

MEMORANDUM FOR HILLARY RODHAM CLINTON

From: Campaign Senior Staff

Date: July 25, 2015

RE: Strategy memo for primary campaign

Over the last two weekends, the campaign's senior staff, along with our consultants, held two daylong strategy discussions to map out the direction for the campaign over the coming months. The below memo summarizes the team's ideas for how best to achieve a set of strategic imperatives necessary to capture the Democratic nomination and lay a strong foundation for the general election.

OBJECTIVE

Win the Democratic nomination in a fashion that propels our campaign into the general election by strengthening core attributes of YOU as a person and as a leader.

STRATEGIC IMPERATIVES

This memo lays out the team's plan for achieving the following strategic imperatives:

1. Win Iowa and NH
2. Build a March firewall in Super Tuesday states
 - a. Close the enthusiasm gap with young people, especially women
 - b. Preserve our lead with women, African-Americans, Latinos and APIs
3. Build a strong digital community
4. Build a Super Delegate firewall
5. Cast HRC as a tenacious fighter who will get things done for everyday Americans
 - a. Defend against attacks
 - b. Assess and mitigate vulnerabilities
 - c. Counterattack opposition Republican candidates on issues of trust

1. Win Iowa and New Hampshire

IOWA

Vote Goal/Targeting Strategy

- We are currently organizing around a turnout projection of 120k, which is approximately how many people turned out in the 2004 caucuses. At current enthusiasm levels we anticipate a turnout of much less than 120k, but to protect against a Sanders surge (or other unexpected turnout) we think this is an appropriate number for planning purposes.
- It's very important that we organize our goals around delegates instead of around individual turnout since delegates are what the media will report on election night and they are all that matter for the nominating process. Delegates are currently being assigned to precincts by the state party, so we do not currently have precise goals, but we anticipate having them within the next few weeks. We will have specific precinct-level turnout targets based on how to most efficiently win the most delegates.

CANDIDATE EVENTS

- Our Priority Event formats:
 - **Q&A:** Iowa City was well received and great persuasion format
 - **Day in the Life:** Message focused and supports rural coverage
 - **House Parties:** 80-100 people focused on org building and persuasion
 - **Org-build/Volunteer Events:** Rewarding and energizing regional volunteers
 - **Policy Rollouts/Message Events:** In particular, we will roll out a “rural agenda.”
- Persuasion events will focus on, in addition to population centers, persuasion clusters in mostly “suburban” and “exurban” areas such as:
 - West Des Moines
 - Ames
 - Indianola
 - Grinnell
- Mobilization events will be for generating early excitement and preparing for GOTC in places such as:
 - Polk County
 - Linn County
 - Black Hawk County
 - Scott County

SURROGATE STRATEGY

- We will prioritize surrogate activity that evokes rural values and speaks to targeted constituencies. Event types include:
 - Family Restaurants
 - Office Visits
 - Rural county party events
 - Rural county fairs
 - Constituency “Summits”

EARNED MEDIA

- In addition to earned media from candidate travel, we will seek earned media opportunities that do not involve candidate travel:
 - Use event attendees to pitch localized stories in key markets
 - Radio booking
 - Constituency summits and leadership in targeted markets

NEW HAMPSHIRE

- With current enthusiasm numbers we anticipate turnout to be anywhere between 100k and 220k. Currently we're planning around 150k. Unlike Iowa, right now a dramatic increase in turnout will have less impact on the outcome.
- We anticipate that roughly 30% of the electorate will be independents, a universe where Sanders performs better than among Democrats. We still see a gender gap with Independent women, but it is smaller than with Democratic women. Independent men are our most challenging universe.
- We are currently organizing around a goal of 52 % of the vote, but the actual outcome is much more likely to be under 50 %. This will change completely should O'Malley or another candidate gain traction, or Biden enters the race.

CANDIDATE EVENTS: Priority event formats include:

- Town Halls
- Retail stops/OTRs
- Democratic party functions
- Campaign organizing events
- Major policy speeches
- Campaign-sponsored roundtables
- Campaign-sponsored rallies
- Debates and forums hosted by outside organizations

Surrogate Events: Priority surrogate types:

- **Pro Clinton Messengers**: Speak on why HRC is best candidate
- **Contrast Messengers**: Draw strong contrast to opponents
- **Family Members**: Speak personally about HRC
- **Constituency Validators & Staff**: Validate support for key constituency groups

EARNED MEDIA STRATEGY

- Key targeted regions: Hillsborough, Merrimack, and Rockingham counties followed by Strafford, Cheshire and Grafton Counties. These are home to the largest media outlets, and 17,500 of our soft support targets out of a total of nearly 30,000.
- To earn media coverage in the *Concord Monitor*, *Union Leader*, *Boston Globe*, *Portsmouth Herald*, and *Nashua Telegraph*, we will be more aggressive in pitching them surrogates, organizing activity, and hyper-localizing national announcements for their communities.
- NH's dwindling media landscape doesn't offer as many opportunities as we would like. To increase our earned media presence we will pursue coverage in all outlets, no matter how small or remote. We'll look for opportunities to earn

coverage through letters to the editor, local testimonials and other strategies designed to fit smaller outlets.

- The television bleed from the Portland, Burlington, and Boston into N.H. is significant. With a focus on Burlington and Boston TV (because they reach more targeted geographic areas), ahead of major message events we will identify a local elected official who can be pitched for a stand up interview echoing the message out of a major policy address or other message event.

II. BUILD A MARCH FIREWALL

- Looking beyond the early-voting states, the demographics in the Super Tuesday states reinforce the importance of our coalition’s outreach in establishing a March firewall:
 - Ten contests have a Democratic electorate where at least 30% of the vote are non-white voters.
 - Seven states have an electorate where at least 40% of the vote are non-white voters.
 - Five states have an electorate where at least 50% of the vote are non-white.
 - American Samoa, Alabama, Georgia and Texas have a Democratic electorate of at least 60% nonwhite voters.
- We are building an internal infrastructure to preserve our advantage with African-Americans, Latinos and Asian and Pacific Islander voters:
 - We have hired coalition outreach directors that are finalizing coalition outreach plans and will lead working groups within our campaign team to drive and execute those plans.
 - The working groups will integrate all departments — including Communications, Paid Media, Policy, and Digital — into a coordinated plan to reach out to our target constituencies.
 - Plans will include: Grassroots and grasstops list building, organizing events, targeted messaging events, digital programs, earned media strategy, radio etc.
- For each of these key constituencies, we need to pursue specific approaches to consolidate our support:

WOMEN: Our campaign’s level of discipline could right now be an impediment to young women’s enthusiasm. We need to be more deliberate about seeking to stoke enthusiasm among women—especially young women. This will include using digital-based opportunities to “surprise and delight” young, female audiences with content that provides a more personalized window into HRC. This could include unscripted moments on the road. We’re building plans to use women electeds more effectively, particularly women Senators and the leadership of the House Democratic Women’s Caucus who have endorsed. We’ll use the fall to build support on campuses, particularly around the issues of college affordability, climate and women’s reproductive health. We should also lean heavier into the women lane by putting more emphasis on issues of pay equity,

family leave, and child care with a strong contrast to Republican candidates.

AFRICAN AMERICAN: We cannot just think of this community in the aftermath of tragic events such as the Charleston shooting or instances of police brutality. Our outreach should be more regular and frequent. We should put HRC in front of this group more often—for instance, by building more Af-Am-related events during our fundraising trips, especially events featuring women. Faith especially is a good connector in this community. We are planning activities around the 50th anniversary of Voting Rights Act, such as participating in a “Day of Action.” We will prioritize more time in and on African-American media and utilize African-American radio more to promote our general policy announcements, and also make our policy experts available to amplify rollouts to Af-Am media outlets. We are also exploring ways to engage more with “black Twitter.”

HISPANIC: There is some disappointment in this community towards Obama and a curiosity about whether HRC will be any different. In our outreach here, it is important to prioritize visuals showing HRC among or with Latino families. Latino voters are heavy users of social media, so we will place a particular emphasis on reaching those voters through social media strategies. We will also seek to reach these voters by looking into paid digital ads on nation-of-origin websites where many Spanish-speaking households get their news.

- Schedule of organizing activities in March Contest states through the end of 2015:
 - **JULY**
 - Ballot Access Petition Drives (IN, VA & VT)
 - Grassroots Weekend of Action
 - Coalition earned media plan drafted
 - Finalize congressional engagement plan around August recess
 - **AUGUST**
 - Path to Victory plans drafted for March 15th contests
 - Establish grassroots “kitchen cabinets”
 - Voting Rights Anniversary Amplification including voter registration drives (targeted areas)
 - 19th Anniversary Amendment Amplification events
 - Campus organizing programs launched
 - **SEPTEMBER**
 - Ballot Access Petition Drives (MA, IL & AL)
 - Labor Day events community canvassing
 - Caucus Organizing meetings

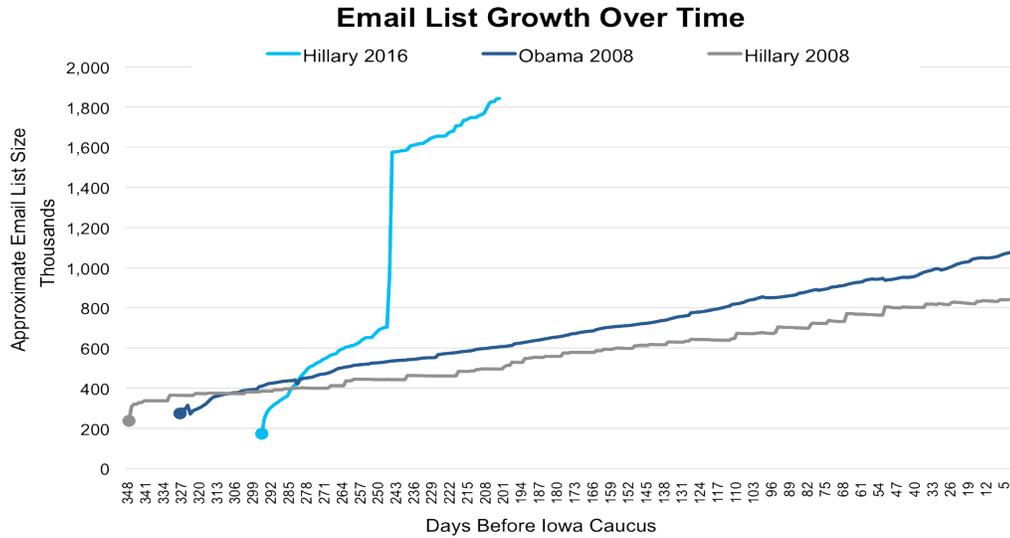
- Grassroots Weekend of Action
- **OCTOBER**
 - Regional caucus coordinators trainings
 - Path to Victory plans drafted for Tier 2 caucus states
 - Grassroots Weekend of Action
 - National House Party Day
- **NOVEMBER**
 - Regional grassroots coordinator organizing summits
 - Grassroots Weekend of Action
 - Voter registration drives (targeted areas)
- **DECEMBER**
 - 50% caucus coordinators recruited
 - Volunteer Appreciation month
 - Early Vote/GOTV plans drafted
 - GOTC plans drafted

III. Build our Digital Community

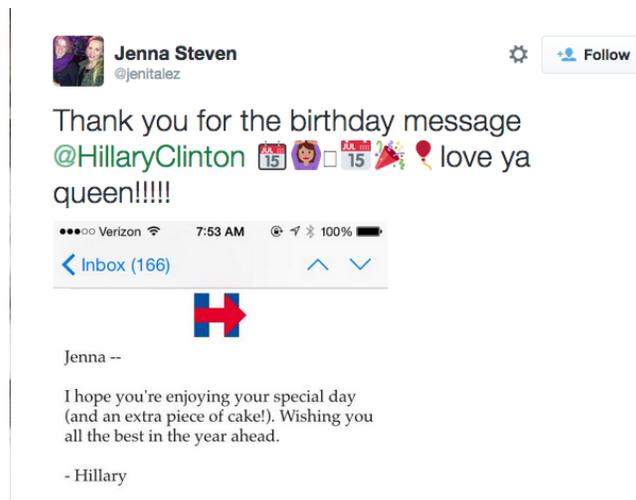
- To date, we have established presences on the following digital platforms:

PLATFORM	FOLLOWING
Facebook	1M Followers
Twitter	3.3M Followers
Instagram	184K Followers
LinkedIn	85K Followers
Pinterest	4400 Followers
Medium	71K Followers
Spotify	5K Followers
Periscope	1K Viewers
SMS	15K Subscribers
Email	1.9M Subscribers

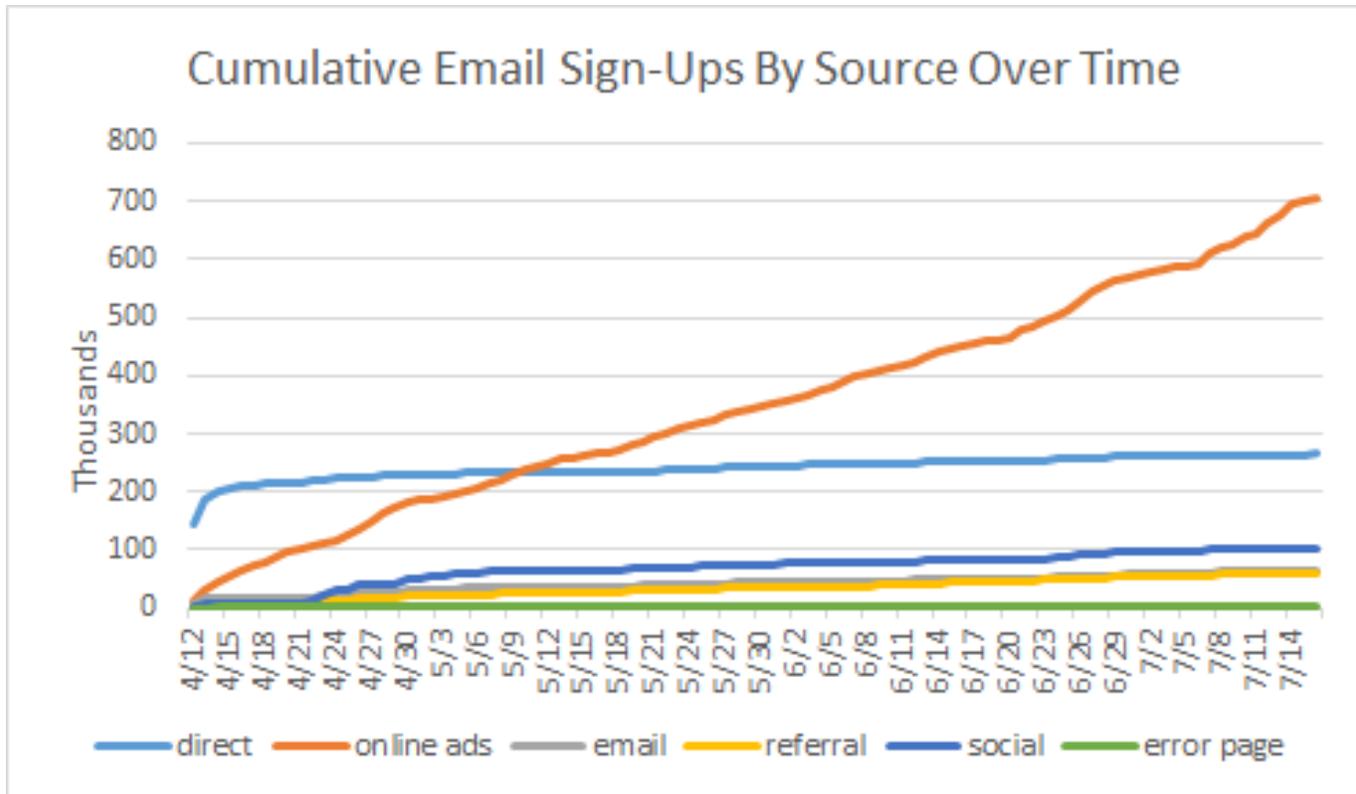
- We experienced the fastest audience growth through SMS that our vendor has ever seen – reaching over 10,000 on launch day.
- Our Pinterest page grew in followers faster than the White House’s when they launched.
- We will continue to grow our followings on these platforms, as well as launch our presence on additional ones, such as Snapchat and WhatsApp in the coming weeks.
- Even subtracting the effect of the acquisition of the Ready for Hillary list, our campaign’s email list growth is outpacing that of both Obama 2008 and Clinton 2008 at this point in the election cycle:



- “Dinner with Hillary” raised \$257k and spurred 203k sign ups, including 91k new addresses.
- Birthday cards drove 82k sign ups, 14k new addresses and raised \$39k.



- Paid online ads continue to be the highest-yield method for achieving sign-ups:



- In the coming weeks and months we will be launching two new campaigns:
 - The first will focus on fundraising and specifically converting non-donors to donors as well as increasing the gift amount of current supporters through a membership card drive.
 - The second is launching a new video series where HRC will have conversations with a variety of people ranging from everyday Americans to celebrities. This will allow us the opportunity to create moments where HRC can explain her policy priorities but also allow us to show HRC in a more conversational settings that will allow us to show a more personal side to her - which we have seen our email list and our social followings react very positively to.

IV. BUILD A SUPERDELEGATE FIREWALL

Below is a snapshot of the overall superdelegate universe, and the number of endorsements earned so far:

	Total	Endorsed
Unpledged Delegate Votes	712	330
Governors	19	12
Senate Members	44	35
House Members	194	148
Party Chair	57	19
Party Leader	21	5
DNC Members (exclusively)	377	111

Below is a synopsis of how we will pursue endorsements from the groups of uncommitted superdelegates:

- **Governors:** The campaign is working with Governor Raimondo and Governor McAuliffe to whip the remaining private endorsed or non-endorsed Democratic Governors next week at the National Governors Association Conference.
- **Senators:** Of the 8 U.S. Senators who haven't expressed their support for HRC, privately or publicly, we will rely on our strongest supporters to target non-endorsed Senators.
- **House Members:** For the House Members who haven't told us who are non-endorsers or Members who are private endorsers we are going to enlist our public supporters in the Women's Caucus to assign Members to whip them. Additionally, we will reach out to our strongest supporters and have them begin to contact non-endorsers.
- **Party Leaders:** There are 21 total distinguished party leaders, of which three have been tentatively selected as “whips” – Ed Rendell, Howard Dean, and Walter Mondale. The outreach process for each individual whip will primarily be guided by the relationships they each have with the eighteen other distinguished party leaders.

- **Party Chairs:** Using the Association of State Democratic Chairs (“ASDC”), the campaign will appoint Party Chairs in leadership at the Association. Many of these individuals reached out to other party chairs to get elected to their positions.
- **DNC Members:** An initial kitchen cabinet of 21 members has been assembled. These members have agreed to be part of the campaign’s member-to-member outreach program to contact uncommitted DNC members. We’re also using the summer meeting of the DNC in Minneapolis to get commitments in advance of HRC’s reception for committed delegates.

V. Defend against attacks/Plan Around Vulnerabilities

a. HRC DEFENSE

We are currently facing a barrage of attacks aimed squarely at undermining the most important HRC attributes for voters. Our opponents' goals are to frame her as untrustworthy, lacking an effective record and out of touch with everyday Americans. In order to respond to the volume of attacks, we will use the campaign's resources and voice as well as engage supporters to defend HRC's record and show Republican hypocrisy and vulnerability.

- Generate Enthusiasm with Supporters by Enlisting Their Help:
 - Posting and sharing more fact checks/pushback on The Briefing and via social media to give supporters a place to help push back on attacks.
 - Build more outrage around the volume of attacks and the messengers, including outrage against specific examples of unfair media coverage.
- Building an Army of Defenders:
 - Trainings with top surrogates to go through pushback, key points on HRC's record and how to pivot attacks to the Republicans.
 - Regular calls and emails to share updated points and facts.
- Avoid Engaging Our Democratic Opponents (For Now)
 - We do not want to risk our high favorable numbers with Democrats by going on offense directly on our primary challengers. Although the possibility remains to at some point begin criticizing some of Sanders' ideas as unrealistic or unworkable, for now, we will let our outside allies do the important work of putting our fellow Democrats on the defensive.

With Respect to Specific Attacks:

- **ATTACK: Transparency/Playing by Their Own Rules:** These attacks include emails, Clinton Foundation donors, tax and other records.
 - As with email Q&A, post an exhaustive Q&A and/or fact checks on other transparency issues
 - Release 2014 taxes, along with previous years—touting unprecedented transparency on records amongst 2016 candidates.

- Early release of health records
- Develop plans using outside voices, groups and the campaign to undermine and destroy the credibility of Gowdy's Benghazi investigation before HRC's appearance in October. Tactics can include briefing editors on the facts, calculator on time and money spent, reports from outside groups, opeds and blanketing of TV with surrogates.
- **ATTACK: Ineffective/No Record of Accomplishments:** These attacks include criticism of HRC's record at State, doubts cast on her ability to get anything done or pass legislation in the Senate.
 - We have already posted her record of accomplishments at State as well as GOP praise on The Briefing and shared with surrogates. Will continue to update and provide resources on key areas as HRC does policy speeches to demonstrate a long record of work on each issue.
 - Develop an A-list surrogate team of former diplomats, military leaders, and foreign policy experts to tell HRC's story.
 - Use Iran as a case study for both her accomplishments and the political process story on our turning their attack into a positive. This could include an oped on the case for Iran, stories around how she started this whole process, activating key diplomatic voices on TV and in other outlets to show her work.
 - Get out of the defensive crouch, and tell the real story of the accomplishments of the Clinton Foundation. Use the occasion of September CGI and HRC's visit to share stories, accomplishments, and push out voices who have experienced the work on the ground.
- **ATTACK: Wealth/Pay-to-Play:** Continue to thoroughly debunk the pay-to-play stories through fact-checking on the Briefing and through work of CTR and other allies. These attacks are based on alleged attempts to enrich the family's income via Clinton Foundation, State Department position, etc.
 - Continue to use HRC's bio and story to emphasize her life-long work as a tenacious fighter for children and families.
 - Encourage further fact-checks and selectively highlight bad reporting on some of these topics, where appropriate.

b. COUNTER-ATTACK OPPOSITION REPUBLICAN CANDIDATES ON ISSUES OF TRUST

In addition to defending HRC's record, we will also highlight contrasts with the GOP, both individually and as a group. One dynamic in the race right now that we need to fix is our lack of a clear "enemy." In 2008 the party framed its message around the failed policies of George W. Bush. In 2015, the Republicans are running against Barack Obama. Bernie Sanders, for his part, is vilifying the Wall Street banks and the billionaire class. We need to be more aggressive about going on offense against the Republican candidates for president in order to get Democratic primary voters excited and motivated.

- **Muddy the Waters on GOP Candidates:** Reframe the trust issue around the question of whether you can trust the Republicans to do the bidding of their billionaire super-Pac donors and the special interests. Work with CTR and DNC to publicize specific GOP candidate vulnerabilities on issues of transparency, ethics, and donor favoritism. Work with MMFA to highlight examples of when the press won't cover the same issues with Republicans
- **Attack the Messengers:** One of our major efforts throughout the next few months will be elevating the awareness of the super PACs attacking HRC. From highlighting potential illegal coordination to noting the extreme views of their donors, we will make them the villains and give people an opportunity to have someone to go after. We will also highlight Citizens United as a case about HRC.
- **Leverage Gaffes and Other News Hooks:** We will capitalize on mistakes, gaffes or GOP comments and actions that can help demonstrate why they're out of date and out of touch. As we did with McConnell's gender card comment or Walker's latest anti-choice action, we will look for opportunities to have HRC or the campaign respond and our supporters and surrogates engage to keep an issue in the news. Where possible, we will also try to show how the rest of the field agrees.
- **GOP Debate Response:** We will use the debates to engage supporters and push our message that the whole GOP field is in lockstep in being wrong on what everyday Americans need.
- **Accompany our Policy Rollouts with GOP Contrast:** With each policy rollout, we will also share the GOP record and plans, to encourage a contrast between what HRC and the Republican field believe.

We discussed and concluded that during this phase we would avoid engaging our Democratic opponents.

We're attaching the Benenson memo that served as a jumping off point for these discussions.

TO: Team

FROM: Joel Benenson

RE: Strategy Reset

DATE: June 26, 2015

Strategic Imperatives

- Demonstrate a “clear vision for country’s future,”
- Put HRC values front and center to create a strong connection to the lives of everyday Americans
- Use HRC bio (things she has done, not family story) to illuminate what drives her and why
- Cast HRC as tenacious fighter who will get things done for everyday Americans
- Drive contrast on economic and broader vision that depicts GOP as out of touch and stuck in the past (or out of date)
- Authenticity, authenticity, authenticity

Strategic Questions For Discussion

- What is the overarching vision that drives HRC’s campaign?
 - What is the clearest, most resonant way of articulating her vision for the country’s future that encompasses where she wants to take the country.
 - How big and broad vs. narrow economic focus should vision be? i.e. “Build and America where we lift each other up and leave no one behind vs. “create an economy that works for everyone.”
- What are the three or four key values that underpin that vision?
- How are we framing the choice for voters in a way that raises the stakes and drives the contrast we want?
- Are we running a singular campaign that will sustain us from now through primaries and general election or do we run a primary campaign first and then shift to general election strategy? If the latter, what are the risks i.e. What price did candidates like McCain and Romney pay for doing that?

The Voter Mindset - What We Know -

- Voter are focused on the future, but are pulled by two competing forces: optimism and insecurity. Voters feel they always need to be looking in two directions – reaching forward but always protecting themselves from falling back.
 - They genuinely feel better about their economic lives and more hopeful about the future.
 - At the same time, they believe their progress can be undone at any time.
- When they look to the future, they see growing obstacles, but nobody having their back. They feel they can only count on themselves because nobody else is looking out for them.
- They believe America is at its best when we all pull together. BUT:
 - Government doesn't factor into their lives because politicians are seen as out of touch with their challenges and doling out favors to those at the top (including themselves);
 - Employers once showed loyalty to their workers but no longer look out for them; their pay, pensions, security get cut while profits and CEO pay go up.
- Americans are proud of their hard work and resilience and how they have made it work over the past few years. But, while they never expected middle class life to be easy, they believe it just shouldn't be this hard.
- They don't want things handed to them. The middle class should have "a decent life, not necessarily an easy life, – but a reasonable life and have a realistic way to improve their day to day livings so things may improve over time"
 - Able to spend time with family after putting in a full week at work;
 - Partake in in extracurricular activities (sports teams, children's activities, and even going on vacation, without being burdened with losing time and from work and money.
- They see the obstacles are getting bigger (college costs, healthcare costs, retirement) but rewards aren't. They can't keep up; they work hard but can't move ahead.

Core Values Statements

- **When families are strong, America is strong**
 - Families are the backbone of our economy, and when families are stronger, it makes America stronger – 66% extremely important to improving lives of people like you
- **Restore the basic guarantee in America.**
 - We need to build a **stronger economy** that creates real opportunities and real rewards to everyone who does their part can get ahead, not just big corporations and those at the top.
- **Our nation's success is built on the hard work of everyday Americans**

- The measure of our country's economic success should be how many families get ahead, not how much a CEO makes – 60% extremely important
- American workers are the foundation of our economy, and when they get shortchanged, America gets shortchanged – 61% extremely important
- **We need new solutions to meet new challenges and too many of our policies were built for yesterday, not tomorrow.**
 - Our economy is different than it was 30 years ago and families are different than they were 30 years ago.

Key Attributes We Must Drive: - The Kind of President They Want

- This is not 2008 and voters are not looking for transformation or post-partisanship. They're looking for an effective, resilient, results driven leader, and HRC is uniquely positioned to deliver on that desire.
- Voters already see HRC a candidate with core beliefs she will fight for, and they see her as resilient and tenacious. They need to see her deploy these characteristics for them.
- There are four key attributes that revolve around vision and tenacity on their behalf which we need to drive.
 - *In it for them: In touch with the lives of ordinary Americans* – 87% (6+7 very important quality for the next president)
 - *Economic leadership: Understands how to keep the economy moving and create jobs* (TK)
 - *Vision: Has a clear vision for the country's future* (83%)
 - *Tenacity: Knows when to find common ground to get things done and when to stand his or her ground* (82%) / *Will fight for people like you* (80%)
- Though we've been aligned on the importance of these for some time, we seem to have lost an important part element of tenacity, which is the ability to come up with creative ways to get things done and bring others along with you. Instead, tenacity seems to have become just about fighting, and HRC's ability to fight four fights.
 - Our top testing presidential characteristics, which all drew on resilience and results, not on the fight.
 - Being a leader who knows how to find common ground and when to stand their ground on tough issues – 61% great deal more favorable to candidate
 - Having the skills and know-how to **come up with creative solutions to our toughest problems.** – 60% great deal
 - Having the guts to hold their ground and **not give up on important fights, and the know-how to bring people together to get results.** – 59%
- We need to recalibrate: her tenacity should be solutions and common ground oriented, focusing on her determination and resolve to get results.
- That means we need to demonstrate HRC embodies the right values to drive new ideas and the character they can count on to build a secure future.

What They Want The Next President To Focus On

- The ideas and issues they want the next POTUS to focus on meld personal financial concerns with a bigger vision for the country
 - Protecting American jobs here at home (85% Very Important Priority)
 - Restoring the basic guarantee that in America, if you do the right things, work hard and make responsible decisions, then you'll not only be secure, you'll prosper. – 81% very important priority for next President
 - Making sure all the hard work average Americans put in to get the country back on track is rewarded with a more stable economy. – 80% very important priority
 - Making sure that as America's economy improves, the lives of working and middle class families do too. . – 80% very important priority
 - Creating opportunities for working and middle class Americans to get ahead because a stronger middle class is the key to a stronger future – 79% very important priority
 - Making sure that being middle class in America means something again – 71% very important priority

- The diagnosis of the the stacked deck is backdrop to the solution, not the solution itself, because it puts voters' needs and lives to the side.
 - Taking on the corporations and powerful interests who are stacking the deck against average working Americans – 56% very important
 - Taking on Wall Street and big banks who are stacking the deck against average working Americans – 55% very important

- Curbing government spending is a recurring theme – 68% say cutting government spending and debt is a very important priority.
 - Positioning HRC as a responsible financial steward is a pre-requisite for being able to credibly advocate for investments.

Value of HRC Bio

- HRC's bio and story are important, but not for the sake of it. Bio should build character and validate motivation, not be simply expository or an attempt to show common experience with the voter. We should elevate and amplify her actions on behalf of others more than her background.

- Lowest testing attributes voters want in the next president:
 - Background: Knows the middle class experience firsthand because they lived it (50%)
 - Experience: Has strong relationships with leaders in Washington / Knows how the system in Washington works (61% / 68%)
 - Sweeping Change: Has big ideas to meet our biggest challenges (61%)
 - Stubbornness / Intractability: Doesn't back down from a fight (64%)

- The most compelling parts of HRC narrative relate to her work for children, which uses actions and results to solidify and authenticate her motivation.
 - After her several bio points – where the ones focused on CDF and CHIP rose to the top - we asked an open end “thinking about what you just heard, what’s the most important thing you learned about HRC that you didn’t know about her before” 21% specifically referenced her work for children.

- The least compelling way to use her bio is to just tell voters where she grew up without linking it to her long time passions and career.
 - Our lowest testing bio proof point was pure exposition with not character narrative: Hillary Clinton grew up in a middle class home in a suburb of Chicago with parents who taught her the importance of faith, community, and family. Her father, who served in the Navy before opening a small fabric business, and her mother, who put herself through high school working as a housekeeper, were role models who taught Hillary the values of hard work and responsibility.

Potential broader vision:

- To restore the promise of America and build a nation for tomorrow not yesterday. A nation where we lift each other up and leave no one behind. A nation that once again puts our common interests ahead of our self- interest. A nation that believes the path to lasting prosperity is achieved when prosperity built by all is shared by all. A nation where being middle class means something again because we build an economy where everyday Americans can get ahead and stay ahead; an economy where our children have more choices for their future . A nation where we have each other’s backs - we don’t turn our back on each other. A nation where we measure our success by how many families get ahead and stay ahead and how many children are lifted out of poverty not how much CEOs are paid or how big their bonuses are.