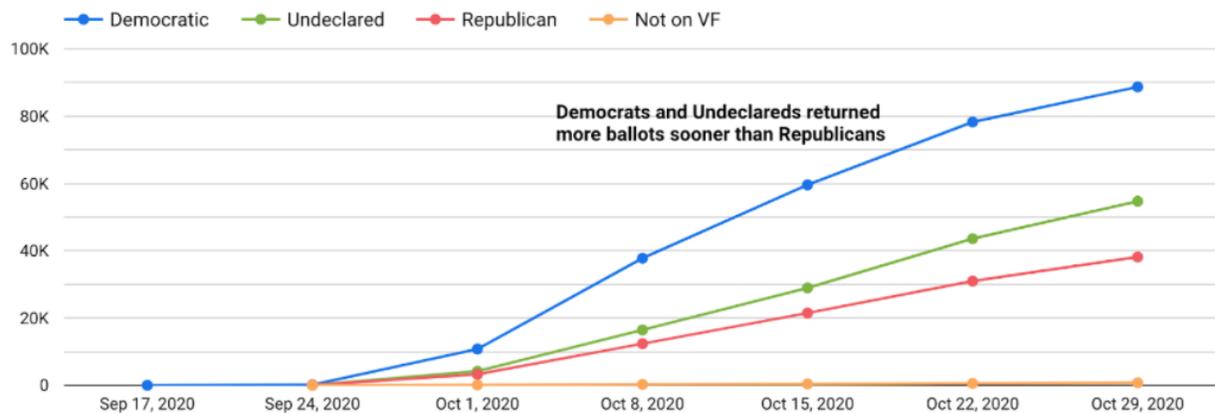
- Continue efforts to register new Democratic voters to create a more Democratic-friendly electorate in 2022 and beyond.
- Reach out to Undeclared voters to continue to persuade the electorate to vote for Democratic candidates up and down the ballot.

### Absentee Voting Data and Analysis

The record 260,217 voters who voted by absentee was both the largest raw number of absentee votes in an election (more than three times the previous record set in 2016) and the highest percentage of votes cast by absentee (31.95%). This would not have been possible without the voter education and ballot chase programs executed by the Coordinated Campaign.

According to data from the NHDP voter file, registered Democrats made up 45% of all voters who voted by absentee, 33% were registered Republicans and 22% were registered Undeclared. (See *Figure 2*)

**Figure 2: Returned 2020 General Election Absentee Ballots by Date**



### Conclusion:

- Democrats were highly successful in turning out their voters by absentee in 2020.

### Recommended Action:

- Continue absentee ballot chase and voter protection program utilized in 2020 as a model for 2022 and beyond.
- Support legislation to make necessary changes to state election law to allow for expanded absentee voting.

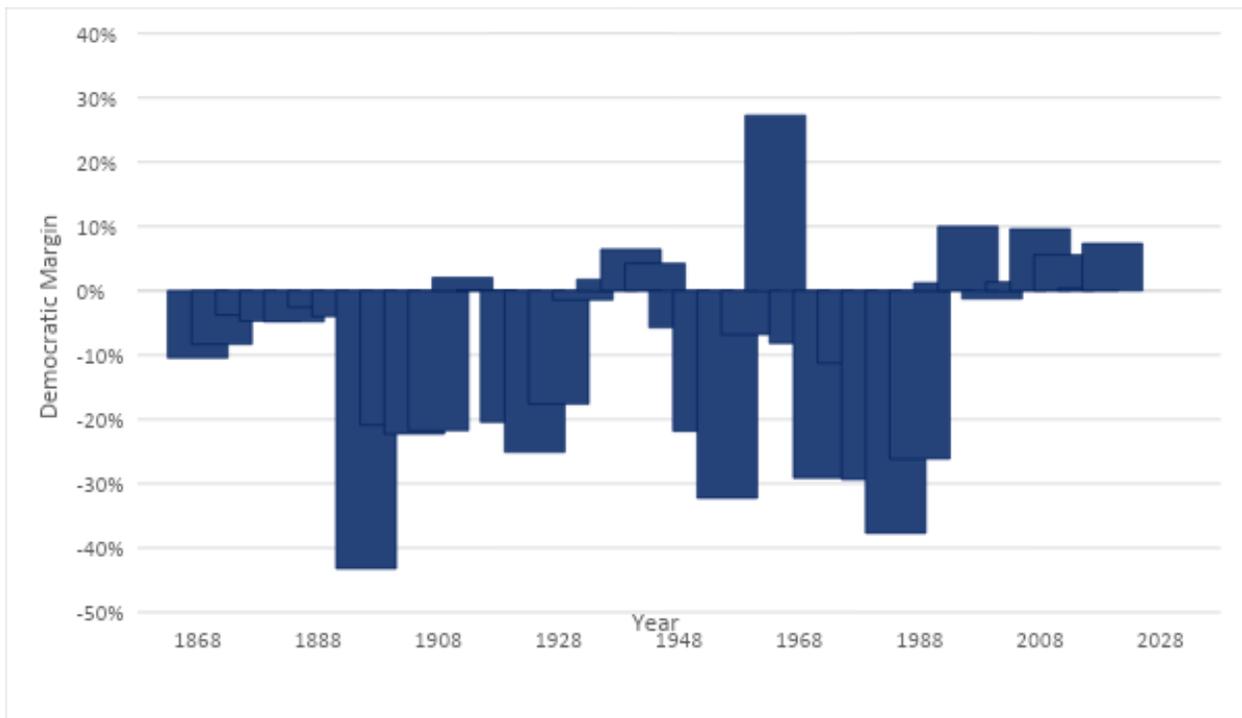
### Federal Races Election Data and Analysis

Democratic candidates swept the federal-level races in 2020, the third time in NH history after 2016 and 2018. Since 2006, Democratic candidates have won 21 of 25 (84%) federal races. In 2020, Democratic candidates for federal office increased their margins of victory when compared to 2016, but slightly underperformed their 2018 margins.

### Presidential Race

- Former Vice President Joe Biden defeated incumbent President Donald Trump by a vote margin of 424,937 (52.79%) to 365,660 (45.42%).
- Biden received 79,147 more votes than Clinton in 2016, increased the percentage of the vote won from 47.44% in 2016 to 52.79% in 2020, and won eight of New Hampshire's 10 counties in 2020, compared with just 4 of 10 in 2016.
- Biden's vote percentage was the largest for a presidential candidate in New Hampshire since Barack Obama won 54.13% in 2008 and is the fourth largest vote percentage a Democratic presidential candidate has won since the Civil War. **(See Figure 3)**
- The 2020 election marked the fifth presidential election in a row carried by the Democratic candidate and seventh out of the last eight elections. Prior to 1992, Democratic presidential candidates had only carried New Hampshire six times since the Civil War.

**Figure 3: Margin Between Democratic and Republican Votes for President 1868-2020**



### US Senate Race

- Two-term incumbent Democratic Senator Jeanne Shaheen defeated Corky Messner by a vote margin of 450,778 (56.64%) to 326,229 (40.99%).
- Sen. Shaheen's margin of victory far exceeded her previous wins in 2008 and 2014. In 2020, Shaheen was able to win all 10 counties **(See Figure 4)**, both Congressional Districts, all five Executive Council Districts, and 23 of 24 State Senate Districts.
- Sen. Shaheen's vote percentage was the second largest for a Democratic US Senate candidate since New Hampshire started electing US Senators by popular

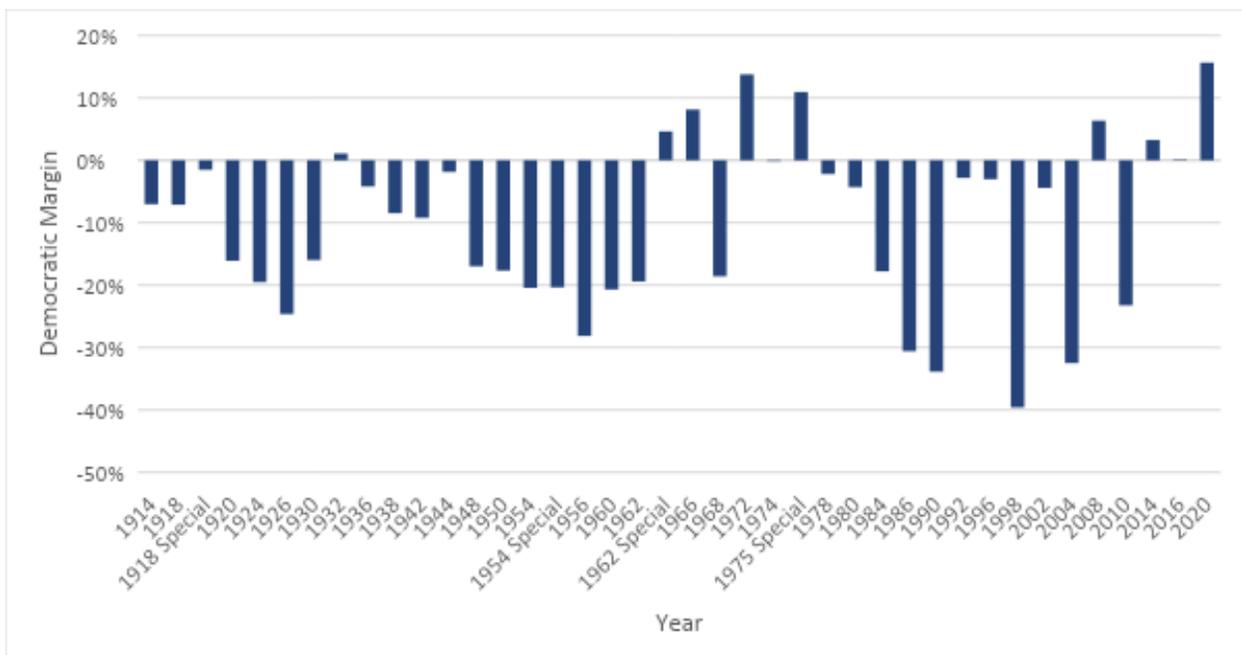
vote in 1914. Only Sen. McIntyre won with a larger margin in 1972 with 56.88% of the vote. (See Figure 5)

- With her victory in 2020, Sen. Shaheen became the only Democratic candidate to win three full terms to the US Senate since 1914 (Sen. McIntyre won a partial term in a special election in 1962 and two full terms in 1966 and 1972).
- Democratic candidates for US Senate have now won four out of the last five US Senate races after losing the previous 10 and winning just five times between 1914 and 2006.

**Figure 4: Sen. Shaheen Margins of Victory 2008-2020**

	Shaheen Margin 2008	Shaheen Margin 2014	Shaheen Margin 2020
<b>Belknap</b>	-0.71%	-6.19%	0.44%
<b>Carroll</b>	-1.89%	1.70%	9.03%
<b>Cheshire</b>	22.95%	21.57%	25.37%
<b>Coos</b>	16.66%	24.56%	9.37%
<b>Grafton</b>	18.30%	23.58%	29.88%
<b>Hillsborough</b>	1.04%	-2.41%	15.53%
<b>Merrimack</b>	11.02%	13.67%	19.81%
<b>Rockingham</b>	-0.65%	-9.32%	9.59%
<b>Strafford</b>	18.60%	12.20%	24.63%
<b>Sullivan</b>	11.15%	13.61%	11.94%
<b>Statewide</b>	6.34%	3.24%	15.65%

**Figure 5: Margin Between Democratic and Republican Votes for US Senate 1914-2020**



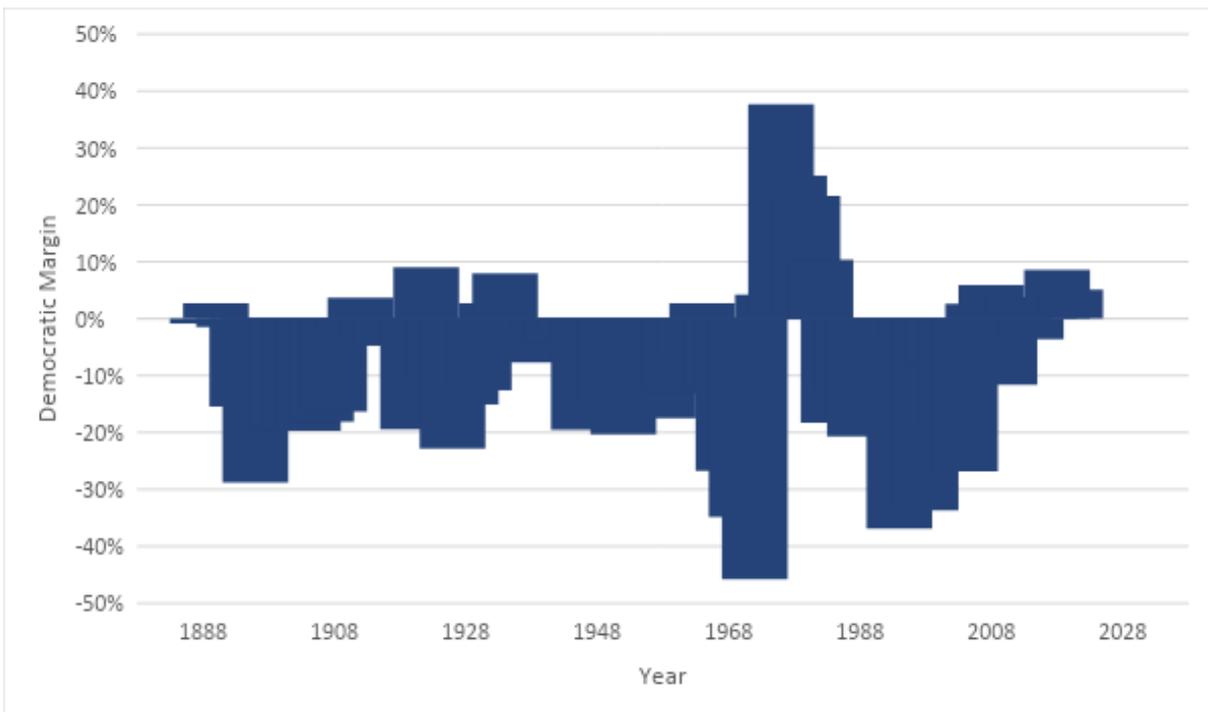
### Congressional District 1

- First-term incumbent Democratic Congressman Chris Pappas defeated Matt Mowers by a vote margin of 205,606 (51.32%) to 185,159 (46.21%).
- Rep. Pappas' margin of victory was 3.45% smaller than his first victory in 2018, but was larger than former Congresswoman Carol Shea-Porter's victories in 2016 and 2012. Pappas' 2020 margin was similar to Shea-Porter's 2008 margin. **(See Figure 6)**
- With Rep. Pappas' re-election, this was the first time Democratic candidates have won Congressional District 1 in three straight elections since Congressman D'Amours won it in five consecutive elections (1974-82). **(See Figure 7)**
- 2020 was the sixth election out of the last eight won by Democratic candidates after losing the previous 11 races.

**Figure 6: Congressional District 1 Margins of Victory**

	Margin of Victory
Pappas 2020	5.10%
Pappas 2018	8.55%
Shea-Porter 2016	1.34%
Shea-Porter 2012	3.77%
Shea-Porter 2008	5.90%

**Figure 7: Margin Between Democratic and Republican Votes for Congressional District 1 1888-2020**



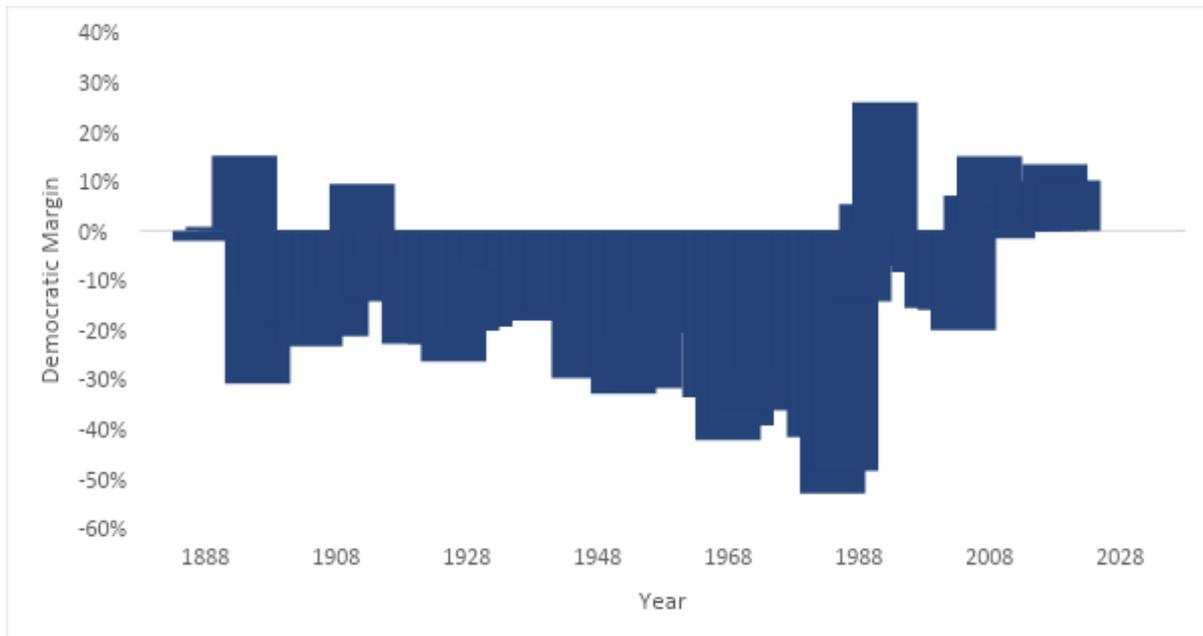
### Congressional District 2

- Four-term incumbent Democratic Congresswoman Annie Kuster defeated Steve Negrón by a vote margin of 208,289 (53.90%) to 168,886 (43.70%).
- Rep. Kuster’s margin of victory in 2020 was 3.22% smaller than her margin in 2018. However, her 2020 margin exceeded her performance in prior Presidential election years (2016 and 2012) and was similar to her margin in 2014. **(See Figure 8)**
- With Rep. Kuster’s re-election, this was the first time a Democratic candidate has won Congressional District 2 for five straight elections.
- 2020 was the seventh election out of the last eight won by Democratic candidates after only winning this seat just five times between 1888 and 2004. **(See Figure 9)**

**Figure 8: Congressional District 2 Margins of Victory**

Year	Margin of Victory
2020	10.20%
2018	13.42%
2016	4.42%
2014	10.03%
2012	4.83%

**Figure 9: Margin Between Democratic and Republican Votes for Congressional District 2 1888-2020**



### Conclusions:

- Democratic candidates for federal office continued their recent success by sweeping the federal races and improving on their margins of victory from 2016.
- Democratic candidates for federal office in 2020 improved on their results from previous presidential election years.

**Recommended Action:**

- Continue with existing efforts related to federal races to ensure the trend of success federal Democratic candidates have had over the last 15 years.

**State Races Election Data and Analysis**

Republican candidates swept state-level races in 2020, just as they had done in 2016. Republican Governor Chris Sununu won by a historically large margin—third largest margin for a Republican and seventh largest margin overall since 1888. While New Hampshire Democrats lost majorities on the Executive Council, in the State Senate, and in the State House of Representatives that they had won in 2018, Democratic candidates performed better than in 2016. Democratic candidates for county office won slightly fewer races in 2020 than in 2018, but improved on their margins from 2016.

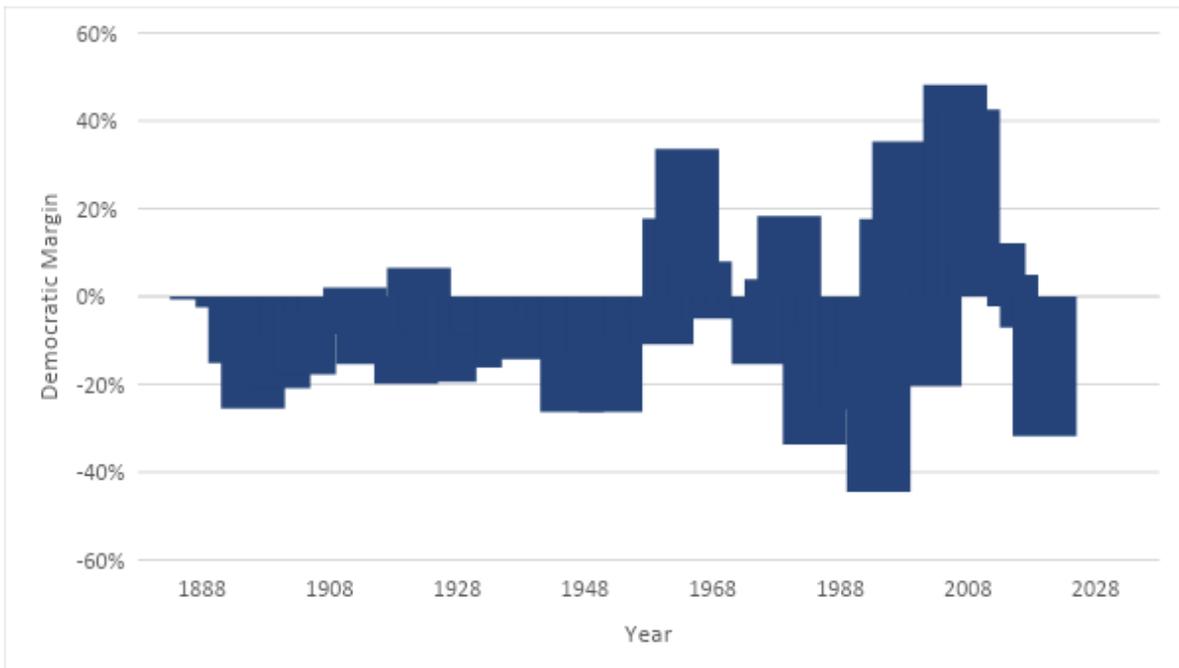
**Gubernatorial Race**

- Two-term incumbent Republican Governor Chris Sununu defeated State Senator Dan Feltes by a vote margin of 516,609 (65.12%) to 264,639 (33.36%).
- Sununu’s victory was far more sweeping than his previous wins in 2018 and 2016. Sununu was able to win all 10 counties, both congressional districts, all five Executive Council Districts, and 22 of 24 State Senate Districts. **(See Figure 10)**
- This was the third consecutive defeat for Democrats in the Gubernatorial race after winning the previous six races and nine out of the previous 10 races.
- Feltes received the smallest percentage of votes cast for a Democratic candidate for Governor since 1994, when Wayne King received just 25.58% of the vote and the third smallest percentage of votes cast for a Democratic candidate since 1888. **(See Figure 11)**
- With Sununu’s re-election, Republicans have control of the Governor’s office during a redistricting year for the first time since 1990 and just the second time in the five redistricting cycles.

**Figure 10: Governor Sununu Margin of Victory 2016-2020**

	<b>Sununu Margin 2016</b>	<b>Sununu Margin 2018</b>	<b>Sununu Margin 2020</b>
<b>Belknap</b>	13.76%	26.62%	48.77%
<b>Carroll</b>	9.31%	11.98%	35.52%
<b>Cheshire</b>	-10.78%	-13.16%	15.48%
<b>Coos</b>	2.75%	12.14%	41.24%
<b>Grafton</b>	-15.99%	-15.38%	11.59%
<b>Hillsborough</b>	4.11%	9.73%	34.23%
<b>Merrimack</b>	-4.76%	4.57%	27.72%
<b>Rockingham</b>	11.51%	14.22%	37.59%
<b>Strafford</b>	-6.85%	-1.52%	24.45%
<b>Sullivan</b>	2.36%	8.89%	33.26%
<b>Statewide</b>	2.27%	7.04%	31.76%

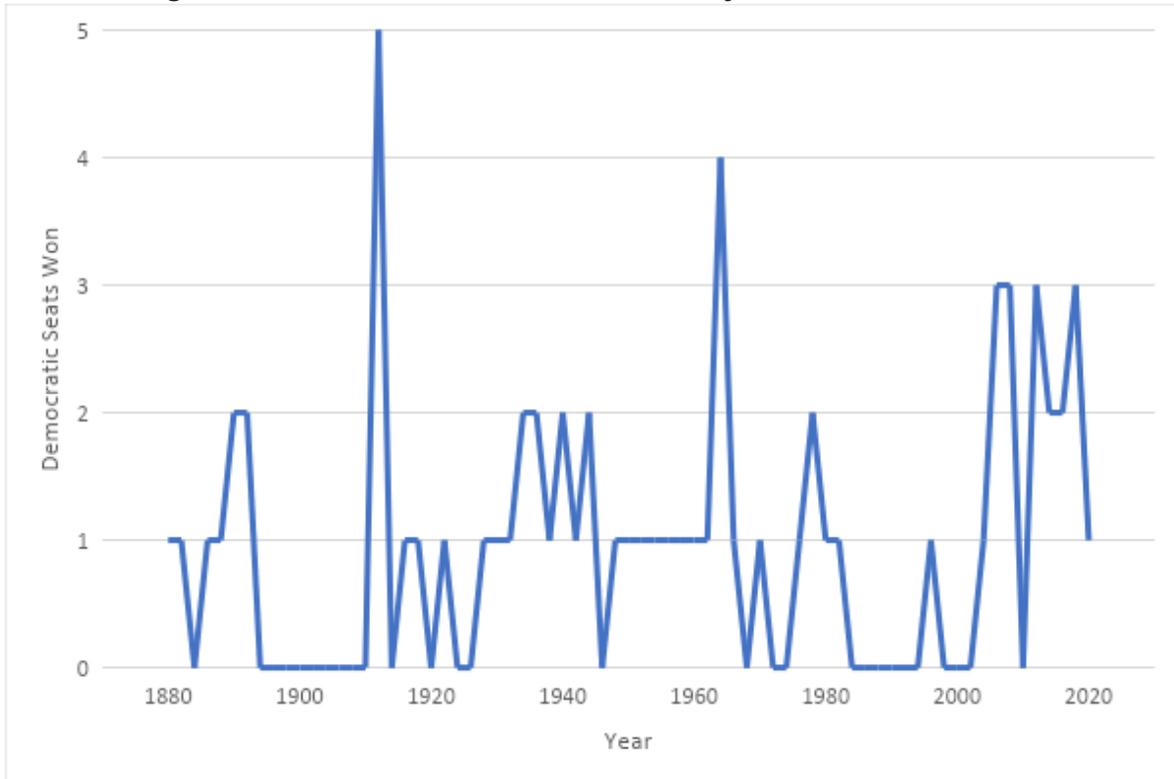
**Figure 11: Margin Between Democratic and Republican Votes for Governor 1888-2020**



#### **Executive Council Races**

- Republicans won a 4-1 majority on the Council in 2020, flipping the 3-2 Democratic majority won in 2018.
- This was the sixth election out of the last eight that the Council has flipped from one party to another.
- 2018 was the first and only cycle that Democrats had a majority on the Council without a Democratic Governor.
- Prior to 2006, Republicans held majorities on the Council from 1966-2004 and Democrats had only controlled the Council in two cycles (1912 and 1964) since the current two-year terms were established in 1878. **(See Figure 12)**
- Democrats have won two or more seats on the Council just 15 times since 1878 (72 election cycles), with six of those occasions occurring since 2006.
- Generally, Democratic Executive Council candidates performed worse in 2020 than in 2018, but had better margins in 2020 than in 2016. **(See Figure 13)**

**Figure 12: Executive Council Seats Won By Democrats 1880-2020**



**Figure 13: Democratic Candidates for Executive Council Margins 2016-2020**

District	2016	2018	2020
1	-5.27%	3.67%	-3.31%
2	5.88%	15.89%	8.92%
3	-9.85%	-0.92%	-5.42%
4	3.92%	-1.56%	-11.33%
5	-8.85%	4.16%	-1.65%

*District 1*

- Former Republican Executive Councilor Joe Kenney defeated first-term incumbent Democratic Councilor Mike Cryans by a vote margin of 80,008 (51.65%) to 74,883 (48.35%).
- While Councilor Cryans underperformed his 2018 margin, this was a closer race than in the previous presidential election cycle (2016).
- Councilor Cryans’ 2018 victory marked just the sixth time a Democratic candidate had won the District 1 seat since two-year terms were established in 1878 and the first time since 1978.

#### *District 2*

- Democratic candidate Cinde Warmington defeated Republican Jim Beard by a vote margin of 79,414 (54.46%) to 66,406 (45.54%).
- While Warmington underperformed the 2018 margin in this race, she improved on the margin in the previous presidential election cycle (2016) by 3.04%.
- Democratic candidates have won District 2 just 10 times since two-year terms were established in 1878, with seven of those victories occurring since 2006.

#### *District 3*

- Republican Janet Stevens defeated former Democratic State Representative Mindi Messmer by a vote margin of 86,906 (52.71%) to 77,969 (47.29%).
- While Messmer underperformed the 2018 margin, this was a closer race than in the previous presidential election cycle (2016) by 4.43%.
- Democratic candidates have not won District 3 since it was redistricted after the 2010 elections and Democrats have only won this seat twice between 1984 and 2020.

#### *District 4*

- First-term incumbent Republican Executive Councilor Ted Gatsas defeated former Democratic State Representative Mark McKenzie by a vote margin of 79,779 (55.67%) to 63,540 (44.33%).
- This is the lone Executive Council district that underperformed both the 2018 margin and 2016 margin.
- Democratic candidates have won District 4 just 10 times since two-year terms were established in 1878, with three of those victories occurring since 2012.

#### *District 5*

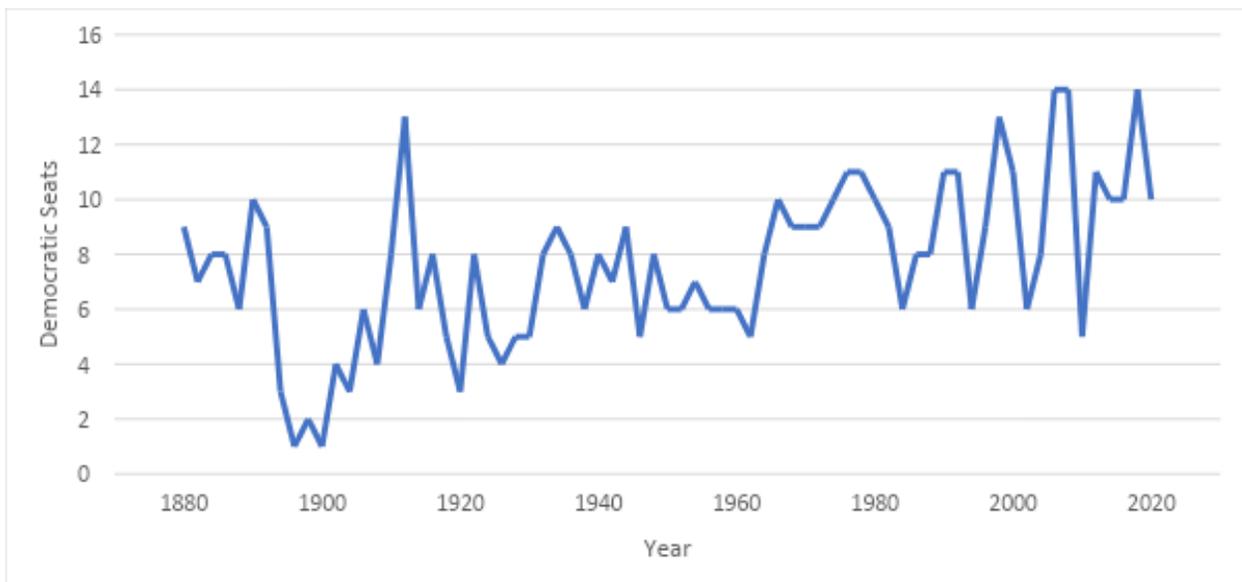
- Former Republican Executive Councilor Dave Wheeler defeated incumbent Democratic Councilor Deb Pignatelli by a vote margin of 76,939 (50.83%) to 74,440 (49.17%).
- While Councilor Pignatelli underperformed her 2018 margin, she improved on the margin in the previous presidential election cycle (2016) by 7.20%.
- Councilor Pignatelli has won this seat five times since 2004 and this seat has swung back and forth between parties five times in the last six elections. Prior to Pignatelli's 2004 victory, Democrats last won this district in 1912,

### **State Senate Races**

- Republicans won a 14-10 majority in 2020, flipping the 14-10 Democratic majority won in 2018.
- This was the fourth election out of the last eight that the control of the State Senate has flipped from one party to another and the sixth out of the last 12.
- Prior to 1998, Republicans held majorities in the State Senate in all but one cycle (1912) since the current two-year terms were established in 1878. **(See Figure 14)**

- In the 2020 elections, Democrats lost Districts 9, 11, 12, and 23, all of which they had previously flipped to the Democratic column in 2018. Democrats held onto the District 24 seat in 2020, which they had also flipped in 2018.
- Generally, Democratic candidates in 2020 underperformed their margins from 2018, but improved on their margins from 2016. **(See Figure 15)**
- 2018 was the first time since two-year terms were established in 1878 that Democrats controlled the Senate without a Democratic Governor.
- With 10 Democratic Senators, they are in a similar position as previous redistricting years. With the exception of 2010 (when Democrats had five seats), Democrats have won at least nine seats in redistricting years dating back to 1970.

**Figure 14: State Senate Seats Won By Democratic Candidates 1880-2020**



**Figure 15: Democratic State Senate Candidate Margins 2016-2020  
(Democratic Winners in Blue; Republican Winners in Pink)**

District	2020 Dem Margin	2018 Dem Margin	2016 Dem Margin
1	-14.57%	-9.44%	9.16%
2	-11.65%	-3.20%	-8.00%
3	-23.00%	-15.33%	-28.78%
4	22.73%	100.00%	10.43%
5	32.96%	42.32%	30.59%
6	-15.54%	-9.77%	-10.23%
7	-15.94%	-6.78%	-0.06%
8	-11.14%	-2.58%	-6.11%
9	-1.15%	4.70%	-7.38%
10	25.09%	33.22%	26.58%
11	-0.46%	4.52%	-13.16%

12	-2.35%	0.68%	-2.65%
13	17.14%	21.80%	19.26%
14	-17.75%	-15.28%	-28.09%
15	26.77%	32.48%	23.61%
16	3.56%	4.58%	2.08%
17	-20.20%	-10.92%	-22.60%
18	10.80%	12.05%	10.05%
19	-15.08%	-13.62%	-16.52%
20	12.77%	16.85%	20.53%
21	34.14%	44.53%	32.63%
22	-29.53%	-19.43%	-24.83%
23	-6.62%	0.41%	-13.02%
24	4.69%	6.21%	-4.30%
Statewide	-0.38%	7.85%	-0.64%

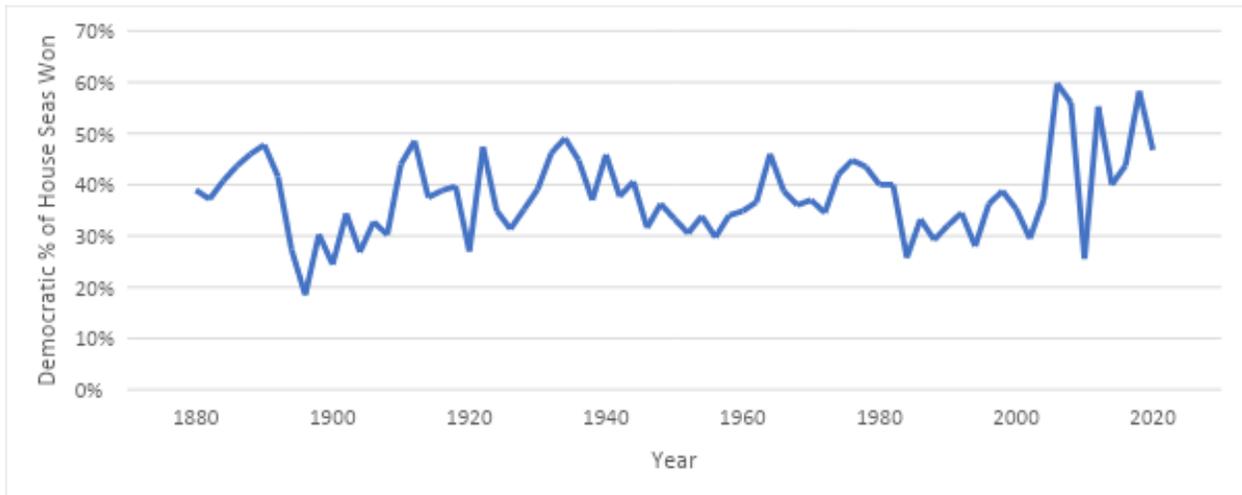
### State Representative Races

- Republicans won a 213-187 majority in the State House of Representatives in 2020, flipping the 233-167 Democratic majority won in 2018.
- This was the sixth election out of the last eight that the control of the State House of Representatives has flipped from one party to another.
- Prior to 2006, Republicans held majorities in the State House of Representatives in all cycles since the current two-year terms were established in 1878. **(See Figure 16)**
- Democratic State Representative candidates won 187 seats in 2020, a net loss of 46 seats. This net loss is made up of 49 seats that Democrats won in 2018 and lost in 2020 and three seats that Democrats lost in 2018 and won in 2020. **(See Figure 17)**
- Even though 2020 State Representative Democratic candidates underperformed their 2018 results, they exceeded House of Representatives results from the previous presidential election year, 2016.
- Democratic State Representative candidates won 187 seats in 2020, a net pick-up of 12 seats from 2016. This net pick-up is made up of 18 seats that Democrats won in 2016 and lost in 2020 and 30 seats that Democrats lost in 2016 and won in 2020. **(See Figure 18)**
- In 2020, Democratic State Representative candidates won 98% of seats in districts with a Democratic Performance Index (DPI) over 55% and 49.7% of seats in “Toss Up” and “Lean GOP” districts with a DPI of 45-55% in 2020. **(See Figure 19)** (DPI measures how Democratic candidates at the top of the ticket have performed, with a higher percentage correlating to a higher vote percentage for Democratic candidates). While 2020 candidates underperformed their 2018 counterparts (in 2018, Dems won 100% of the over 55% DPI seats and 73.7% of the districts with a DPI of 45-55%), they performed better than their 2016 counterparts, which won 96% of seats with a DPI over 55% and just 43.1% of seats with a DPI of 45-55%.
- 2018 marked the first time Democrats controlled the New Hampshire House of Representatives without a Democratic Governor. With 187 out of 400 members

(46.75%), Democrats have the largest minority since 1934, when Democrats won 208 of 424 seats (49.06%).

- This large minority is especially unique, as Democrats have averaged 36.08% of State Representative seats in previous redistricting years since 1970, or the equivalent of 144 seats out of 400.

**Figure 16: Percentage of State Representative Seats Won By Democratic Candidates 1880-2020**



**Figure 17: Comparison of 2020 Democratic State Representative Pick-Ups and Losses**

Seats Won in 2018, Lost in 2020		Seats Lost in 2018, Won in 2020
Belknap 3	Hillsborough 21 (3 seats)	Hillsborough 22
Belknap 4	Hillsborough 23	Merrimack 8
Carroll 2	Hillsborough 26	Sullivan 2
Carroll 3	Hillsborough 28	
Carroll 6	Hillsborough 38	
Cheshire 13	Hillsborough 40	
Cheshire 14	Merrimack 1	
Cheshire 15	Merrimack 3	
Coos 2	Merrimack 7	
Coos 3	Merrimack 9 (2 seats)	
Grafton 5	Merrimack 20	
Grafton 6	Merrimack 22	
Grafton 7	Merrimack 25	
Grafton 11	Rockingham 1	
Grafton 14	Rockingham 5	
Grafton 15	Rockingham 6	
Grafton 16	Rockingham 9	
Hillsborough 4 (2 seats)	Rockingham 11	
Hillsborough 5 (2 seats)	Rockingham 21	
Hillsborough 6	Strafford 4	

Hillsborough 13	Strafford 22	
Hillsborough 19	Strafford 23	

**Figure 18: 2020 Democratic State Rep Pick-Ups and Losses Compared to 2016**

<b>Seats Won in 2020, Lost in 2016</b>	<b>Seats Lost in 2020, Won in 2016</b>
Carroll 1	Belknap 3
Carroll 2	Cheshire 13
Cheshire 12	Cheshire 15
Grafton 2	Coos 2
Grafton 3	Coos 3
Grafton 17	Grafton 6
Hillsborough 7	Grafton 11
Hillsborough 12	Hillsborough 4 (2 seats)
Hillsborough 16	Hillsborough 13
Hillsborough 21	Hillsborough 19
Hillsborough 22 (2 seats)	Merrimack 7
Hillsborough 23	Merrimack 9
Hillsborough 27	Merrimack 20
Hillsborough 28	Merrimack 22
Hillsborough 29	Strafford 23
Hillsborough 32 (3 seats)	Sullivan 5
Hillsborough 33	Sullivan 6
Hillsborough 36	
Hillsborough 43	
Merrimack 4	
Merrimack 23 (2 seats)	
Rockingham 21	
Rockingham 22	
Strafford 18	
Sullivan 3	
Sullivan 4	

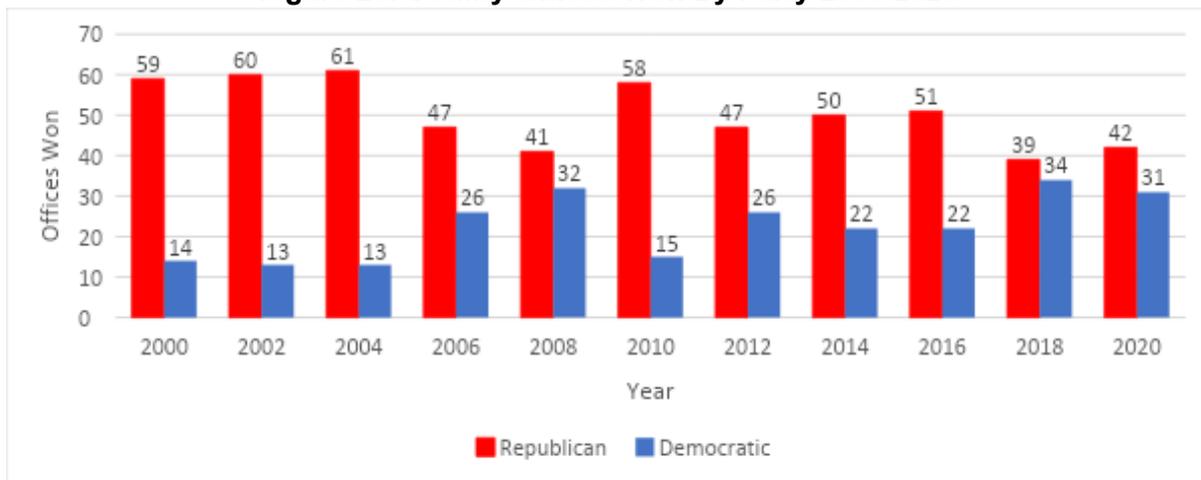
**Figure 19: Comparison of Democratic State Representative Seats Won By Democratic Performance Index 2016-2020**

Comparison of Dem Wins by Year			2020		2018		2016	
Tier	DPI	# of seats	Dem Wins	% of Dem Win	Dem Wins	% of Dem Win	Dem Wins	% of Dem Win
Safe Dem	>60	62	61	98%	62	100%	62	100%
Lean Dem	55-59	42	41	98%	42	100%	38	90%
Tossup	54-50	83	63	76%	77	93%	52	63%
Lean GOP	49-45	84	20	24%	46	55%	20	24%
Safe GOP	<44	129	2	2%	6	5%	2	2%
<b>TOTAL</b>		400	187	47%	233	58%	174	44%

**County Office Races**

- In 2020, there were a total of 73 county office races across New Hampshire’s 10 counties.
- Republicans maintained control of the county offices, winning 42 offices compared to Democratic candidates winning 31 offices. **(See Figure 20)**
- While Democratic candidates won three fewer county offices in 2020 than they did in 2018, Democratic candidates outpaced their performances in 2016 (22 seats won) and 2012 (26 seats won).
- This year’s results are very similar to the 2008 results, when Democrats won 32 seats.

**Figure 20: County Offices Won By Party 2000-2020**



**Conclusions:**

- Wins at the federal level and the loss at the Gubernatorial level did not translate proportionally to the down-ballot candidates.
- Generally, state level candidates in 2020 performed worse than they did in 2018, but performed better than they did in the 2016 presidential election.

- Control of the majorities on the Executive Council and in the State Senate and State House of Representatives continues to swing back and forth between parties, as it has done since 2006.
- Democratic State Rep candidates performed better in competitive districts in 2020 than they did in 2016, but underperformed the 2018 results.
- Races at the state level continue to be very competitive in every cycle.

### **Top of Ticket Coattails Data and Analysis**

As part of our data analysis, we looked at the so-called “Coattails Effect”, the theory that candidate performance at the top of the ticket has a correlating effect on the performance of candidates further down the ballot. While the data was largely inconclusive, we are able to draw some assumptions:

- Thanks to a Coattails Analysis conducted by Chris Garretty (2020 Coordinated Campaign Data Director) and Jack Tormoehlen (2020 Coordinated Campaign Deputy Data Director), the 2020 results were more closely aligned up and down the ballot than in 2016, meaning that generally the performance of Joe Biden better correlated to State Senate results in 2020 than the performance of Hillary Clinton’s performance in 2016. **(See Figure 21)**
- This analysis also showed that the races at the State Senate level in 2020 more closely resembled the Presidential results than the Gubernatorial results.
- Looking back at prior election years, there appeared to be more of a correlation between the performance of the Democratic Gubernatorial candidate and the number of seats won in the State Senate and State House of Representatives, but since 2016, this correlation has disappeared. **(See Figures 22-23)**

**Figure 21: Coattail Analysis Provided by Chris Garretty and Jack Tormoehlen**

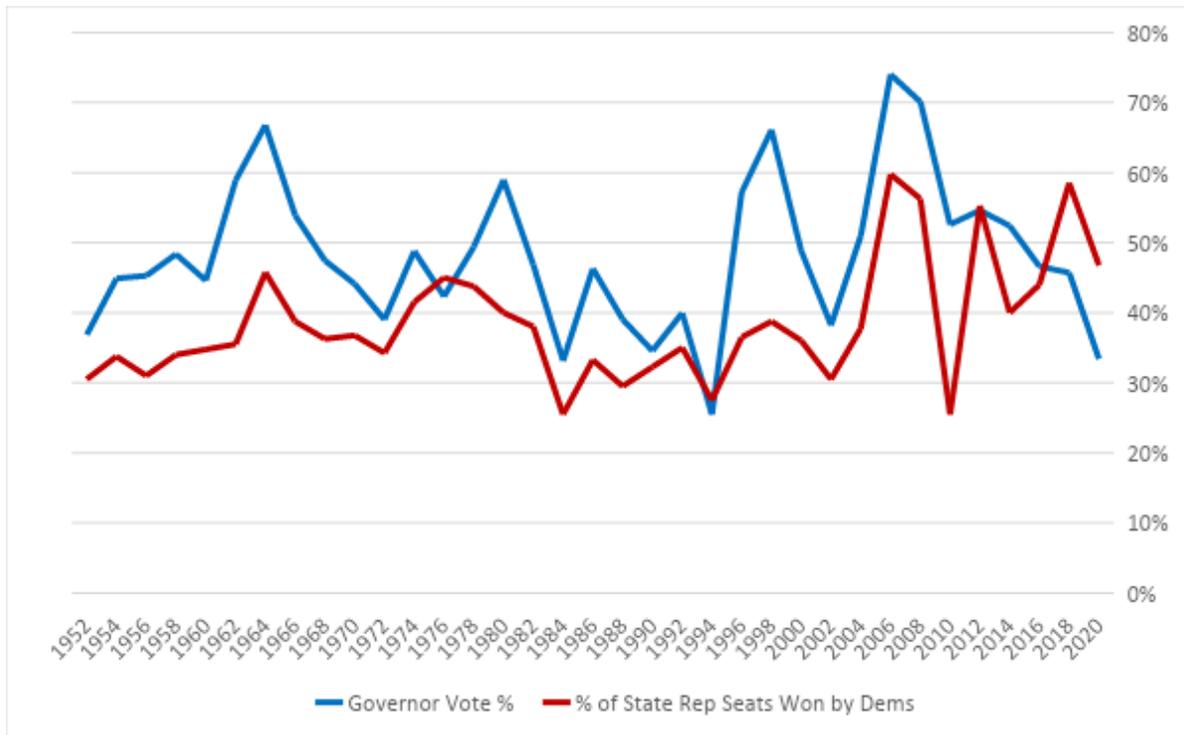
## Coattails Analysis

Are the results of down ballot races correlated with top of the ticket races?

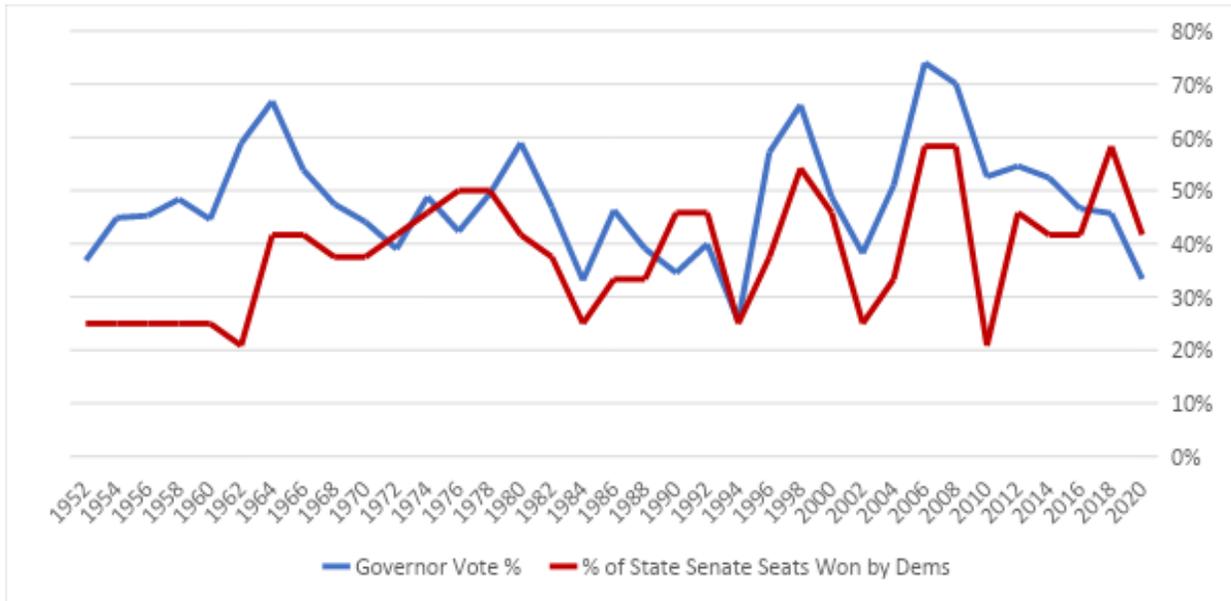
	President	U.S. Senate	U.S. House	Governor	Exec. Council	State Senator	State Rep
<b>2020</b>							
President	100.00%						
U.S. Senate	72.37%	100.00%					
U.S. House	85.21%	78.89%	100.00%				
Governor	37.70%	33.38%	43.14%	100.00%			
Exec Council	48.24%	54.93%	52.78%	89.81%	100.00%		
State Senator	40.85%	45.03%	47.06%	38.49%	72.77%	100.00%	
State Rep	20.77%	27.03%	25.51%	35.49%	47.70%	44.56%	100.00%
<b>2016</b>							
President	100.00%						
U.S. Senate	-2.42%	100.00%					
U.S. House	11.03%	36.26%	100.00%				
Governor	-23.81%	9.33%	7.05%	100.00%			
Exec Council	21.87%	5.35%	28.11%	22.06%	100.00%		
State Senator	-5.72%	19.33%	7.25%	-11.32%	-0.86%	100.00%	
State Rep	3.84%	-4.80%	12.85%	-6.11%	12.86%	14.29%	100.00%

- These numbers tell you how similar the two races were compared to one another after controlling for partisanship & candidate performance. In other words, did candidate in the row perform better/worse when the candidate in the column perform better/worse.
- In 2020, the results were more closely aligned up and down the ballot than in 2016.
- **The State Senate race was more similar to the Governor's race in 2020 than 2016, but slightly less than the presidential race.**
- For Example, in Bedford, we expect to get a margin of -20% in a close statewide race. We won the presidential race by 3.22% (+23%), then lost the Governor's race by 44.04% (-24%), then lost the State Senate Race by 11% (+8%). **Jeanne Dietsch performed more similar to Joe Biden than Dan Feltes in Bedford.**
- **What's Missing?** Who are the Biden -Ricciardi voters? Who are the Biden -Sununu Voters?

**Figure 22: Percentage of Democratic State Representative Seats Won Compared to Percentage of Votes for Democratic Candidate for Governor 1952-2020**



**Figure 23: Percentage of Democratic State Senate Seats Won Compared to Percentage of Votes for Democratic Candidate for Governor 1952-2020**



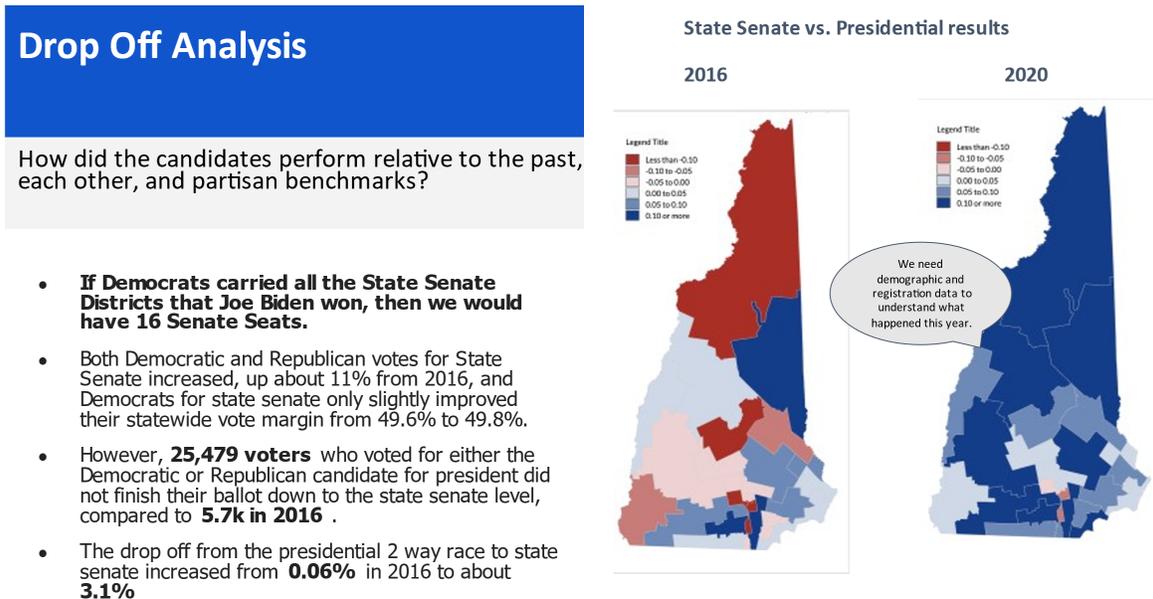
**Conclusion:**

- With such varied results at the top of the ticket (significant margins of victory for Democratic federal candidates and a significant defeat in the Gubernatorial race), the effect on the performance on state level Democratic candidates was minimal.

**Voter Drop Off Data and Analysis**

As part of our data analysis, we also examined whether there was a drop off from the votes for Democratic candidates at the top of the ticket to the state level races. What we found was that there was a significant drop off in 2020 when compared to the 2016 election. In 2020, 25,479 voters who voted in the presidential race did not vote down to the State Senate level on the ballot. This compares to only 5,700 voters who did the same in 2016. (See **Figure 24**)

**Figure 24: Drop Off Analysis Provided by Chris Garretty and Jack Tormoehlen**



**Conclusion:**

- More Democratic voters failed to continue voting down to the state level races in 2020 than 2016.

**Recommended Action:**

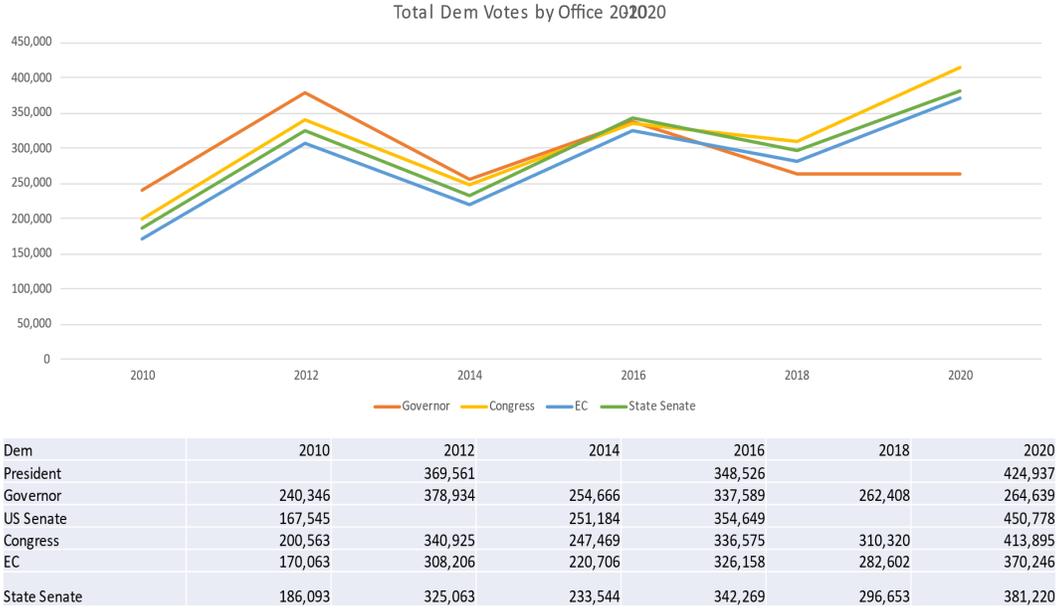
- Improve efforts to communicate to Democratic voters the importance of voting all the way down the ballot.

**Down-Ballot Trends Data and Analysis**

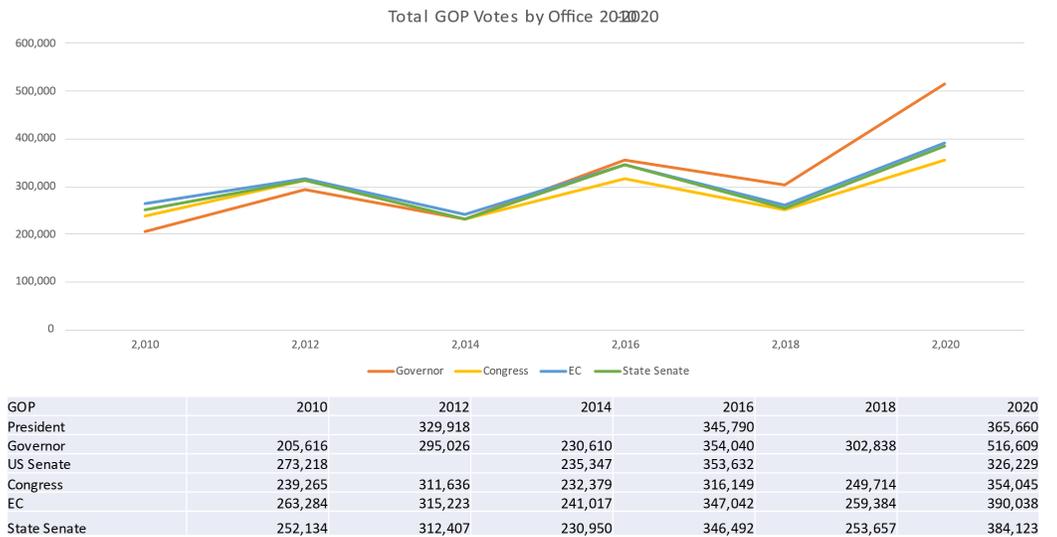
We also looked at what types of trends are occurring in the state level races and found two interesting trends:

- Since 2010, the total votes for Democratic State Senate candidates have exceeded the total votes for Democratic Executive Council Candidates (who appear above State Senate candidates on the ballot), but both closely track the total votes for Democratic Congressional candidates (**See Figure 25**). This is in contrast to the Republicans, where in every election since 2010, Republican Executive Council candidates have always exceeded Republican State Senate candidates (**See Figure 26**).
- When examining State Representative results over the past decade (2012-2020), we found that the vast majority of State Representative seats were won by the same party over the course of the last five elections. Democratic candidates won the same 132 seats and Republican candidates won the same 142 seats in each of the last five elections. (**See Figure 27**) What this means is that out of 400 seats, 274 seats haven't changed hands since the new state rep districts were drawn and only 126 have swung between parties since 2012.

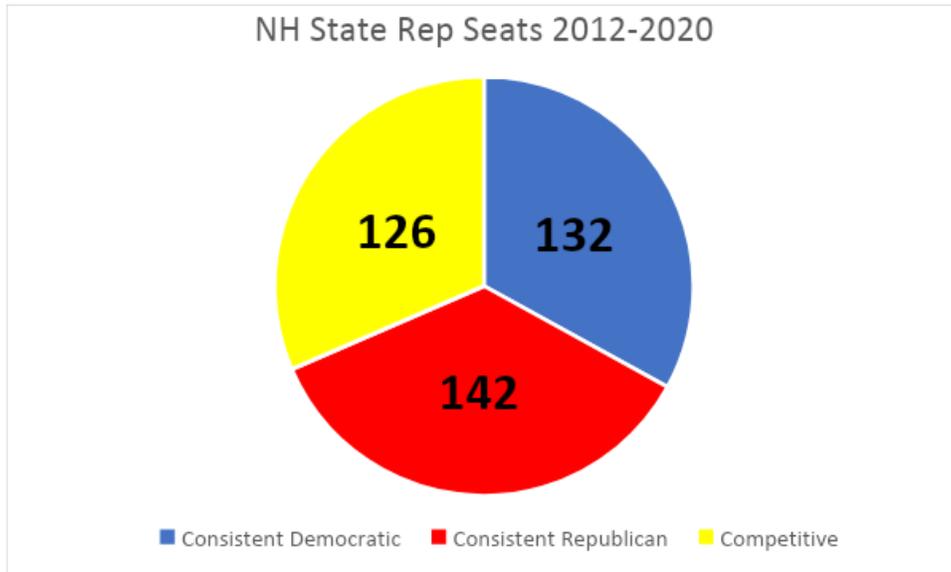
**Figure 25: Total Democratic Votes by Office 2010-2020**



**Figure 26: Total Republican Votes by Office 2010-2020**



**Figure 27: NH State Representative Seats Won By Party 2012-2020**



**Conclusions:**

- Democrats need to do a better job communicating to our voters to vote straight down the ballot.
- Democratic Executive Council candidates consistently lag behind Democratic State Senate candidates.
- There are far fewer competitive State Representative seats than safe partisan seats.

**Recommended Actions:**

- Increase education of the importance of the Executive Council to Democratic voters.
- Increase efforts to communicate to Democratic voters the importance of not skipping over races on the ballot.
- CEHD should develop a plan that increases Democratic performance in every district with different tactics for those which are solidly Republican or Democratic versus those which have moved back and forth over the past ten years.

### Response from Participants to the Task Force

The number of participants providing feedback to the Task Force was overwhelming. People were appreciative of the opportunity to provide feedback on the election efforts and were anxious to be heard. Their responses and recommendations will be shared with the NHDP and are reflected in this report. It should be noted that the responses were as diverse as the participants. Their input was based on their personal experiences and as such, opinions varied widely. Because their opinions were based on their individual experiences, the information collected was, at times, contradictory. This section is based on feedback from those who participated in this process.

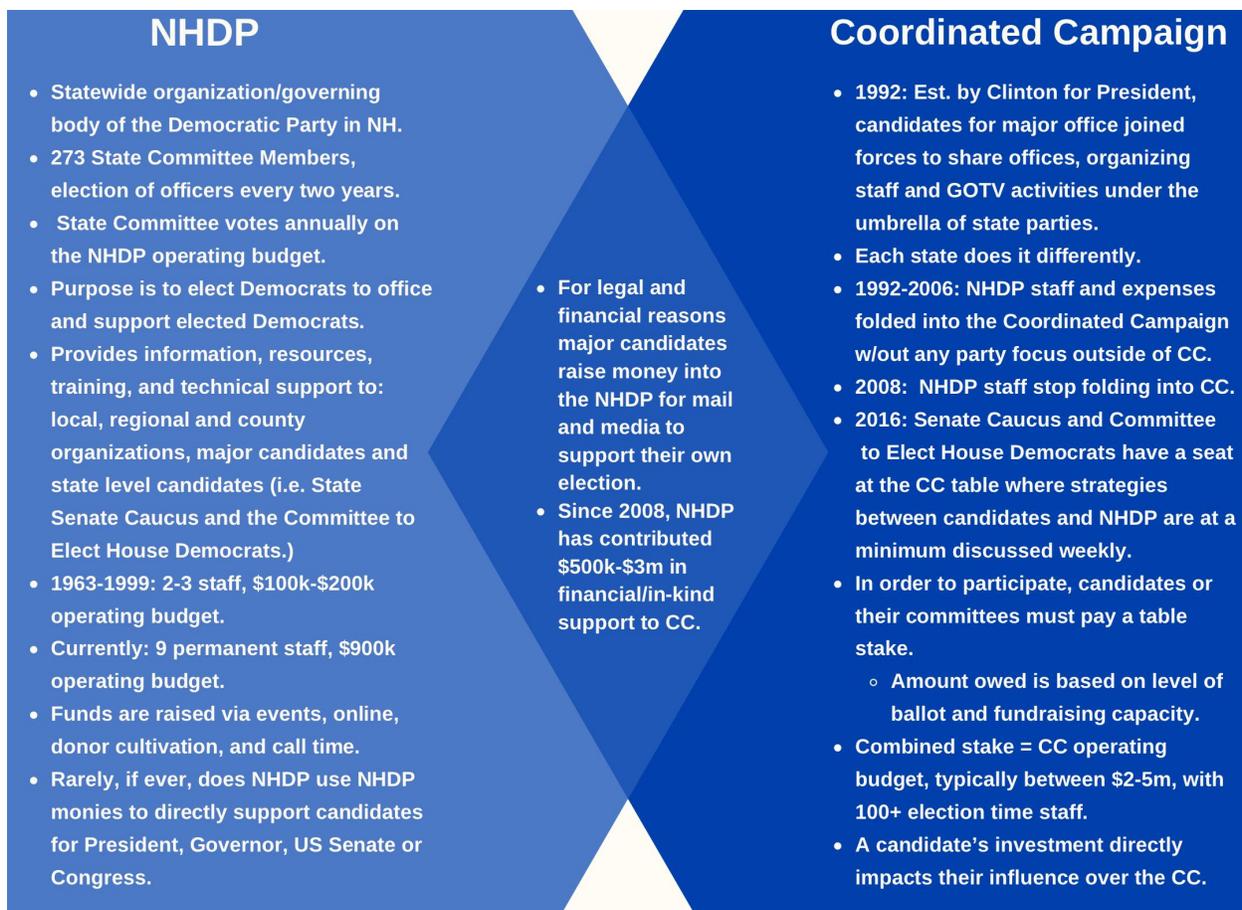
Despite varying feedback, there was consensus in many areas. This report tries to capture the consensus on needed action while reflecting the diversity of opinions to the extent possible. You can see a table with more detail about the qualitative analysis in **Appendix 3**. The most significant areas of discussion from the sessions are represented in the following sections: NHDP organization, Coordinated Campaign, voter contact, messaging, and local support.

<b>Participant Feedback</b>	<b>Total</b>
NHDP Organization	287 mentions
Coordination	244 mentions
Voter Contact	291 mentions
Messaging	407 mentions
Local Support	484 mentions

## Democratic Structure

Throughout the Listening Sessions it was clear that there was confusion around who was in charge of what and how they all relate to one another, especially as it pertained to the Coordinated Campaign. The Coordinated Campaign is an entity which is created every two years as a way for campaigns to join forces, share offices, organize staff and Get Out The Vote (GOTV) for federal and state campaigns. The Coordinated Campaign is not run by the NHDP, it reports to all partners at the coordinated table. Partners are different each year, they join by investing financially to cover shared expenses. The amount is determined by level of the ballot, with top of the ticket candidates investing more. The result is that federal candidates have more control over the Coordinated Campaign than state candidates. This year the Coordinated Campaign table included the following: the NHDP, Biden for President, Shaheen for US Senate, Pappas for Congress, Kuster for Congress, Feltes for Governor, the State Senate caucus and CEHD. Since 2008, the NHDP staff has remained separate from the Coordinated Campaign. See democratic organizations definitions **Appendix 4. (See Figure 28)**

**Figure 28: Democratic Structure**



## **NHDP Organization**

*“Growing pains - If we aren’t in pain, we aren’t growing.”*

The NHDP is the statewide year-round organization and governing body for the Democratic Party in New Hampshire. The NHDP employs nine permanent staff who provide information, resources, training and technical support to: local, regional and county parties, constituency caucuses, federal candidates, and state candidates. The tremendous amount of work that the NHDP has accomplished over the past two years is detailed in their report to the Task Force in **Appendix 5**.

County, City and Town Committees are the local chapters of the NHDP. The County Committees are the organization of the Democratic Party at the county level, and the Town Committees are the organization of the Democratic Party at the town level. Their membership consists of all registered Democratic voters in their jurisdiction. Committees are charged with meeting regularly, maintaining regular communication with their membership, recruiting candidates to run for Democratic office and publicly supporting Democratic nominees.

Electorally since 2006, as a party, Democrats have won more offices on the state and federal level than at any point in our party’s history. As a result, we have grown organizationally. Organizationally, the NHDP has transitioned into having professional year-round staff across all the different parts of our party infrastructure (i.e.: NHDP, CEHD, State Senate Caucus, federal candidates, etc.) The level and skills of our activists have also grown.

The NHDP and activists should continue adapting to emerging issues and consider how they are engaging, including, and empowering traditionally underrepresented constituency groups in their organizations and work going forward.

### **Recommended Actions:**

- The NHDP should create a strategic plan that focuses on year-round organizing and achieving victory in 2022 and beyond. That plan should take into consideration the recommendations outlined in this report.
- Work to build a stronger culture of community, support and year-round organizing within our town, county and state parties. Mentoring, training, recruiting and engagement around local and state issues should continue to be provided, to create a strong and diverse bench of activists and candidates.
- Establish an election review process after every election cycle to consider, analyze and recommend tactical and strategic organizing plans and to hear the perspectives of those on the ground.
- Consider additional staff and positions to add more capacity and support at the local level, in order to:
  - Ensure there is a staff member dedicated to helping to coordinate, facilitate collaboration and grow each of the constituency caucuses.

- Encourage the creation of a dedicated entity that supports the Executive Council in a similar way that the house and senate caucuses support those candidates.
- Support the professionalization of the County Committees by hiring staff to support their fundraising, candidate recruitment, organizing and outreach across the state. Funding for these additional staff positions could be supported through an expanded small dollar program. See **Appendix 6** for these proposals.

New Hampshire Democrats would benefit from a better understanding of the various political entities, ie: CEHD, State Senate caucus, Coordinated Campaign, County Committee, Local Town or City Committee. In addition, this cycle, it was widely believed that there was a lack of coordination and communication between the NHDP and CEHD that should be restored going forward. Candidates repeatedly reported feeling unsupported particularly in the areas of messaging and effectively using digital communications.

**Recommended Action:**

- Create an organizational chart that is easily accessible and that clearly delineates roles, responsibilities of all entities within the broader Democratic Party. This would facilitate educating candidates, activists and Democrats across New Hampshire. See **Appendix 3** for organizational definitions.
- Review the NHDP structure to ensure that it is effective in achieving New Hampshire Democratic goals.
- Ensure a strong relationship, open communication and collaboration between the NHDP, the legislative caucuses and the Executive Council.
- The NHDP should encourage a return to the 2016 and 2018 model where one staffer oversaw the Senate Caucus and CEHD staff and worked closely to ensure communication with the NHDP.
- The NHDP, the Senate Caucus and CEHD should discuss how to best support the caucuses and candidates, including providing assistance with communications, digital and social media. This may include hiring additional staff at the caucus level.
- Legislative leaders should consider delegating responsibility of overseeing caucuses to another member of their caucus.
- Provide candidates with a single point of contact who will assist them in navigating issues across all of the organizational entities.

## Coordinated Campaign

*“The loss of the legislative chambers and the Executive Council was extremely disappointing and we could have done better, but given Sununu’s performance we could have done much worse.”*

In this section we focus on how the Coordinated Campaign interfaces with its partners. In 2020 the Coordinated Campaign table included the NHDP, Biden for President, Shaheen for US Senate, Pappas for Congress, Kuster for Congress, Feltes for Governor, the State Senate Caucus and CEHD The Task Force heard concerns about shortcomings in coordination with candidates and activists. See **Appendix 7** for a report from the 2020 Coordinated Campaign OrganizeNH.

*“Focus was on the federal candidates and not enough was done for the down-ballot candidates.”*

Many people expressed concern that the federal campaigns dominated the outreach and field work, with little effort at coordination with the down-ballot campaigns. Reports were received from almost every listening session and interaction that coordination with down-ballot races was confusing or lacking. County Candidates reported feeling left out of the picture and did not know how they fit into the Coordinated Campaign structure.

### **Recommended Actions:**

- Develop a clear diagram of the Coordinated Campaign structure, with roles and responsibilities defined and delineated. Describe who the partners are and how they interact.
- It should be clear what support the Coordinated Campaign can provide to every level of the ballot. The NHDP, CC, CEHD, Senate caucus etc., should determine whose job it is to support each race and identify the central point of contact.
- Create a plan to address down-ballot drop off and ticket splitting.
- More effective support of down-ballot candidates from New Hampshire candidates at the top of the ticket needs to be included in campaigning. This could include endorsements, events, photos, and mail.
- Ensure that there is strong coordination and communication between campaigns and candidates at all levels of the ballot.
- Consider a structured coordination/alliance among the state-level campaigns.

Some student activists expressed a desire for the Coordinated Campaign to better understand their unique circumstances and engage them in campus organizing strategy and tactics. This will eliminate the problems that existed this cycle. New Hampshire Young Democrats (NHYPDs), New Hampshire College Democrats (NHCDs) and New Hampshire High School Democrats (NHHSDs) felt underutilized in supporting local candidates. They want to be an equal partner in events and activities with the Coordinated Campaign.

**Recommended Actions:**

- The Coordinated Campaign should hire a staff member to coordinate high school students and work with the NHHSD like exists with the NHCD.
- NHHSD and NHCD should be included in the planning for high school and campus events and activities.
- NHYDs want greater involvement, including a seat at the table in the Coordinated Campaign and earlier input in the planning process.
- When possible, hire support staff from the school or locality where they will work.

*“Politics must be local. People are capable of having civil dialogue one-to-one. Transcend the media echo chamber by not relying on the media to do what must be done neighbor to neighbor.”*

The Task Force heard repeatedly the desire to have organizers from the local area. This cycle heightened this concern because some staff were working remotely from out of state due to the pandemic. Local staff know the area, have existing relationships and understand their communities.

**Recommended Action:**

- When possible, hire qualified campaign staff locally.
- Empower skilled organizing minded activists to help add early input and then capacity to strategic organizing plans.
- Encourage earlier investments into the Coordinated Campaign from table partners in order to prioritize earlier hiring and better training of staff, with the intent of keeping them in the same districts throughout the entire cycle.
  - Training should be conducted by someone with New Hampshire political experience so that they understand how to listen to the local activists, hear what they have to offer, and find areas where collaboration on tasks can be made early and often.
  - Staff that is hired needs to consider volunteer retention for future cycles and overall relationship building when beginning work in their turf.

## Voter Contact

The issues most cited for voter contact generally fell into four categories: where attention and resources were spent, the need to evaluate methods of voter contact, the voter list itself and the need for year-round outreach.

*“Maybe each town could create a plan of action around recruiting new voters.”*

There was a perception that the voter contact efforts of the Coordinated Campaign were narrowly focused on Democratic-dense areas and larger communities to the exclusion of rural towns. There was strong agreement that in order to ensure success not only at the polls but also in supporting legislative efforts, we need to reach out to a larger universe of voters. Finally, there was a strong feeling that Democrats suffered from not knocking on doors. Particularly in districts with narrow margins, in person voter contact could have made an impact on our success.

### **Recommended Actions:**

- Create a plan to reach out to potential voters (non-registered) e.g., graduating high school seniors, new citizens and new residents. Efforts should be made to knock on every door in targeted areas where voters are generally likely to vote Democratic.
- Better outreach to underrepresented constituency groups.
- Including persuadable Republicans in our outreach and mailings in districts where necessary.
- Voter contact should emphasize and educate voters about down-ballot candidates.
- Democrats should find ways to organize in every district across the state, including rural towns, lean-red and red districts.

Concerns about the voter list include accuracy of the database, limited or ambiguous access, and turn-around time for requested lists. It was recognized that some of these issues may need to be addressed at the DNC level.

### **Recommended Actions:**

- County and Town Committees should work with the NHDP to provide input to “clean up” the data on VoteBuilder for our towns. County and Town Committees need a better understanding of how the NHDP updates the database, the frequency and what they can do to improve the quality.
- Make it easier for candidates and Town Committees to secure useful, and accurate, voter contact lists. See **Appendix 8** for a proposal that could be considered by the NHDP on the database and access.

*“I think I was pretty crushed without being able to go out and knock on doors”*

The lack of in-person voter contact due to the pandemic protocols led to an overreliance on phone banking. Door knocking is the single most effective way to reach and persuade voters. In

the absence of canvassing the Task Force heard a number of challenges with phone banking, including weak scripts and no reference to down-ballot races. Some even questioned whether this is still an effective method of reaching voters. How people engage has been changing, so there should be a modern analysis of the most effective contact methods. Then should consider building a plan that incorporates them.

**Recommended Actions:**

- Evaluate the best tools and methods for getting out our message. We should consider which are best for limited financial investment and limited human resources. With or without the pandemic, we need to develop new ways to reach the voters.
- Evaluations should include the most effective use of social media and continue providing training to volunteers and staff.
- Invest further in relational organizing, contacting voters through existing social networks, to make more of an impact. Messages are more powerful when they come from trusted people you know.
- Make the experience a positive one for both volunteers and voters by keeping the script fresh and engaging, making it fun to participate, having volunteers contact voters in their own region whenever possible for better connection.
- Modify scripts to educate the average voter about their local candidates and encourage down-ballot voting. Tailor the script based on the community receiving the contact.
- Provide volunteers with their metrics over time to help them measure their success and demonstrate their impact on the campaign.
- Encourage personal letter and/or postcard writing as campaign tactics.

*“Every election we work so hard, breathe a sigh of relief and then drop everything until the next one. We need to keep our efforts moving and are missing out on the outreach that we should be doing on a continuum.”*

Voter contact is typically concentrated in the months leading up to an election resulting in voters feeling overwhelmed with constant contact and often leads to resistance and frustration on the part of voters. There was strong agreement that we should reach out to voters year-round, every year.

**Recommended Actions:**

- Invest early and in off years in order to build a strong voter contact program.
- Create a year-round organizing model for County and Town Committees.
- Continuously organize around issues. This helps educate voters about what’s happening in Concord and Washington and builds support for Democratic issues. Informing and reminding voters about what is happening in Concord will be particularly important over the upcoming two years.
- Develop an effective persuasion effort to help down-ballot candidates. Turnout focused campaigns are only effective for the top of the ticket. Down-ballot candidates cannot win on turnout alone.

- Reach new voters by canvassing in new apartment and condo complexes in town or with people who recently moved into town to welcome them and invite them to be part of the active local Democratic community.
- Consistent year-round outreach and canvassing would improve the database so it's cleaner when campaigns are calling and will help us determine key concerns among voters.
- Direct mail from candidates could be sent throughout the year when people aren't being inundated and describe what's really going on.
- Mail that is modern, bold and engaging, offering a strong positive message about who Democrats are and inoculating against future Republican misrepresentations. We should interview new vendors each year, as there are more diverse options.

## **Messaging**

*"Articulate the vision, share it, defend it."*

Successful messaging was an overarching issue. Effective messaging and the ability to communicate with voters successfully were nearly universally cited as a concern. The Task Force heard that in 2020 New Hampshire Democrats had no compelling narrative and no effective collaborative effort to spread the message. There are many variations on each concern, and diverse suggestions for improvement and implementation. Most significantly in the 2020 election, we heard repeatedly that the Republicans were spreading misinformation about our candidates favoring an income tax with no coordinated rebuttal.

New Hampshire Democrats need to develop both proactive and reactive messaging. The more proactive Democrats are, by defining the issues ahead of the opposition, the less reactive messaging there needs to be. When reactive messaging is needed to rebut Republican misinformation, it needs to be very quick and focused, and redefine the issues wherever possible.

### **Recommended Actions:**

- Create a clear Democratic message that works up and down the ballot and provide messaging tool kits to candidates, County and Town Committees, etc., that they can easily adapt for their local voters.
- Amplify effective messaging to hold Republicans accountable by calling out their hypocrisy and explaining why their policies are harmful.
- Support the creation of a centralized database of easily accessible information about legislation in the New Hampshire Senate and House, so that activists can understand and track bills as well as see how their legislators vote.
- Hold Republicans accountable for their legislation in Concord and Washington and use it to better predict Republican attacks and misinformation against Democrats.
- Improve training for County and Town Committees in basic effective messaging skills.
- Expand the Rapid Response Team, and make it available to all levels of all campaigns.

*"Our Democratic message must be simple, concise and consistent."*

The manner in which voters consume information has changed and is impacting how Democrats need to deliver our message. We need to consider tools and tactics that reach people where they are. These methods vary depending on regional access to cell phone coverage, internet availability, local newspapers, age and culture. In addition, Democrats need to pay attention to the issues most pertinent state-wide as well as locally, how these issues play across generations, and impact marginally served groups.

### **Recommended Actions:**

- Democratic messaging should explain how Democratic policies help individuals personally. Party messaging should lift up what has been supported, even if it has not yet passed into law or has been vetoed.
- Messaging should publicize Democratic accomplishments throughout the year.
- "Translate" Republican talk: When they say "X" they are really saying "Y."
- Show clearly how Republicans have abdicated their responsibilities in New Hampshire by downshifting taxes to local communities.
- Be active in the community, organizing and advocating, year-round. This is especially important when the legislature is in session to increase interest and knowledge of the issues.
- Specifically focus on messaging to vote all the way down the ballot and on the back when appropriate.
- Leverage the skills of High School and College Democrats to teach and improve social media skills development. Foster inter-generational collaboration such as having high school or college Democrats create videos for less-tech-savvy candidates.
- Honor and incorporate the perspectives of young people as a model for reaching older but less politically knowledgeable voters and potential voters.
- Develop a bumper sticker slogan. X words or less, catchy, invokes strong emotional response, customizable.
- Collaborate with local activists to factor in local communication tactics such as internet availability, cell phone coverage, existence of local newspapers, and other localized resources and deficits.

*"We need to define our message before the GOP does it for us."*

Media in New Hampshire has many conservative voices making it more difficult to deliver our Democratic message. We need to consider new ways to spread the word.

#### **Recommended Actions:**

- Develop new strategies and tactics for delivering our message in every district across the state.
  - Re-create a state-wide Blog to help Democrats effectively communicate their message.
  - Support the development of a New Hampshire Democratic Think Tank, perhaps in collaboration with allied partners or institutions.
  - Explore the use of local cable access stations, radio stations, etc. to get our message out.

New Hampshire Democrats need to improve basic skills in effective messaging. We would benefit from professional consultation.

#### **Recommended Actions:**

- Consider consultation and workshops with communications professionals for staff and volunteers.

- See **Appendix 9** for the full messaging document "Watch Your Language: Effective Values-Based Messaging" submitted to the Task Force by the Dover Democrats. This could be adapted and utilized state-wide.
- Tap into resources like "The Messaging Connection," a consortium of work on messaging, led by Dan Saks and the Ohio Democratic Leadership Institute.

## Local Support

*“Volunteer input should be taken seriously. The goal is for deep and trusting collaboration and that is attainable.”*

New Hampshire Democrats are fortunate in the strength that has been developed through the years with County and Town Committees. Volunteers and local communities are essential to the work of New Hampshire Democrats. These dedicated activists have served many campaigns and are both knowledgeable in how to run campaigns as well as garnering the local forces needed to help. Local activists and volunteers want to feel heard, valued and appreciated.

### **Recommended Actions:**

- There needs to be a commitment to mutual respect among the Coordinated Campaign, the NHDP, committees and volunteers.
- In planning campaigns, organizers should consult seasoned volunteers about strategies, time lines, regional differences, and clearly define responsibilities.
- Empower activists to take on leadership roles in their own communities.
- Establish a feedback loop for volunteers to provide input to the campaign to make course corrections as necessary.
- Create a volunteer advisory committee of knowledgeable and committed volunteers to consult on a regular basis, in addition to the NHDP Executive Committee. The committee should be geographically diverse and represent both rural and urban communities. The goal is to foster greater collaboration between County and Town Committees and the NHDP.

COVID-19 prevented the Coordinated Campaign from leasing office spaces and building a strong sense of community. The relationships between the coordinators and locals were based entirely on phone and Zoom interactions. This was the safest option, but it did not create the strong relationships activists are used to having.

### **Recommended Actions:**

- Aim to have field staff on the ground early and keep them in the same areas to build strong relationships with the community they are working in.
- Continue to open offices, this is critical to having a presence in a community and building a culture for volunteers.
- Encourage volunteers by giving them feedback on their progress. This keeps them coming back week after week if they see the impact they are making.

The NHDP needs to continue to work with County and Town Committees and ensure that they are trained, supported and empowered to engage Democrats in their own communities. Clear communication is key and the absence of it causes a number of misunderstandings.

### **Recommended Actions:**

- Develop a plan to facilitate on-going communication among all organizational components of the NHDP and County and Town Committees. Continue to build relationships and share knowledge, expertise, support, and other resources that will help elect more Democrats.
- Encourage best practice sharing by empowering committees with successful strategies and tactics to train other committees on their methods.
- Work with committees to ensure they are mentoring the next generation. Help them build a bench of future officers to ensure the continuity of Democratic Committees.
- Rebuild and strengthen Town Committees in areas where they are weak or don't exist by utilizing the County Committees and strong neighboring Town Committees.
  - Not every committee is the same, a cookie cutter approach will not work. Give support based on local needs.
- Organize in every town across New Hampshire increasing support for rural areas, the North Country and other less Democratic areas.
- Create a group focused on rural areas to better understand what those areas need for support; and better communicate how the NHDP pays attention to the needs of our rural areas – like those who struggle with infrastructure and internet access.
- Better educate committees and activists about what resources are available from the NHDP - trainings, workshops, letter writing support, etc.
- Clearly delineate what support the NHDP can give to the committees. Help committees develop the skills to support themselves.

## Conclusion

### **Lessons Learned and The Path Forward**

*“When we work together, we win.”*

The Task Force has worked diligently over the last 12 weeks to hear from nearly a thousand participants, analyze all the data and information collected, and present clear and actionable recommendations to the NHDP. The data and results suggest that New Hampshire is not yet a blue state but remains a purple state. That being said, New Hampshire Democrats are moving in the right direction. While comparing 2018 to 2020 demonstrates a setback in our progress, comparing the presidential elections in 2016 to 2020 shows our continued growth and improvement.

The Task Force recognizes that it may not be possible to implement all the recommendations included in this report, but we encourage their consideration in addressing concerns from the 2020 cycle. Looking forward to 2022 our hope is that the NHDP and affiliated organizations work together to implement the following steps toward Building a Blue Hampshire:

1. Create and execute a strategic plan for success. Consider the recommendations in the Task Force on Building a Blue Hampshire’s report in developing this plan. This strategic plan should contain measurable goals in order to outline the path for success in 2022 and beyond.
2. Demonstrate a commitment to executing the strategic plan through regular status reports to the NHDP State Committee and local leaders. These updates should outline the process and progress of achieving the measurable goals.
3. Implement an election review process after every election, regardless of outcome. This will ensure that the NHDP continues to grow our strong Democratic presence in the state.

Finally, the Task Force wants to thank everyone who participated in this process. We heard your concerns, frustrations and recommendations that will help guide the NHDP planning process going forward. We hope we captured that in this report. What we also heard was a passion and commitment to the success of New Hampshire Democrats. Our Party is stronger because of your collective efforts. Victory in 2022 and beyond is dependent on our continued resolve to learn, grow and organize in every town across New Hampshire. The Task Force stands united in working together with the NHDP and New Hampshire Democrats to achieve that mission.

## Appendix

### **1. Building a Blue Hampshire Task Force Members**

Former House Speaker Terie Norelli, Chair  
Representative Josh Adjutant  
Register of Probate for Strafford County, Program Chair of Dover Democrats, & At-Large Officer of the NHDP's AAPI Caucus Luz Bay  
Former Representative Jennifer Bernet  
Former Senator Peter Burling  
Former Representative Ed Butler  
Chair of Hollis Democratic Committee Judy Carr  
Chair of Rockingham County Democratic Committee Larry Drake  
Representative Manny Espitia  
Former Representative Sue Ford  
Secretary of Cheshire County Democratic Committee Ann Heffernon  
Former House Chief of Staff and Former NHDP Executive Director Ryan Mahoney  
Former Chair of Strafford County Democratic Committee Gene Porter  
Former Representative Cole Riel  
Union Organizer Caitlin Rollo  
Former Senator Kathy Sgambati  
State Senator Tom Sherman  
Chair of Belknap County and Meredith Democrats Lynn Thomas  
Executive Councilor Cinde Warmington

### **2. Complete list of participant groups for listening sessions and feedback submissions**

Groups that met with the Task Force or provided input in writing include: the Shaheen campaign, Pappas campaign, Kuster campaign, Feltes campaign, Senate Caucus, Committee to Elect House Democrats, the New Hampshire Democratic Party, OrganizeNH 2020 Coordinated Campaign, 2020 House, Senate, Executive Council and County candidates, SEIU, AAPI Caucus, African American Caucus, Women's Caucus, Senior Caucus, Stonewall Democrats, New Hampshire Young Democrats, New Hampshire College Democrats, New Hampshire High School Democrats, Kent Street Coalition, Monadnock United, America Votes, Coalition of Southern NH Democrats, Civix Strategies, Justice and Accountability Fund, 603 Forward, 350NH, Future Now, Granite State Organizing Project, and New Hampshire Youth Movement. Additional groups did not respond to outreach by the Task Force.

### 3. Full Tally of Topics Mentioned in Qualitative Data Analysis

TOPIC	Email	1:1s	Surveys	Listening Sessions	Affiliate Groups	Candidates	Totals
<b>Governor's Race/Sununu</b>	2	8	38	42	4	13	<b>107</b>
<b>COVID</b>	2	18	50	66	8	12	<b>156</b>
<b>Coordinated Campaign</b>	13	17	74	116	8	16	<b>244</b>
<b>Organization NHDP</b>	11	14	67	156	13	26	<b>287</b>
<b>Voter Contact</b>	14	19	106	119	9	24	<b>291</b>
<b>Messaging</b>	27	29	198	114	14	25	<b>407</b>
<b>2018 vs. 2020</b>	2	0	11	0	2	3	<b>18</b>
<b>Local Support</b>	9	16	205	248	5	1	<b>484</b>
<b>Policy Issues</b>	2	0	18	5	4	6	<b>35</b>

### 4. Democratic Organization Definitions

#### Democratic National Committee

The national organization/governing body of the Democratic Party. Based in Washington it consists of 430 members who elect a Chair, five vice chairs, secretary, treasurer and finance chair every four years. The charter, rules and bylaws of the DNC supersede those of any affiliate. The DNC must authorize and recognize any state party or other affiliate group to become part of their organization. Each state party chair, vice chair and a minimum of one man and one woman (additional members based on a formula) serve on the DNC by virtue of their elected position within their state party. The State Representatives are 75% of the DNC membership, the other 25% is made up of 75 chair appointments and two members each from the Democratic Governors Association, Democratic Senatorial Campaign Committee, Democratic Congressional Campaign Committee, Democratic Mayors Alliance, Young Democrats of America, College Democrats of America, High School Democrats of America, Democratic Legislative Campaign Committee, Democratic Municipal Officers, Dem Attorneys General, Democratic Lieutenant Governors. All fifty states, DC, Democrats Abroad and 5 territories are recognized as state parties. The national party meets every four years in convention to nominate their presidential candidate and adopt a platform. The DNC controls the nominating process for the presidential and vice presidential nominees. The officers and staff of

the DNC must remain neutral in all nominating contests. The DNC has a \$100 million dollar budget per year.

### **New Hampshire Democratic Party**

The state affiliate of the Democratic National Committee. It is the statewide organization/governing body of the Democratic Party within the state of New Hampshire. Based in Concord it consists of 260 members who elect officers every two years. The [constitution of the NHDP](#) supersedes those of any county, local or regional organization. The State Committee is composed of members of the County Committees and Local Committees, and includes county and state elected officials and nominees and affiliates. The State Committee votes every two years for the officers of the NHDP (Chair, Vice Chair, 2nd Vice Chair, Secretary and Treasurer. Also considered officers are the appointed positions of Legal Counsel and Finance Chair, and the DNC Committeeman and Committeewoman who are elected to four year terms in the April of the presidential election. Any other DNC member who resides in New Hampshire is also automatically an officer). The State Committee votes annually on the NHDP's operating budget. The state party meets every year in convention. The NHDP's purpose is to elect Democrats to office and support the elected Democrats in office. The NHDP amplifies the message of each candidate and elected Democrat and serves as the main voice of opposition to Republican candidates and elected officials. The NHDP provides information, resources, training, and technical support to the local, regional and county organizations, to the major candidates and to the Senate Democratic Caucus and CEHD.

The NHDP constitution requires the state chair, staff, the NHDP as an organization and every affiliate (as a body) except the NHYDs to remain neutral in all primaries. The NH Democratic State Committee is among the oldest state parties in the country and was the first to elect its state chair by State Committee vote. In 1963, the New Hampshire Democratic State Committee opened its first office and hired an Executive Director. From 1963-1999, the NHDP had two, sometimes three staff members with an operating budget of \$100,000 to \$200,000. The NHDP currently has 9 permanent staff and an operating budget of \$900,000 raised through fundraising events, online fundraising, donor cultivation, and call time. For legal and financial reasons major candidates raise money into the NHDP for mail and media to support their own election. Rarely, if ever, does the NHDP use NHDP monies to directly support candidates for president, governor, US senate or congress.

### **The County, Regional and Local Committees**

The affiliates of the New Hampshire Democratic State Committee are the organization/governing bodies of the Democratic Party within their jurisdiction. The cities of Manchester and Nashua are considered County Committees because they have over 15,000 Democratic voters. Since the 1990s at times Cheshire, Belknap, Strafford and Rockingham counties and Manchester have had year-round offices. Since 1998 Manchester has hired at

least one organizer for the annual November elections. Rockingham and Nashua have also hired staff at times and in recent cycles.

Local Committees caucus every two years between January 1 and April 1 of the odd year following the election. Any registered Democrat in that community can attend, vote and seek a position in the reorganization caucus. They elect a chair, vice chair, secretary and treasurer as well as delegates to the NHDP state conventions. The officers are automatic delegates to the state convention. They are responsible for carrying out the responsibilities of the Democratic Party in their town/city. Recruiting, training and supporting Democratic candidates for state and local office. Supporting the Democratic ticket, participate in efforts to register Democratic voters, persuade them to support the Democratic ticket and work to get them to cast their ballot and be the voice of the Democratic Party year round in their community.

The ten County Committees, Manchester and Nashua reorganize every two years between April 1 and June 1. They elect a chair, vice chair, secretary and treasurer as well as additional at-large members representing every 5,000 registered Democrats or fraction thereof. The officers and at-large members are automatic members for the New Hampshire Democratic State Committee and state convention delegates. They are responsible for carrying out the responsibilities of the Democratic Party in their county and making sure each town is properly organized and active. They are responsible for recruiting, training and supporting Democratic candidates for office. Supporting the Democratic ticket, participate in efforts to register Democratic voters, persuade them to support the Democratic ticket and work to get them to cast their ballot and be the voice of the Democratic Party year round in their county.

### **NHDP Coordinated Campaign**

First established in 1992 by the Clinton for President campaign, candidates for major office joined forces to share offices, organizing staff and get out the vote activities under the umbrella of the state parties. Each state does it slightly differently. From 1992-2006, the NHDP staff and expenses were folded into the Coordinated Campaign without any party focused organizing outside the Coordinated Campaign. Since 2008, the NHDP has kept its organizers and staff on NHDP payroll to provide support for the County and Town Committees, constituent caucuses, and candidates. Since 2008, in each cycle the NHDP has provided between \$500,000 to \$3,000,000 in financial and in-kind support to the coordinated. In New Hampshire since 2016 the House and Senate Caucuses have had a seat at the weekly Coordinated table meetings where strategies between the candidates and the NHDP are discussed. In order to participate in the Coordinated Campaign candidates or their committees must pay a table stake. The amount owed by each candidate is based on their level of the ballot and fundraising capacity. The combined table stakes make up the Coordinated Campaign's operating budget, typically between \$2 million and \$5 million based on funding with a staff of 100+ election time staff. A candidate's investment in the coordinated table directly impacts their influence over the Coordinated Campaign. The Coordinated Campaign Director usually starts in April of the election year. The Director is selected by agreement by the major candidates and the NHDP.

## **Senate Democratic Caucus**

The Senate Democratic Caucus was established in 1998 by Sen. Sylvia Larsen. It is a PAC (political action committee) of the leadership of the Democrats in the New Hampshire state senate and as such are allowed to endorse in primaries. Caucus staff hire, train and supervise staff, fundraise, recruit and train state senate candidates, provide resources and significant support to targeted races. The NHSDC is not an affiliate of the NHDP; the SDC staff report directly to Senate leadership and to the DLCC. Since 2008, the NHDP provides support such as office space available at the NHDP and allows their staff to be included in NHDP payroll and benefits system at no additional cost. The NHDP provides in-kind and staff support of more than \$100,000 per cycle on top of in-kind (free), year round access to the NHDP voter file. The Senate Democratic Caucus is the singular point of contact from and to the state senate candidates and campaigns. The SDC does its own fundraising separate from any other entity to pay for their staff, program, and paid media. This past cycle SDC raised approximately \$1.6 million.

## **Committee to Elect House Democrats**

CEHD was established in 1985 by House Democratic Leader Mary Chambers. It is a political action committee (PAC) of the leadership of the Democrats in the New Hampshire State House of Representatives and as such they are able to endorse in primaries. CEHD hires, trains, and supervises staff, fundraises for, recruits and trains house candidates, provides resources and significant support to targeted races. CEHD is not an affiliate of the NHDP; CEHD staff report directly to House leadership and to the DLCC. In the 1990s CEHD would hire an election time organizer or two, in more recent years CEHD would hire 4-6 staff for the election with one or two being year-round. Since 2008, the NHDP provides support such as office space available at the NHDP at no additional cost. The NHDP provides in-kind and staff support of more than \$100,000 per cycle on top of in-kind (free), year round access to the NHDP voter file. CEHD is the singular point of contact from and to the State Representative candidates and campaigns. CEHD does its own fundraising separate from any other entity to pay for their staff, program, and paid media. This past cycle CEHD raised approximately \$500,000.

## **New Hampshire Young Democrats**

The New Hampshire Young Democrats was established over 60 years ago by C. Arthur Soucy. Its focus was to provide for an opportunity for emerging party leaders to learn skills and provide volunteers for campaigns. In 2013, the New Hampshire Young Democrats flipped their world upside down and recreated the organization to recruit, train and support candidates for local, county, state and federal office who are 40 and under. While the NHYDs is their own separate organization they are recognized by the NHDP and its officers are members of the Democratic State Committee. Since 2013, the NHDP provides support such as office space available at the NHDP and allows their staff to be included into NHDP payroll and benefits system at no additional cost. The NHDP provides in-kind and staff support more than \$100,000 per cycle including in-kind (free) yearly access to the NHDP voter file. The NHYDs are the only NHDP affiliate allowed to engage in primaries. This past cycle NHYD raised approximately \$240,000.

## **Affiliated, External Committees**

Democratic Governors Association: organization that oversees general election gubernatorial campaigns in targeted states. The DGA decides what states and races to target without outside input from other entities based on their own data and modeling. They provide financial support, technical assistance, fundraising guidance and lists, staff oversight, hiring assistance, and more to candidates in those targeted states.

Democratic Senatorial Campaign Committee: organization that oversees general election US Senate campaigns in targeted states. The DSCC decides what states and races to target without outside input from other entities based on their own data and modeling. They provide financial support, technical assistance, fundraising guidance and lists, staff oversight, hiring assistance, and more to candidates in those targeted states.

Democratic Congressional Campaign Committee: organization that oversees general election US House campaigns in targeted districts. The DCCC decides what states and races to target without outside input from other entities based on their own data and modeling. They provide financial support, technical assistance, fundraising guidance and lists, staff oversight, hiring assistance, and more to candidates in those targeted states.

Democratic Legislative Campaign Committee: organization that oversees all general election legislative programs, like CEHD and SDC, in targeted states. The DLCC decides what states and races to target without outside input from other entities based on their own data and modeling. They provide financial support, technical assistance, fundraising guidance and lists, staff oversight, hiring assistance, and more to candidates in those targeted states.

### **5. 2020 NHDP Report**

Link here:

<https://drive.google.com/file/d/1CpNBiMtKG3Q0QJSB2ItFpdvJWElHe/view?usp=sharing>

### **6. Proposal on County Executive Directors and expanding small dollar donations**

Link here:

[https://drive.google.com/file/d/18CvXcOSx\\_I2xRQprz6gYtWEmS97YKR\\_b/view?usp=sharing](https://drive.google.com/file/d/18CvXcOSx_I2xRQprz6gYtWEmS97YKR_b/view?usp=sharing)

### **7. 2020 OrganizeNH Coordinated Campaign Report**

Link here:

[https://drive.google.com/file/d/14xquRdhtz-Im9OPUBBHjp\\_xCHVybFSse/view?usp=sharing](https://drive.google.com/file/d/14xquRdhtz-Im9OPUBBHjp_xCHVybFSse/view?usp=sharing)

## **8. Proposal on the NHDP database and access**

Link here:

<https://drive.google.com/file/d/1Ytmy9omrYKGAItVHlzXiuHNTIq0RmR5S/view?usp=sharing>

## **9. Watch Your Language: Effective Values-Based Messaging**

Link here:

[https://drive.google.com/file/d/1qvHkjvhgGtwLx6a8qYSvHHghcJST\\_w8q/view?usp=sharing](https://drive.google.com/file/d/1qvHkjvhgGtwLx6a8qYSvHHghcJST_w8q/view?usp=sharing)

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“Why Democrats Keep Losing Rural Counties Like Mine” By BILL HOGSETH

<https://www.politico.com/news/magazine/2020/12/01/democrats-rural-vote-wisconsin-441458>

“Don’t Think of an Elephant: Know Your Values and Frame the Debate.” By George Lakoff.

The Messaging Connection” by Dan Saks and the Ohio Democratic Leadership Institute.

*Note: Their Effective Political Persuasion course is available through Shana Potvin, Chair of the Bedford Democratic Committee. More information is available at <http://www.ohiodli.com/training.html>.*

“Georgia Senate election in 2021 reveals the need for a new 'Southern Strategy': When people who have been lied to and pitted against one another unite to organize and vote together, they can reclaim the levers of power”. By The Rev. Dr. William Barber, co-chair of the Poor People's Campaign

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