



**Nebraska Democratic Party Central Committee Meeting  
Platteview High School, Springfield, Nebraska  
Saturday, February 3, 2018**

**MINUTES AND ATTENDANCE LIST FROM WINTER 2018 Meeting**

**Call to Order** - Meeting called to order by State Chair Jane Kleeb

**Pledge of Allegiance and Recognition of Veterans** – Led by Linda Katelenich

**Invocation** – Janet Banks

**Welcome** – Charlene Ligon, Chair Sarpy County Democrats

**Elected Official Recognized** – Bennie Shobe

**Presentation about 2017** – Crystal Rhodes

Democratic Turnout  
Vote by Mail  
Precinct Program

Chair Kleeb recognized and thanked the NDP interns.

Community Presentation from the Togo Community

On how the Democrats can support members of the Togo community and other African immigrants as they become citizens.

**Alex Gates and Justin Timmerlin** – Presentation of the websites for county parties. Website template and hosting is available to all county parties. The websites are fast and secure and easy to set up and maintain.

**Roll Call** – Secretary, Charlene Ligon – Quorum – 79 present

**CD Reports**

CD2 – Mark Hoeger  
LD11 – Delegate-Diana Rogel  
LD14 – Delegate-George Lippert

CD1 – Richard Register  
LD41 – Alternate-Paul Theobald  
LD35 – Delegate-Brian Whitecalf  
LD30 – Delegate- Cheryl Nichols  
LD32 – Alternate-Margard Nichols  
LD42 – Alternate-Susan Conrad

LD33 – Alternate-Robin Vodendahl  
LD35 – Delegate-Sonja Weinrich  
CD3 – Judy Vohland  
Committee  
Platform and Resolution – Connie Gafe, Stephanie Jackson, Sharlette  
Schweger,  
Frank Adams  
Motion to seat the delegates by Bob Myers, LD, carried by voice vote.

**Minutes** – Stand as submitted

**Treasurer's Report** – Ted Kessler  
Fundraising going well, hit projected revenue for the year, current cash on  
hand 209 monthly donors

**Finance Committee Report** – Patty Zieg- No updates

**Rules Committee** – Pam Hopkins, Chair

The Rules Committee is recommending the SCC vote on the following:

Recommend to the State Central Committee to set the county convention  
window to between Wednesday, May 18th and Sunday, June 3rd. This puts us  
past the primaries and allows two weekends that do not include Memorial Day.  
Motion to accept by Joe Orsi, carried by voice vote.

Recommend to the State Central Committee to set the target number of  
Delegates to State Convention at 350. The county delegate breakdown is  
attached by county.

Motion to accept by Joe Orsi, carried by voice vote.

Recommend to the State Central Committee to approve of the Rural Caucus.  
Motion to approve the Rural Caucus by James Moore; carried by voice vote.

**Platform and Resolution** – Jennie Lynn Butler

**Resolution 1** – Gun violence – Motion to withdraw the resolution by Dee Austin,  
seconded by Clayton Christensen, carried by voice vote.

**Resolution 2** – Fairness of support to Democratic Candidates

Motion by Ken Riter to strike the last Be it further resolved statement (see  
attachment), seconded by Melanie Williams

Amendment to motion by Stephanie Matejka to change the last  
statement to read during a primary with more than one Democrat  
candidate, the Nebraska Democratic Party does not support or  
condone the endorsement of a candidate by any County or State  
Chair or staff of County or State Party. seconded by Richard  
Register, carried by voice vote.

**Resolution 3 – A RESOLUTION IN SUPPORT OF LIFE, LIBERTY, AND THE PURSUIT OF ECONOMIC PROSPERITY IN THE STATE OF NEBRASKA AND HER SUBDIVISIONS**

Amend to change the title to A Resolution in Support of Shared Responsibility between the State of Nebraska and its Subdivisions by George Lippert, seconded by Clayton Christensen, carried by voice vote.

**RESOLUTION DID NOT PASS**

**Code of Conduct – Janet Stewart, Chair**

Special Committee - Richard Register, First Congressional District Chair; Megan Mikolajczyk, Planned Parenthood Voters of Nebraska, Nebraska Democratic Women's Caucus District 1 Chair; Mark Hoeger, Second Congressional District Chair; Kimara Snipe, Second Congressional District Associate Chair; Stan Kontogiannis, Third Congressional District Chair; Judy Vohland, Third Congressional District Associate Chair; Dr. Jonathan Benjamin-Alvarado, University of Nebraska at Omaha; Kate Wolfe, Nebraska Unicameral staff, campaign consulting professional.

Motion by Richard Register to approve the special committee appointed by the chair; carried by voice vote.

Motion to approve the Code of conduct by Christa Yoakum,

Steve Kile request division of the submitted Code of Conduct NDP Statement of Principles and the NDP Ethical Leadership Policy and Guidelines in pursuant of bylaw 8.6. Chair Kleeb announced the two documents would be considered separately. Approval of the NDP Ethical Leadership Policy and Guidelines, carried by voice vote.

Motion to refer NDP Ethical Leadership Policy and Guidelines to the rules committee to determine any bylaw or constitution changes to make it enforceable by Steve Kile.

Amended by Janet Stewart to stipulate that the special committee should have notice and an opportunity to appear before the rules committee to discuss the special committee's considerations and how they see the documents working together, Carried by voice vote.

Motion carried by voice vote.

Motion by Chair Kleeb to allow Nonpartisan a Democratic ballot in the Democratic Party 2018 Primary. Carried by voice vote.

Memo submission to NE SOS

**Update on Unity Commission results and process (See Attachment)**

**NDP Officer Updates**

Frank LaMere, 1st Associate Chair

Tom Tilden, 2nd Associate Chair

Patty Zieg and Ron Kaminski, DNC Committee Members

## **Announcements**

Vote By Mail

Block Captain Program

Meeting adjourned by motion.

**Submitted by Charlene Ligon  
Secretary, Nebraska Democratic Party**

Attachment 1 – Delegate Allocation for 2018 State convention

Sort by County by LO		2018 Convention Delegate Allocation				
County	CO	LO	Delegates	LD Del.	LO Alt	Alt.
Adams	3	33	5	5	3	3
Antelope	3	41	1	1	1	1
Arthur	3	47	1	1	1	1
Banner	3	47	1	1	1	1
Blaine	3	43	1	1	1	1
Boone	3	41	1	1	1	1
Box Butte						
Box Butte	3	43	1	2	1	2
Box Butte	3	47	1		1	
Boyd	3	40	1	1	1	1
Brown	3	43	1	1	1	1
Buffalo						
Buffalo	3	36	1	7	1	5
Buffalo	3	37	5		3	
Buffalo	3	38	1		1	
Burt	1	16	2	2	1	1
Butler	1	23	2	2	1	1
Cass	1	2	6	6	3	3
Cedar	3	40	1	1	1	1
Chase	3	44	1	1	1	1
Cherry	3	43	1	1	1	1
Cheyenne	3	47	1	1	1	1
Clay	3	38	1	1	1	1
Colfax						
Colfax	1	22	1	3	1	2
Colfax	1	23	2		1	
Cuming	1	16	2	2	1	1
Custer	3	36	1	1	1	1
Dakota	3	17	3	3	2	2
Dawes	3	43	1	1	1	1
Dawson	3	36	3	3	2	2
Deuel	3	47	1	1	1	1
Dixon						
Dixon	1	40	1	2	1	2
Dixon	3	40	1		1	
Dodge	1	15	9	9	5	5

**2018 Convention Delegate Allocation**

Sort by County by LO			County Summary			
County	CD	LD	Delegates	LO Del.	LDAlt	Alt.
Douglas						
Douglas	2	4	12	186	6	96
Douglas	2	5	11		6	
Douglas	2	6	14		7	
Douglas	2	7	10		5	
Douglas	2	8	16		8	
Douglas	2	9	15		8	
Douglas	2	10	14		7	
Douglas	2	11	17		9	
Douglas	2	12	12		6	
Douglas	2	13	16		8	
Douglas	2	18	13		7	
Douglas	2	20	14		7	
Douglas	2	31	11		6	
Douglas	2	39	11		6	
Dundy	3	44	1	1	1	1
Fillmore	3	32	1	1	1	1
Franklin	3	38	1	1	1	1
Frontier	3	44	1	1	1	1
Furnas	3	44	1	1	1	1
Gage	3	30	4	4	2	2
Garden	3	47	1	1	1	1
Garfield	3	41	1	1	1	1
Gosper	3	44	1	1	1	1
Grant	3	43	1	1	1	1
Greeley	3	41	1	1	1	1
Hall						
Hall	3	33	1	9	1	5
Hall	3	34	2		1	
Hall	3	35	6		3	
Hamilton	3	34	1	1	1	1
Harlan	3	44	1	1	1	1
Hayes	3	44	1	1	1	1
Hitchcock	3	44	1	1	1	1
Holt	3	40	1	1	1	1
Hooker	3	43	1	1	1	1
Howard	3	41	1	1	1	1
Jefferson	3	32	1	1	1	1
Johnson	3	1	1	1	1	1
Kearney	3	38	1	1	1	1

2018 Convention Delegate Allocation

Sort by County by LO			County Summary			
County	CD	LO	Delegates	LO Del.	LO Alt	Alt.
Keith	3	47	1	1	1	1
Keya Paha	3	43	1	1	1	1
Kimball	3	47	1	1	1	1
Knox	3	<b>40</b>	1	1	1	1
Lancaster						
Lancaster	1	21	11	100	6	53
Lancaster	1	25	15		8	
Lancaster	1	26	14		7	
Lancaster	1	27	12		6	
Lancaster	1	28	17		9	
Lancaster	1	29	15		8	
Lancaster	1	30	5		3	
Lancaster	1	32	2		1	
Lancaster	1	46	9		5	
Lincoln	3	42	5	5	3	3
Logan	3	43	1	1	1	1
Loup	3	43	1	1	1	1
Madison	1	19	6	6	3	3
McPherson	3	43	1	1	1	1
Merrick	3	34	1	1	1	1
Morrill	3	47	1	1	1	1
Nance	3	34	1	1	1	1
Nemaha	3	1	1	1	1	1
Nuckolls	3	<b>38</b>	1	1	1	1
Otoe						
Otoe	1	<b>1</b>	3	4	2	3
Otoe	1	2	1		1	
Pawnee	3	1	1	1	1	1
Perkins	3	44	1	1	1	1
Phelps	3	<b>38</b>	1	1	1	1
Pierce	3	41	1	1	1	1
Platte	1	<b>22</b>	6	6	3	3
Polk	1	24	1	1	1	1
Red Willow	3	44	1	1	1	1
Richardson	3	1	1	1	1	1
Rock	3	<b>40</b>	1	1	1	1
Saline	3	<b>32</b>	3	3	2	2
Sarpy						
Sarpy	1	3	8	44	4	23

		<i>2018 Convention Delegate Allocation</i>				
Sort by County by LO		County Summary				
County	CD	LO	Delegates	LO Del.	L:DAlt	Alt.
Sarpy###	1	14	0		0	
Sarpy	1	45	10		5	
Sarpy	2	2	3		2	
Sarpy	2	3	2		1	
Sarpy	2	14	11		6	
Sarpy	2	49	10		5	
Saunders	1	23	5	5	3	3
Scotts Bluff	3	48	5	5	3	3
Seward	1	24	4	4	2	2
Sheridan	3	43	1	1	1	1
Sherman	3	41	1	1	1	1
Sioux	3	47	1	1	1	1
Stanton						
Stanton	1	19	1	2	1	2
Stanton	1	22	1		1	
Thayer	3	32	1	1	1	1
Thomas	3	43	1	1	1	1
Thurston	1	17	2	2	1	1
Valley	3	41	1	1	1	1
Washington	1	16	5	5	3	3
Wayne	3	17	1	1	1	1
Webster	3	38	1	1	1	1
Wheeler	3	41	1	1	1	1
York	3	24	2	2	1	1
					301	
Nebraska total			502	502		301
Elected Party Officers				11		
Delegate Total				513		
Alternates				301		
Convention Total				814		



## Attachment 2

### **Resolution: Fairness of Support to Democrat Candidates**

Submitted by

Rachel Carraher, LD 14; Stephanie Matejka LD 46; Scott Williams, LD 20

2018-02-03

WHEREAS Democrat candidates for elected office should have a fair opportunity to present their campaign to the electorate, and;

WHEREAS the Party Credo of the Democratic Party of the United States includes "At the heart of our party lies a fundamental conviction, that Americans must not only be free, but they must live in a fair society";

WHEREAS Article I of the Charter of the Democratic Party of the United States specifies that the Democratic Party shall "promote fair campaign practices";

WHEREAS the Preamble of the Constitution of the Nebraska Democratic Party states its purpose in part is "in order to aid in the election of Democratic officials," and;

WHEREAS elected party officials do not give up their personal rights when serving in office, but the action(s) of an Officer can and often does create the public perception that personal positions represent the Party as a whole;

Therefore, BE IT RESOLVED,

The Nebraska Democratic Party reaffirms our commitment to equity of support to eligible Democrat candidates during elections;

BE IT FURTHER RESOLVED,

The Nebraska Democratic Party does not support or condone the use of Democratic resources, whether at the county, state, or national level, which would provide unequal or unfair support to candidates in elections (primary or general) with more than one Democrat candidate;

BE IT FURTHER RESOLVED,

The Nebraska Democratic Party will engage only in candidate-neutral activities in races with more than one Democrat candidate. These activities may include but are not limited to efforts to support voter registration, improve turnout, and get out the vote activities, or other activities that are not candidate specific and are designed to support all Democrat candidates equally and fairly.

BE IT FURTHER RESOLVED,

During a primary with more than one Democrat candidate, the Nebraska Democratic Party does not support or condone the endorsement of a candidate by any county executive officer, voting member of the Nebraska Democratic Party State Executive Committee, or staff of county or state Party organizations.

## Attachment 3

### **A RESOLUTION IN SUPPORT OF LIFE, LIBERTY, AND THE PURSUIT OF ECONOMIC PROSPERITY IN THE STATE OF NEBRASKA AND HER SUBDIVISIONS**

**WHEREAS**, The Nebraska Democratic Party will always to fight to protect individual liberty, uphold the Constitution of the United States, and redress any policy that may impede remedy of any trespass against those rights and liberty; and

**WHEREAS**, the Legislature has the right to decide the terms under which it will waive its immunity for tort liability against the State or its political subdivisions; and

**WHEREAS**, The State of Nebraska has retained immunity against actions for assault, battery, false arrest, false imprisonment, malicious prosecution, abuse of process, libel, slander, misrepresentation, and deceit; and

**WHEREAS**, investigations, arrests, interrogations for violations of the state criminal code are conducted by standards determined by state and federal law, rather than county ordinance or policy; and

**WHEREAS**, the State of Nebraska gives no statutory authority to the county board to govern an office proscribed by state statute – the county Sheriff and Deputies of; and

**WHEREAS**, a county is a political subdivision of the State of Nebraska with limited authority; and

**WHEREAS**, a county's revenue sources are principally limited to real estate taxes levied on property owners within the county; and

**WHEREAS**, The Nebraska Democratic Party will always fight for family farmers, family ranchers, and family homeowners; and

**WHEREAS**, a county's payment of a court judgment, via an increase of the property tax levy, can depress property values, stifle residential and commercial expansion, fall inequitably on county property owners, and impose particular hardship on the owners of agricultural property; and

**WHEREAS**, The State of Nebraska can afford to protect the rights of its citizens, the Constitution of The United States of America, and the economic prosperity of her farmers and ranchers; and

**WHEREAS**, The State of Nebraska must be liable in fact for the conduct of the Law Enforcement whom it proscribes, trains, and alone can regulate;

**THEREFORE, BE IT RESOLVED**, that Nebraska Democratic Party support: when, any claims, awards, or judgments entered against a political subdivision of the State of Nebraska, arising from the violation of any constitutional right of a suspect or defendant by a law enforcement official or state agency, be paid without undue delay; and

**THEREFORE, BE IT FURTHER RESOLVED**, that The Nebraska Democratic Party supports the payment from the state treasury of any final federal judgment against a political subdivision arising from the violation of any right of a suspect or defendant by a law enforcement official or state agency; and further we urge that pending obligations be budgeted; and

**BE IT FURTHER RESOLVED**, that any Nebraska Democrat report to the Nebraska Democratic State Central Committee, upon becoming aware, of any action that may affect any political subdivision in the State of Nebraska in any manner described in this resolution for review and political response.

MEMORANDUM

To: Jane Fleming Kleeb, State Chair  
Nebraska Democratic Party

From: Janet Stewart  
Code of Conduct Committee

I have attached 3 documents, which were approved for transmittal, via conference on January 8, 2018, by a quorum of the ad hoc committee you asked to be advised on a Nebraska Democratic Party Code of Conduct:

*Nebraska Democratic Party Ethical Leadership Policies and Guidelines;*

*NDP Statement of Principles; and*

*Chapter XX Robert's Rules of Order Newly Revised, 11<sup>th</sup> Edition.*

The following members thank you for the opportunity to serve on this Committee formed to help address an issue of great importance to our party and the nation.

Janet Stewart, Committee Chair  
Nebraska Democratic Women's Caucus Chair  
Richard Register, First Congressional District Chair  
Megan Mikolajczyk, Planned Parenthood of the Heartland  
Nebraska Democratic Women's Caucus District 1 Chair  
Mark Hoeger, Second Congressional District Chair  
Kimara Snipe, Second Congressional District Associate Chair  
Stan Kontogiannis, Third Congressional District Associate Chair  
Judy Vohland, Third Congressional District Associate Chair  
Dr. Jonathan Benjamin-Alvarado, University of Nebraska at Omaha  
Kate Wolfe, Nebraska Unicameral staff, campaign consulting professional

The Committee reviewed and discussed the draft Code of Conduct and reference documents you provided. Our discussions included the policy implications and scope of the party governance issues raised. Part of this discussion was a consideration of whether a general Statement of Principles would best serve the interest of the NDP, or whether a broader and more specific set of Policy and Guidelines was needed. The Committee voted to present both documents for consideration.

The Policy and Guidelines documents reference the Nebraska Democratic Party Constitution and Bylaws, which we consider the authorization and foundation for the adoption of policy. Robert's Rules of Order is incorporated in the Constitution and Bylaws and, Chapter XX of the current edition has been adopted to set forth the general procedure for disciplinary action.

It is our recommendation that these documents be forwarded to the State Executive Committee for review and consideration before they are presented to the State Central Committee for action. We believe the State Executive Committee is the most diverse and inclusive committee of democratically elected representatives reflecting the individual members and organized constituencies of the party.

In reviewing the draft Policy and Guidelines, there are 3 organizational tiers we would like to call attention to: Member understandings and acknowledgements, Expectations for Appropriate Behavior guidelines, and Safe Environment rules.

The Disciplinary Action Procedures we drafted call for an ad hoc committee of elected officers to receive, consider, and determine whether to attempt a facilitated voluntary resolution, and/or refer an expressed concern on to the State Central Committee, as required, for further action.

Our Committee recommends that, in considering this new policy, specific consideration and attention be given to the requirements and challenges of ensuring Confidentiality, Open Meetings and the handling of complaints received by Third Parties; i.e., individuals who are not Members of the Nebraska Democratic Party. These matters all have broad implications that could not be resolved in our committee process due to time constraints.

Respectfully submitted,

/s/ Janet Stewart

## NDP Statement of Principles

Sexual assault, abusive behavior and molestation are never acceptable and will not be tolerated at and within the Nebraska Democratic Party (NDP). The NDP firmly opposes persons and organizations that perpetrate or give shelter to such action. The NDP rejects excuses or attempts at mitigation for political expediency, mistaken claims for tolerance for those hiding behind their privilege(s), and misogyny masking behind religion and cultural differences

The NDP officers and governing members (State Executive Committee, State Central Committee, County Party leaders), and all representing the NDP, including elected office holders and candidates, shall have an affirmative duty to refrain from unacceptable behavior that causes abuse or injury to other persons. NDP representatives shall use their official capacities to take actions, promote policies, and hold persons accountable to address abusive, harassing and discriminatory environments.

### Policy to Promote Productive Communications.

The issues and policies that the NDP promotes and champions are of such importance and consequence that passions and excitement are the normal result. Nevertheless, if we are to fulfill our mission, the NDP and its members must actively redirect that energy to productive efforts.

NDP-affiliated meetings, events, and communications, including social media, shall be conducted in such a manner to inspire ideas and

solutions, promote collaborative communications, and energize our team of volunteers, members and candidates.

To create that productive environment, we must strive for a welcoming, respectful, safe and professional tone to our activities and endeavors. There will always be many differing viewpoints in our “big tent party,” and we are challenged to foster dialogue on difficult topics. Persons working as, with, or for the NDP shall assume positive intent on behalf of third party speakers and shall also be accountable for unintended negative impact of NDP communications.

While self-regulation is always the most effective, a framework for redirection and proportionate redress must be applied if NDP members act in disrespectful, hateful and disruptive ways. Thoughtful procedures can avoid inequitable and disruptive reactions. Depending on the nature of the unacceptable behavior, the NDP may use education, role modeling, mentoring, mediation, and in extreme cases, appropriate consequences after proper due process to effect necessary change.

Sexual Harassment is of deep concern to our members. It serves as a clear impediment to full participation in our government, economy, and society. Sexual harassment is action of disrespect, and often privilege, seeking to diminish and even degrade the recipient. It can include but is not limited to predatory activity. It is unwelcome sexual advances, requests for sexual favors, and other verbal or physical harassment of a sexual nature. It can also include non-sexual offensive remarks about a person's

sex, and it can be generalized comments, as opposed to targeting a specific individual.

NDP members, whether officers, employees or volunteers should not have to endure demeaning harassment of any kind. A culture that promotes or condones such unacceptable behavior runs at cross purposes to our mission and ethics. Creating a safe and welcoming place for ALL promotes an environment of productivity and excellence.

The NDP recognizes that negative behavior should be addressed with consequences of appropriate severity. Sexual assault and molestation are criminal or actionable. Distinctions can and should be recognized for different actions and motivations of less serious nature. An offender's intention or motivation plays a part in distinguishing improper behavior and arriving at an appropriate response. The goal of this policy is to assure all persons interacting as, with and for the NDP will have an environment to work and express their political views free of abuse and harassment.

The NDP encourages the reporting of harassment or other concerning behaviors. Credibility of the reporting party shall not be dismissed, but respected in any responding process adopted by the NDP.

The NDP understands the importance and limits of confidentiality. Depending on the nature of the report and parties involved, confidential and neutral third party dispute resolution may be the most appropriate and effective process.

In making these important decisions, the NDP is cognizant of the serious nature of any restrictions placed on the political participation by either the reporting or responding person. We undertake our administration of these Principles with a commitment to ethical leadership and responsible governance.



## *DISCUSSION DRAFT*

### *Nebraska Democratic Party Ethical Leadership Policy and Guidelines*

The Nebraska Democratic Party (NDP) leadership includes a diversity of professionals, elected leaders and volunteers from all over Nebraska who work together to advance a truly representative Democratic Party open to all who support our principles and platform.

All NDP party leaders (including elected officials, candidates and members of the State Central Committee, State Executive Committee, Congressional District Organizations, Affiliated Caucus Organizations, and County Democratic Party Committees) are expected to promote an open and welcoming environment and provide a harassment-free experience for everyone participating in NDP business or activities.

This responsibility is undertaken to encourage and support participation of others; regardless of age, race, disability, ethnicity, level of experience, ability, socioeconomic status, nationality, personal and/or physical appearance, religion or lack thereof, sexual identity, gender identity and orientation.

NDP Leaders, Volunteers and Staff (collectively Members) understand and acknowledge that:

- NDP convenes and collaborates in many physical and virtual spaces;
- Decisions they make will often affect others in the community;
- Disagreements never excuse poor behavior and bad manners;
- Individuals expressing disagreement should be given a reasonable opportunity to be heard and understood; and,
- Individuals may not understand or agree with jokes, sarcasm and oblique references communicated by others.

- NDP will provide mandatory leadership training to communicate on-going expectations for appropriate behavior, safe environment requirements and possible disciplinary actions.

These *Nebraska Democratic Party Ethical Leadership Policy and Guidelines* (NDP Leadership Policy) applies to any physical or virtual location where individuals participate in NDP business or activities. NDP Leadership Policy may be revised from time to time in accordance with the Constitution and Bylaws of the Nebraska Democratic Party (NDP Rules.)

#### EXPECTATIONS FOR APPROPRIATE BEHAVIOR

Members are considered political leaders in their communities, and should make themselves aware of and reasonably anticipate the sensitivities of others. This responsibility extends to all forms of communication, including committee meetings, whether in person, by telephone; discussion groups and other forums; and, other communication media, such as Facebook, Twitter, mailing lists, and issue trackers used by the NDP.

Members are expected to promote a culture of respect, inclusion and equity by:

- Using welcoming and inclusive language, and maintaining a cordial and patient attitude and demeanor.
- Assuming good intent on the part of other speakers and participants.
- Making a personal commitment to be nonjudgmental about cultural differences, living conditions and the lifestyles of other individuals.

- Being kind, considerate, respectful and professional by treating all individuals with a sense of dignity, respect and worth.
- Respecting the requests of others who object or ask to be excluded from photos, videos, and audio recordings.
- Respecting the reasonably assumed communal nature of online spaces such as Facebook groups and webpages, and complying with the NDP Listserv Ground Rules (attached.)

## SAFE ENVIRONMENT

Members should ensure their own safety and promote a safe environment for others by:

- Avoiding all rude, disruptive and abusive behavior.
- Never engaging in or tolerating sexual harassment. See NDP Statement of Principles (attached.)
- Avoiding profane, racist, other prejudicial, exclusionary, abusive or sexualized language.
- Respecting others' personal space, and avoiding non-consensual physical contact in all situations and circumstances; respecting the that consent cannot be granted by an individual who is impaired by alcohol, drugs or mental capacity.
- Respecting others' property, and property of the organization to which the Member belongs.
- Complying with applicable laws and regulations governing behavior in public and private settings used for NDP business and activities;

including any prohibited use of alcohol, drugs, firearms and motor vehicles.

- Immediately ceasing any behavior that is objected to as being harassing, abusive, violent, or risking the safety of others, and respecting others' feelings about the incident.
- Failing to conform to an assumed duty to keep information confidential.
- Members are encouraged to amicably work toward resolving disputes with others, but only if and when further communication and contact is mutually agreeable to all parties.

## DISCIPLINARY ACTION

Individuals violating this NDP Leadership Policy at a NDP state or local meeting or event may be asked to leave the event.

A Member who continues to violate NDP Leadership Policy after a warning and/or suggestions to cease the non-compliant behavior, or whose violation is especially severe in nature, will be asked to leave the organization.

Violations of the NDP Leadership Policy may result in censure, suspension or expulsion of the Member from a party leadership position and/or withholding resources from a candidate or elected official.

## **PROCEDURES FOR HANDLING CONDUCT REPORTS**

Any member of the Nebraska Democratic Party (Concerned Member) may report concerns about the conduct of another Nebraska Democrat (Identified Member). Concerns may not be submitted anonymously, but the

Concerned Member may ask that their identity remain confidential. If confidentiality is requested the ad hoc committee will make a good faith reasonable effort to maintain it and all members of the committee will be duty bound to respect it. Confidentiality will be specifically reviewed and discussed with the Concerned Member at each stage of the NDP ad hoc committee handling process to reach an understanding concerning confidentiality for the ongoing process. The Concerned Party will be advised that the ad hoc committee has an equal duty to protect fairness and due process on behalf of the Identified Party and that the taking of formal action may require disclosure.

A Concerned Member's report may be submitted (in writing, electronic or in person) to the State Chair, First Associate Chair, Executive Director, their CD Caucus Chair or CD Caucus Associate Chair (collectively, ad hoc ethics committee).

Any ad hoc committee member who receives a report will ask permission of the Concerned Member to take the matter to the ad hoc ethics committee at which point all committee members should be informed (in writing, electronic or in person).

Ad hoc ethics committees may meet in person or via telecommunications. They may appoint, from the committee, a subcommittee to gather information on the issues raised by the Concerned Member or speak on behalf of the committee with the relevant parties.

If a member of an ad hoc ethics committee is the Identified Member, they will be replaced by the National Committee member of the same gender.

All decisions by ad hoc ethics committees are made by vote of at least three members.

The ad hoc ethics committee has these options:

- 1) Take no action.
- 2) Attempt to facilitate an amicable resolution between the Concerned and Identified Members; including the possible use of a trained third-party mediator.

- 3) Deliver a warning and/or suggestions to the Identified Member but take no further action.
- 4) Refer the complaint to the Nebraska Democratic Party State Executive Committee (SEC) for review and consideration of the matter under the NDP Constitution and ByLaws (NDP Rules.)

All actions of the ad hoc ethics committees should be reported to the Concerned Member in writing with reasoning. At the same time, the ad hoc ethics committee will issue a written notification to the (SEC) and NDP State Central Committee members (SCC) explaining the issues raised and any referral to the SEC for further proceedings. Written notifications will be transmitted in accordance with NDP Rules.

The SEC will review the referral from the ad hoc committee and submit a statement with any recommendations for the matter to SCC and NDP Rules Committee for consideration in accordance with this NDP Leadership Policy and NDP Rules.

The SEC statement with any recommendations will be reported at the next SCC meeting by the State Chair or Rules Committee and further action shall then be considered in accordance with the NDP Rules, which includes Robert's Rules of Order, Newly Revised. (See attached, RONR Chapter XX Disciplinary Procedures.) Disciplinary action of Identified members must be approved by a two-thirds vote of those present and voting.

CHAPTER XX  
DISCIPLINARY PROCEDURES

§61. DISCIPLINE OF MEMBERS AND GUESTS

In most societies it is understood that members are required to be of honorable character and reputation, and certain types of associations may have particular codes of ethics to enforce. Although ordinary societies seldom have occasion to discipline members, an organization or assembly has the ultimate right to make and enforce its own rules, and to require that its members refrain from conduct injurious to the organization or its purposes. No one should be allowed to remain a member if his retention will do this kind of harm.

Punishments that a society can impose generally fall under the headings of censure,\* fine (if authorized in the bylaws), suspension, or expulsion. The extreme penalty that an organization or society can impose on a member is expulsion.

If there is an article on discipline in the bylaws (p. 583, ll. 6–11), it may specify a number of offenses outside meetings for which these penalties can be imposed on a member [page 644] of the organization. Frequently, such an article provides for their imposition on any member found guilty of conduct described, for example, as "tending to injure the good name of the organization, disturb its well-being, or hamper it in its work." In any society, behavior of this nature is a serious offense properly subject to disciplinary action, whether the bylaws make mention of it or not.

Formal disciplinary procedures should generally be regarded as a drastic step reserved for serious situations or those potentially so. When it appears that such measures may become necessary, proper and tactful handling of the case is of prime importance. It is usually in the best interests of the organization first to make every effort to obtain a satisfactory solution of the matter quietly and informally.

Cases of conduct subject to disciplinary action divide themselves into: offenses occurring in a meeting; and offenses by members outside a meeting.

Dealing with Offenses in a Meeting

**PRINCIPLES GOVERNING DISCIPLINE AT MEETINGS.** A society has the right to determine who may be present at its meetings and to control its hall while meetings are in progress; but all members have the right to attend except in cases where the bylaws provide for the automatic suspension of members who fall in arrears in payment of their dues, or where the society has, by vote and as a penalty imposed for a specific offense, forbidden attendance.

Nonmembers, on the other hand—or a particular nonmember or group of nonmembers—can be excluded at any time from part or all of a meeting of a society, or from all of its meetings. Such exclusion can be effected by a ruling of the chair in cases of disorder, or by the adoption of a rule on the subject, or by an appropriate motion as the need arises—a motion of the latter nature being a question of privilege [page 645] (19). A motion to exclude all nonmembers (except absolutely necessary staff, if any) is often referred to as a motion to "go into executive session" (see 9).

All persons present at a meeting have an obligation to obey the legitimate orders of the presiding officer.\* Members, however, can appeal from the decision of the chair (24), move to suspend the rules (25), or move a reconsideration (37)—depending on the circumstances of the chair's ruling. A member can make such an appeal or motion whether the order involved applies to him or not.

In dealing with any case of disorder in a meeting, the presiding officer should always maintain a calm, deliberate tone—although he may become increasingly firm if a situation demands it. Under no circumstances should the chair attempt to drown out a disorderly member—either by his own voice or the gavel—or permit himself to be drawn into a verbal duel. If unavoidable, however, proper disciplinary proceedings to cope with immediate necessity can be conducted while a disorderly member continues to speak.

**BREACHES OF ORDER BY MEMBERS IN A MEETING.** If a member commits only a slight breach of order—such as addressing another member instead of the chair in debate, or, in a single instance, failing to confine his remarks to the merits of the pending question—the chair simply raps lightly, points out the fault, and advises the member to avoid it. The member can then continue speaking if he commits no further breaches.

More formal procedures can be used in the case of serious offenses, as follows:

**Calling a Member to Order.** If the offense is more serious than in the case above—as when a member repeatedly questions the motives of other members whom he mentions [page 646] by name, or persists in speaking on completely irrelevant matters in debate—the chair normally should first warn the member; but with or without such a warning, the chair or any other member can "call the member to order." If the chair does this, he says, "The member is out of order and will be seated." Another member making the call rises and, without waiting to be recognized, says, "Mr. President, I call the member to order," then resumes his seat. If the chair finds this point of order (23) well taken, he declares the offender out of order and directs him to be seated, just as above. If the offender had the floor, then (irrespective of who originated the proceeding) the chair should clearly state the breach involved and put the question to the assembly: "Shall the member be allowed to continue speaking?" This question is undebatable.

**"Naming" an Offender.** In cases of obstinate or grave breach of order by a member, the chair can, after repeated warnings, "name" the offender, which amounts to preferring charges and should be resorted to only in extreme circumstances. Before taking such action, when it begins to appear that it may become necessary, the chair should direct the secretary to take down objectionable or disorderly words used by the member. This direction by the chair, and the words taken down pursuant to it, are entered in the minutes only if the chair finds it necessary to name the offender.

Although the chair has no authority to impose a penalty or to order the offending member removed from the hall, the assembly has that power. It should be noted in this connection that in any case of an offense against the assembly occurring in a meeting, there is no need for a formal trial provided that any penalty is imposed promptly after the breach (cf. pp. 250–51), since the witnesses are all present and make up the body that is to determine the penalty.

The declaration made by the chair in naming a member is addressed to the offender by name and in the second person, [page 647] and is entered in the minutes. An example of such a declaration is as follows:

**CHAIR:** Mr. J! The chair has repeatedly directed you to refrain from offensive personal references when speaking in this meeting. Three times the chair has ordered you to be seated, and you have nevertheless attempted to continue speaking.

If the member obeys at this point, the matter can be dropped or not, as the assembly chooses. The case may be sufficiently resolved by an apology or a withdrawal of objectionable statements or remarks by the offender; but if not, any member can move to

order a penalty, or the chair can first ask, "What penalty shall be imposed on the member?" A motion offered in a case of this kind can propose, for example, that the offender be required to make an apology, that he be censured, that he be required to leave the hall during the remainder of the meeting or until he is prepared to apologize, that his rights of membership be suspended for a time, or that he be expelled from the organization.

The offending member can be required to leave the hall during the consideration of his penalty, but he should be allowed to present his defense briefly first. A motion to require the member's departure during consideration of the penalty—which may be assumed by the chair if he thinks it appropriate—is undebatable, is unamendable, and requires a majority vote.

If the member denies having said anything improper, the words recorded by the secretary can be read to him and, if necessary, the assembly can decide by vote whether he was heard to say them. On the demand of a single member—other than the named offender, who is not considered to be a voting member while his case is pending—the vote on imposing a penalty must be taken by ballot, unless the penalty proposed is only that the offender be required to leave the [page 648] hall for all or part of the remainder of the meeting. Expulsion from membership requires a two-thirds vote.

If the assembly orders an offending member to leave the hall during a meeting as described above and he refuses to do so, the considerations stated below regarding the removal of offenders apply; but such a member exposes himself to the possibility of more severe disciplinary action by the society.

**PROTECTION FROM ANNOYANCE BY NONMEMBERS IN A MEETING; REMOVAL OF AN OFFENDER FROM THE HALL.** Any nonmembers allowed in the hall during a meeting, as guests of the organization, have no rights with reference to the proceedings (pp. 644–45). An assembly has the right to protect itself from annoyance by nonmembers, and its full authority in this regard—as distinguished from cases involving disorderly members—can be exercised by the chair acting alone. The chair has the power to require nonmembers to leave the hall, or to order their removal, at any time during the meeting; and the nonmembers have no right of appeal from such an order of the presiding officer. However, such an order may be appealed by a member. That appeal is undebatable (see Standard Descriptive Characteristic 5[a], p. 257). At a mass meeting (53), any person who attempts to disrupt the proceedings in a manner obviously hostile to the announced purpose of the meeting can be treated as a nonmember under the provisions of this paragraph.

If a person—whether a member of the assembly or not—refuses to obey the order of proper authority to leave the hall during a meeting, the chair should take necessary measures to see that the order is enforced, but should be guided by a judicious appraisal of the situation. The chair can appoint a committee to escort the offender to the door, or the sergeant-at-arms—if there is one—can be asked to do this. If those who are assigned that task are unable to persuade the offender [page 649] to leave, it is usually preferable that he be removed by police—who may, however, be reluctant to intervene unless representatives of the organization are prepared to press charges.

The sergeant-at-arms or the members of the appointed committee themselves may attempt to remove the offender from the hall, using the minimum force necessary. Such a step should generally be taken only as a last resort, since there may be adverse legal

consequences; and a person who would refuse to leave upon legitimate request may be the type most likely to bring suit, even if with little justification. In cases where possibly serious annoyance by hostile persons is anticipated—in some mass meetings, for example—it may be advisable to arrange in advance for the presence of police or guards from a security service agency.

**Offenses Elsewhere Than in a Meeting; Trials**

If improper conduct by a member of a society occurs elsewhere than at a meeting, the members generally have no first-hand knowledge of the case. Therefore, if disciplinary action is to be taken, charges must be preferred and a formal trial held before the assembly of the society, or before a committee—standing or special—which should be required to report its findings and recommendations to the assembly for action. In addition, even when improper conduct occurs at a meeting, in order for disciplinary action to be taken other than promptly after the breach occurs, charges must be preferred and a formal trial held. However, the only way in which a member may be disciplined for words spoken in debate is through the procedure described on pages 645–48, which may be employed only promptly after the breach occurs. In some societies (depending on particular provisions of the bylaws, as explained in 62), the same steps must also be employed if an officer of the society is to be deposed from office. [page 650] The procedures governing all such cases are described in detail in 63.

**§62. REMOVAL FROM OFFICE AND OTHER REMEDIES FOR DERELICTION OF DUTY IN OFFICE OR MISCONDUCT**

The presiding officer and other officers have the duties set forth in this manual (see 47) and in the organization's bylaws. This section covers procedures available if they neglect those duties, abuse their authority, or engage in other misconduct that calls into question their fitness for office. This section also covers removal from office at the pleasure of the assembly when the bylaws permit such removal.

**Remedies for Abuse of Authority by the Chair in a Meeting**

**ENFORCING POINTS OF ORDER AND APPEALS.** If the chair at a meeting acts improperly (for example, fails to recognize a member entitled to the floor, see 42, or ignores a motion properly made and seconded that is not dilatory, see 39, and neither states the question on the motion nor rules it out of order), a Point of Order (23) may be raised, and from the chair's decision an Appeal (24) may be taken. This procedure enables the majority to ensure enforcement of the rules unless the chair ignores the point of order, ignores the appeal, or fails to act in accordance with the assembly's decision on the appeal.

If the chair ignores a point of order that is not dilatory, the member can repeat the point of order a second and third time and if the chair still ignores it, the member, standing in his place, can immediately put the point of order to a vote without debate. The question may be put as, "Is the point of [page 651] order that . . . well taken?" If the point of order was that the chair improperly ignored another motion, the member may, instead of repeating the point of order, repeat the original motion, and if it is seconded and the chair still ignores it, may, standing in his place, put the ignored motion to a vote without debate.

Likewise, if the chair ignores an appeal appropriately made and seconded,\* a member can repeat the appeal and if, despite its being seconded, the chair ignores it again, the member can repeat it a third time and if it is again seconded but still ignored by the chair,



the member can immediately, standing in his place, put the appeal to a vote without debate. The question may be put as: "Shall the decision of the chair be sustained?"

**REMOVAL OF PRESIDING OFFICER FROM CHAIR FOR ALL OR PART OF A SESSION.** If the chair fails to act in accordance with the assembly's decision on an appeal (or on a point of order submitted to a vote of the assembly) or otherwise culpably fails to perform the duties of the chair properly in a meeting, the assembly may employ measures temporarily to replace the chair with another presiding officer expected to act in accordance with the will of the assembly.

If the offending occupant of the chair is an appointed or elected chairman pro tem (see pp. 452–54), a motion can be made to "declare the chair vacant and proceed to elect a new chairman." Such a motion is a question of privilege affecting [page 652] the assembly (19) and is an incidental main motion requiring a majority vote for its adoption.\*

If the chair is not an appointed or elected chairman pro tem, a motion to declare the chair vacant is not in order. However, a motion can be made to Suspend the Rules so as to take away from him the authority to preside during all or part of a given session.\*\* When such a motion is made and seconded, after stating the motion he must turn the chair over to another following the procedure described on page 395, and the remedy for refusal or failure to do so is that the motion may be put to a vote by its maker.

Any one motion to Suspend the Rules that might limit the authority or duties of the presiding officer during a meeting can remain in effect, at most, for one session. (See p. 87, ll. 6–11 and p. 88, ll. 26–35.) Therefore, in order to prevent the regular presiding officer from presiding during subsequent sessions, the motion to Suspend the Rules would have [page 653] to be renewed and separately adopted at each of the sessions. Moreover, since Suspend the Rules applies only when "an assembly wishes to do something during a meeting that it cannot do without violating one or more of its regular rules" (p. 260, ll. 19–21, emphasis added), the motion cannot be used to remove from the presiding officer (even temporarily) any administrative duties—those related to the role of an executive officer that are distinct from the function of presiding over the assembly at its meetings. (Cf. p. 456, ll. 22–28.)

If the motion to suspend the rules is adopted by a two-thirds vote, then, unless the motion names a new occupant of the chair, the ranking vice-president (or, in the absence of the vice-president, an elected temporary presiding officer, pp. 453–54) has the duty of presiding through the end of the session (or any shorter period specified by the motion to suspend the rules).

A permanent removal of the presiding officer, and removal of authority to exercise administrative duties conferred by the bylaws, requires the procedure described below.

**Removal from Office**

Except as the bylaws may provide otherwise, any regularly elected officer of a permanent society can be removed from office by the society's assembly as follows:

- If the bylaws provide that officers shall serve "for \_\_\_ years or until their successors are elected," the officer in question can be removed from office by adoption of a motion to do so. The vote required for adoption of such a motion is (a) a two-thirds vote, (b) a majority vote when previous notice (as defined on p. 121) has been given, or (c) a vote of a majority of the entire membership—any one of which will suffice. A motion to remove an officer from [page 654] office is a question of privilege (19)

affecting the organization of the assembly, and so also is the filling of any vacancy created by the adoption of such a motion.\*

- If, however, the bylaws provide that officers shall serve only a fixed term, such as "for two years" (which is not a recommended wording; see p. 573, l. 33 to p. 574, l. 3), or if they provide that officers shall serve "for \_\_\_ years and until their successors are elected," an officer can be removed from office only for cause—that is, neglect of duty in office or misconduct—in accordance with the procedures described in 63; that is, an investigating committee must be appointed, charges must be preferred, and a formal trial must be held.

#### §63. INVESTIGATION AND TRIAL

As explained in 61 and 62, the removal of an officer for cause, or the discipline of a member for improper conduct, may require that charges be preferred and that a formal trial be held. The full procedure for such cases is described in this section.\*\*

[page 655]

#### Rights of the Society and the Accused

A society has the right to investigate the character of its members and officers as may be necessary to the enforcement of its own standards. But neither the society nor any member has the right to make public any information obtained through such investigation; if it becomes common knowledge within the society, it should not be revealed to any persons outside the society. Consequently, a trial must always be held in executive session, as must the introduction and consideration of all resolutions leading up to the trial.

If (after trial) a member is expelled or an officer is removed from office, the society has the right to disclose that fact—circulating it only to the extent required for the protection of the society or, possibly, of other organizations. Neither the society nor any of its members has the right to make public the charge of which an officer or member has been found guilty, or to reveal any other details connected with the case. To make any of the facts public may constitute libel. A trial by the society cannot legally establish the guilt of the accused, as understood in a court of law; it can only establish his guilt as affecting the society's judgment of his fitness for membership or office.

Ordinarily it is impossible for the society to obtain legal proof of facts in disciplinary cases. To get at the truth under the conditions of such a trial, hearsay evidence has to be admissible, and judgment as to the best interests of the society may have to be based on it. Witnesses are not sworn. The persons with first-hand knowledge may be nonmembers, who probably will decline to testify, and may be willing only to reveal the facts privately to a single member on condition that their names in no way be connected with the case. Even members may be reluctant to give formal testimony against the accused. A member can be required to testify at a trial on pain of expulsion, but it is very seldom advisable to force such an issue.

[page 656] A member or officer has the right that allegations against his good name shall not be made except by charges brought on reasonable ground. If thus accused, he has the right to due process—that is, to be informed of the charge and given time to prepare his defense, to appear and defend himself, and to be fairly treated.

If a member or officer is guilty of a serious offense and knows that other members are in possession of the facts, he may wish to submit his resignation. When the good of the society appears to demand the departure of an offender, it is usually best for all concerned

to offer him the opportunity to resign quietly before charges are preferred. The society has no obligation to suggest or accept such a resignation at any stage of the case, however, even if it is submitted on the offender's own initiative.

#### Steps in a Fair Disciplinary Process

Most ordinary societies should never have to hold a formal trial, and their bylaws need not be encumbered with clauses on discipline. For the protection both of the society and of its members and officers, however, the basic steps which, in any organization, make up the elements of fair disciplinary process should be understood. Any special procedures established should be built essentially around them, and the steps should be followed in the absence of such provisions. As set forth below, these are: (1) confidential investigation by a committee; (2) report of the committee, and preferral of charges if warranted; (3) formal notification of the accused; (4) trial; and (5) the assembly's review of a trial committee's findings (if the trial has been held in a committee instead of the assembly of the society).

**CONFIDENTIAL INVESTIGATION BY COMMITTEE.** A committee whose members are selected for known integrity and good judgment conducts a confidential investigation [page 657] (including a reasonable attempt to interview the accused) to determine whether to recommend that further action, including the preferring of charges if necessary, is warranted.

Accordingly, if the rules of the organization do not otherwise provide for the method of charge and trial, a member may, at a time when nonmembers are not present, offer a resolution to appoint an investigating committee. This resolution is to be in a form similar to the following:

Resolved, That a committee of . . . [perhaps "five"] be elected by ballot to investigate allegations of neglect of duty in office by our treasurer, J.M., which, if true, cast doubt on her fitness to continue in office, and that the committee be instructed, if it concludes that the allegations are well-founded, to report resolutions covering its recommendations.

To initiate disciplinary proceedings involving a member, a suitable resolution would be:

Resolved, That a committee of . . . [perhaps "five"] be appointed by the chair [or "be elected by ballot"] to investigate rumors regarding the conduct of our member, Mr. N, which, if true, would tend to injure the good name of this organization, and that the committee be instructed, if it concludes the allegations are well-founded, to report resolutions covering its recommendations.

For the protection of parties who may be innocent, the first resolution should avoid details as much as possible. An individual member may not prefer charges, even if that member has proof of an officer's or member's wrongdoing. If a member introduces a resolution preferring charges unsupported by an investigating committee's recommendation, the chair must rule the resolution out of order, informing the [page 658] member that it would instead be in order to move the appointment of such a committee (by a resolution, as in the example above). A resolution is improper if it implies the truth of specific rumors or contains insinuations unfavorable to an officer or member, even one who is to be accused. It is out of order, for example, for a resolution to begin, "Whereas, It seems probable that the treasurer has engaged in graft, . . ." At the first mention of the word "graft" in such a case, the chair must instantly call to order the member attempting to move the resolution.

An investigating committee appointed as described above has no power to require the accused, or any other person, to appear before it, but it should quietly conduct a complete investigation, making an effort to learn all relevant facts. Information obtained in strict confidence may help the committee to form an opinion, but it may not be reported to the society or used in a trial—except as may be possible without bringing out the confidential particulars. Before any action is taken, fairness demands that the committee or some of its members make a reasonable attempt to meet with the accused for frank discussion and to hear his side of the story. It may be possible at this stage to point out to the accused that if he does not rectify the situation or resign, he probably will be brought to trial.

**REPORT OF THE INVESTIGATING COMMITTEE; PREFERRAL OF CHARGES.** If after investigation the committee's opinion is favorable to the accused, or if it finds that the matter can be resolved satisfactorily without a trial, it reports that fact.\* But if the committee from its investigations [page 659] finds substance to the allegations and cannot resolve the matter satisfactorily in any other way, it makes a report in writing—which is signed by every committee member who agrees—outlining the course of its investigation and recommending in the report the adoption of resolutions preferring charges, arranging for a trial, and, if desired, suspending the rights of the accused, as in the following example:

Resolved, That when this meeting adjourns, it adjourn to meet at 8 P.M. on Wednesday, November 15, 20\_\_\_. [For variations depending on conditions, see the first paragraph following these resolutions, below.]

Resolved, That J.M. is hereby cited to appear at said adjourned meeting for trial, to show cause why she should not be removed from the office of treasurer on the following charge and specifications:

Charge. Neglect of duty in office.

Specification 1. In that J.M. has failed to account for at least \$10,000 of the Society's funds known to have been given into her custody.

Specification 2. In that J.M. has repeatedly failed to provide the financial records of her treasurership for review by the auditing committee.

Resolved, That from the time official notification of this resolution is delivered to J.M.'s address until disposition of the case, all of J.M.'s authority, rights, and duties pertaining to the office of treasurer are suspended.

Resolved, That members S and T act as managers for the Society at the trial. [See below.]

[page 660] In a disciplinary proceeding against a member, an example of the second and third resolutions is:

Resolved, That Mr. N is hereby cited to appear at said adjourned meeting for trial, to show cause why he should not be expelled from the Society on the following charge and specifications:

Charge. Conduct tending to injure the good name of this organization.

Specification 1. In that Mr. N has so conducted himself as to establish among a number of his acquaintances a reputation for willfully originating false reports against innocent persons.

Specification 2. In that on or about the evening of August 12, 20\_\_\_, in the Matterhorn Restaurant, Mr. N was seen by patrons to be the apparent provoker of a needless and violent disturbance, causing damage to the furnishings.

Resolved, That from the time official notification of this resolution is delivered to Mr. N's address until disposition of the case, all of Mr. N's rights as a member (except as relate to the trial) are suspended pending disposition of the case.

With reference to an appropriate date for which to set the trial, thirty days is a reasonable time to allow the accused to prepare his defense. When a trial is to be before the assembly of the society, it is generally a good policy to hold it at a meeting devoted exclusively to the matter, such as an adjourned meeting as in the example above. To devote a meeting to the trial when there is to be another regular meeting between the date of adoption of these resolutions and the date desired for the trial, the first resolution would establish a special meeting instead of an adjourned meeting [page 661] (see 9).\* If believed advisable—and particularly when the trial is likely to be delicate, involve potential scandal, or be long and troublesome, or when the assembly of the organization is large—the resolutions reported by the investigating committee, instead of providing for trial before the entire assembly, can be worded so as to establish a committee to hear the trial and report its findings and recommendations to the assembly for action. In such a case, the first two of the resolutions above would be worded as follows:

Resolved, That a trial committee consisting of Mr. H as chairman and members A, B, C, D, E, and F be appointed to try the case of J.M. and report its findings and recommendations. [A special committee appointed to hear a trial must be composed of persons different from those on the preliminary investigating committee. This resolution can either be offered with the names of the members of the proposed trial committee specified as in the example, or it can contain a blank so as to leave the manner of their selection to the assembly.]

Resolved, That J.M. is hereby cited to appear before the said trial committee at the Society hall at 8 P.M. on Wednesday, November 15, 20\_\_, to show cause why she should not be removed from the office of treasurer on the following charge and specifications: . . . [setting them forth, as above.]

The remaining resolutions would be the same whether the trial is to be before the assembly or before a special committee (see above).

[page 662] A charge sets forth an offense—that is, a particular kind of act or conduct that entails liability to penalty under the governing rules—of which the accused is alleged to be guilty. A specification states what the accused is alleged to have done which, if true, constitutes an instance of the offense indicated in the charge. An accused officer or member must be found guilty of a charge before a penalty can be imposed. If the bylaws of the society provide for the imposition of penalties for offenses defined in the bylaws or an adopted code of conduct or similar set of rules, a charge may consist of such a defined offense. If such particular offenses are not defined or are not applicable, a member may be charged with "conduct tending to injure the good name of the organization, disturb its well-being, or hamper it in its work," or the like, and an officer may be charged with misconduct of the type just mentioned or with "misconduct in office," "neglect of duty in office," or "conduct that renders him [or "her"] unfit for office."

Each separate charge contained in the resolutions must be accompanied by at least one specification, unless the investigating committee and the accused agree in preferring that this information not be disclosed outside the trial. It is best if each specification is carefully worded so as to make no broader allegation than is believed sufficient to establish the validity of the charge if the specification is found to be true.

A resolution preferring charges may (although it need not) be accompanied by one suspending all or some specified portion of the accused's authority, rights, and duties as an officer or rights as a member (except those rights that relate to the trial) pending disposition of the case, effective from the time official notification of the resolution is delivered to the accused's address.

The "managers" at the trial—referred to in the fourth resolution of the complete set shown above—have the task of presenting the evidence against the accused, and must be members of the society. Their duty, however, is not to act as [page 663] prosecutors—in the sense of making every effort to secure conviction—but rather to strive that the trial will get at the truth and that, in the light of all facts brought out, the outcome will be just. FORMAL NOTIFICATION OF THE OFFICER OR MEMBER. If the society adopts resolutions ordering trial before the assembly or a committee, the secretary immediately sends to the accused, by a method providing confirmation of delivery to his address (such as registered mail with delivery confirmation), a letter notifying him of the date, hour, and place of the trial, containing an exact copy of the charge(s) and specifications with the date of their adoption, and directing him to appear as cited—even if the accused officer or member was present when the resolutions were adopted. The secretary's letter of notification can reproduce the resolutions in full and can be worded as follows:

Dear Mr. N:

Your attention is called to the fact that the . . . Society, at its meeting on October 14, 20\_\_, adopted the following resolutions:

. . . [Text of resolutions].

Kindly be present at the Society hall at the time indicated above.

Sincerely,

John Clark, Secretary

It is the duty of the secretary to have at hand at the trial a photocopy, printout, or other direct reproduction of the letter of notification with the delivery confirmation attached, as proof that it was delivered to the accused's address.

TRIAL PROCEDURE. The trial is a formal hearing on the validity of the charges. At the trial, the evidence against [page 664] the accused officer or member is presented by the managers for the society, and the officer or member has the right to be represented by counsel and to speak and produce witnesses in his own defense. If the charges are found to be true, a penalty may be imposed or recommended; but if the charges are not substantiated, the officer or member is exonerated and any authority, rights, duties, and privileges of office or membership that had been suspended are automatically restored. The managers, as previously stated, must be members of the society. Defense counsel can be attorney(s) or not, but must be member(s) of the society unless the trial body (that is, the assembly or the trial committee as the case may be) by vote agrees to permit attorney(s) who are not member(s) to act in this capacity. Nonmembers who consent to testify can be brought in as witnesses at the trial, but such a witness should be allowed in the room only while testifying.

If the accused fails to appear for trial at the appointed time as directed, the trial proceeds without him.

At any time before the commencement of the trial with the first of the "preliminary steps" described below, the assembly may, by majority vote, adopt a resolution to govern the trial specifying details not inconsistent with the procedures described here.\* The

resolution may include an agenda that establishes times for portions of the trial, such as time limits for opening and closing statements. If time limits are imposed, they must allow the defense at least equal time for each element of the trial as that allowed the managers, and this rule may not be suspended without the consent of the defense. At the trial, in calling the meeting to order, the chair should call attention to the fact that the meeting is in executive [page 665] session (9), and to the attendant obligation of secrecy. Preliminary steps then include the secretary's reading from the minutes the resolutions adopted by the society relating to the trial, the chair's verification—by inquiring of the secretary—that the accused was furnished with a copy of the charges, the chair's announcement of the names of the managers for the society, and the chair's inquiry of the accused as to whether he has counsel. The trial then proceeds as follows:

- a) The chair directs the secretary to read the charge and specifications.
- b) The chair asks the accused how he pleads—guilty or not guilty—first to each of the specifications in order, and then to the charge.
- c) If a plea of guilty is entered to the charge, there need be no trial, and the meeting can proceed directly to the determination of the penalty after hearing a brief statement of the facts.
- d) If the plea to the charge is not guilty, the trial proceeds in the following order, the chair first explaining all the steps, then calling for each of them in sequence: (1) opening statements by both sides—the managers first; (2) testimony of witnesses produced by the managers for the society; (3) testimony of defense witnesses; (4) rebuttal witnesses on behalf of the society; and then on behalf of the defense, if any; and (5) closing arguments by both sides. Up until the completion of the closing arguments, no one is entitled to the floor except the managers and the defense; and they must address the chair except when questioning witnesses. Cross-examination, re-direct-examination, and re-cross-examination of witnesses is permitted, and witnesses can be recalled for further testimony as the occasion may dictate.

From the first of the "preliminary steps" described above up until the completion of the closing arguments:

[page 666] i) Subject to the relevant rules and the provisions in any resolution governing the trial, the presiding officer, similarly to a judge at a trial, directs the proceedings and rules on all questions of evidence and any objections or requests by the managers or the defense, the merits of which may first be argued by the managers and the defense. From any such direction or ruling, a member of the assembly may take an undebatable appeal, or the presiding officer may in the first instance submit any such question to a vote, without debate, by the assembly. Any motion to alter a resolution previously adopted to govern the trial, which may be proposed only by the managers or defense, or a proposal by the chair to do the same, is submitted without debate to a vote by the assembly; its adoption requires the vote necessary to Amend Something Previously Adopted.

ii) If a member of the assembly who is not a manager or with the defense wishes a question to be put to a witness, a manager, or the defense, the question must be delivered in writing to the presiding officer, who at an appropriate point puts it, unless he rules it out of order of his own accord or upon an objection by the managers or the defense, which ruling, like any other in the trial, is subject to an undebatable appeal.

iii) The only motions in order are the five privileged motions and those motions that relate to the conduct of the meeting or to the trial itself. Any member who is not a manager or with the defense may offer such a motion, subject to the limitation in (i) above, only in writing delivered to the presiding officer,\* who at an appropriate point reads the motion aloud, inquires whether there is a second (if required), and either [page 667] rules upon it or puts the motion to a vote without debate.

e) When the closing arguments have been completed, the accused must leave the room. If the trial is before the assembly rather than a trial committee, the managers, defense counsel (if members of the society), and member witnesses for both sides remain, take part in discussion, and vote as any other members. The chair then states the question on the finding as to the guilt of the accused, as follows: "The question before the assembly [or "the committee"] is: Is Mr. N guilty of the charge and specifications preferred against him?" Each of the specifications, and then the charge, is read, opened to debate, and voted on separately—although the several votes can be delayed to be taken on a single ballot.

The specifications or the charge can be amended to conform to facts brought out in the trial—but not in such a way as to find the accused guilty of a charge not wholly included within charge(s) for which he has been tried.

If the accused is found guilty of none of the specifications relating to a charge, he is automatically found not guilty of the charge, and no vote is taken on it (or, if the vote on the charge was already taken on the same ballot as the vote on the specifications, the vote on the charge is ignored). If the accused is found guilty of one or more of the specifications but not of the charge, and if a lower degree or level of the offense charged is defined in the organization's bylaws, adopted code of conduct, or similar set of rules, then such a lesser charge may be moved and voted on.

If the accused is found guilty, the chair announces that the next item of business is the determination of the penalty. One of the managers for the society usually makes a motion for a penalty the managers feel appropriate, although any member may move that a specific penalty be [page 668] imposed; this motion is debatable and amendable. On the demand of a single member both the question of guilt and the question of the penalty must be voted on by ballot.

The usual possible penalties for an officer are censure or removal from office, although in special circumstances others may be appropriate (for example, to repay into the society's treasury funds that the officer has been found guilty of misappropriating, perhaps with an added fine). For all of these, including removal from office, a majority vote is required. Penalties appropriate in disciplinary proceedings against members are discussed on page 643. For expulsion, a two-thirds vote is required.

f) After voting is completed, the accused is called back into the hall and advised of the result.

A member who votes for a finding of guilt at a trial should be morally convinced, on the basis of the evidence he has heard, that the accused is guilty. ASSEMBLY'S REVIEW OF A TRIAL COMMITTEE'S FINDINGS. If the trial has been held before a trial committee instead of the assembly of the society, this committee reports to the assembly in executive session (9) the results of its trial of the case, with resolutions—in cases where its finding is one of guilty—covering the penalty it recommends that the society impose. The report is prepared in writing and includes, to

the extent possible without disclosing confidential information which should be kept within the committee, a summary of the basis for the committee's finding.

Unless the report exonerates the accused, he is then permitted—personally, through counsel, or both, as he prefers—to make a statement of the case, after which the committee is given the opportunity to present a statement in rebuttal. The accused—and defense counsel if not member(s)—then leave the room, and the assembly acts upon the resolutions submitted by the committee. The members of the committee [page 669] remain and vote on the case the same as other members of the society.

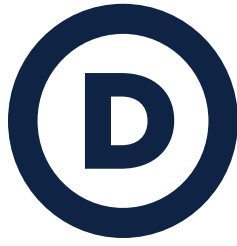
Under this procedure, the assembly can decline to impose any penalty, notwithstanding the trial committee's recommendation; or it can reduce the recommended penalty; but it cannot increase the penalty. The assembly cannot impose a penalty if the trial committee has found the accused not guilty.

#### Committee on Discipline

In some professional societies and other organizations where particular aspects of discipline are of special importance, the handling of such matters is simplified by providing in the bylaws for a standing Committee on Discipline (see 50, 56). Its prescribed duties are normally to be alert to disciplinary problems, to investigate them, to introduce all necessary resolutions, and—in event of a trial—to manage the case for the society.

This committee may also have the duty of hearing the actual trial, in which case it should be large enough that a subcommittee can perform the confidential investigation as described on pages 656–58. Under the latter practice, the full Committee on Discipline adopts the charge and specifications, and the chairman of the committee sends the citation to the accused and presides at the trial, which is conducted just as it would be if held before the assembly. It is generally best not to empower the committee to impose a penalty, however, but to require it to report its recommended disciplinary measures to the society for action, just as in the case of a special committee to hear a trial.

In organizations where disciplinary matters may arise with some frequency, the system of having a Committee on Discipline has the advantages of not unduly inconveniencing the society, and of promoting the avoidance of scandal and the settlement of disciplinary problems without an actual trial.



# **REPORT OF THE UNITY REFORM COMMISSION**

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**Jen O'Malley Dillon, Chair  
Larry Cohen, Vice Chair**

AS ADOPTED BY THE COMMISSION AT  
ITS DECEMBER 8 & 9, 2017 MEETING

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# Introduction

The Unity Reform Commission (“Commission”) was established at the 2016 Democratic National Convention in order to study and address concerns that arose regarding the presidential nominating process. Its charge is to review the nominating process to ensure that it is accessible, transparent, and inclusive.

There are four specific areas of review that are set forth in the mandate. The first area relates to the manner of voting during the presidential nominating process and making recommendations that will increase participation and inclusion in the primary process. The second area focuses on how to make the caucus process less burdensome and more inclusive, transparent, and accessible to participants. The third area of review relates to revising and reducing the role that unpledged delegates play in the process. And the final area of review relates to party reforms with the specific focus on making our party and our candidates competitive in every region, broadening the Party’s base, and empowering Democrats at the grassroots level, as well as expanding the Party’s donor base.

During the past year, the Commission has held five public meetings, heard testimony from a broad and diverse group of presenters, and discussed in depth the various concerns and perspectives on the important issues that the Commission has focused on. The Commission has benefited from hearing the opinions of Party members, allies, and grassroots supporters, all of whom want to see the Democratic Party succeed at the ballot box so we can help make life better for working families across the country.

The Commission believes it is vital that our Party encourage participation in our presidential nominating process and create new ways to involve the grassroots in our Party.

The Commission understands and respects the role caucuses have played in the nominating process to cultivate and grow grassroots participation and build the party, but acknowledges the need to develop better guidelines for State Parties on caucuses to ensure increased involvement and easier accessibility.

The Commission concurs with the Convention mandate and supports a revision and reduction of the role that unpledged delegates play in the presidential nominating process.

The Commission recognizes that our Party must be open, transparent, and accessible, one that is effectively working to organize in every ZIP code and speak to every voter, and support Democrats up and down the ballot so we can improve the lives of working families.

The Commission believes that the Democratic Party must prioritize voting rights at all levels. Our democracy is under attack as Republicans push to reinstate voting barriers and deregulate elections and political spending. Democrats must act internally to model our commitment to the belief that “every vote must count.” Democrats cannot wait for a new Supreme Court or a new Congress to act on this issue. We must act as though getting both a better Court and a more effective Congress depend on increasing voting rights and turnout.



It's not enough for Democrats to simply attack Supreme Court rulings like Citizens United. We must expand our grassroots fundraising beyond wealthy donors and corporations. State Parties and the DNC itself must be a model for inclusion, democracy, and transparency.

We recognize that voting rights in the United States are under attack and that turnout has fallen below the rest of the developed world. The Commission members, regardless of who appointed them, stand united to work for change inside our Party and across our nation.

The Commission fully believes that its recommendations address these critical issues by focusing on consensus proposals to move our Party forward and help Democrats win elections at every level.

# Unpledged Delegates

The Commission was mandated by the 2016 Democratic National Convention - the highest authority in the Democratic Party - to reduce the role automatic unpledged delegates play in the presidential nominating process. The language in the resolution creating the Commission – which was unanimously approved by all in attendance at the 2016 Convention – was prescriptive. It required that Members of Congress, Governors and Distinguished Party Leaders remain unpledged and free to support their nominee of choice, but that other unpledged delegates be required to cast their vote at the Convention in proportion to the votes cast for each candidate.

The Commission respects the voice of the Sanders and Clinton delegates who unanimously supported this Commission and this specific mandate. The language of the mandate to the Commission was crafted after extensive discussion and negotiations between the Clinton and Sanders campaigns prior to the convention. The Commission has benefitted from the fact that two of the lead negotiators of the provision – one from each of the campaigns – are Commission members. Both have detailed their joint understanding that the intent of the mandate is for the presidential nominating votes of certain categories of previously unpledged delegates to be proportionately bound to the outcome of balloting in the jurisdiction that is relevant to their status as a DNC member, rather than where that DNC member resides.

Unpledged delegates have been a part of the presidential nomination process since 1984, when the Party felt that it was important that our elected Party leaders participate in the Democratic National Convention. At that time, these automatic unpledged delegates made up approximately 14% of the convention. In 2016, unpledged delegates made up approximately 15% of the total number of convention delegates.

The Convention's mandate will result in the reduction of over 400 unpledged delegate votes (based on 2016 delegate numbers), which will decrease the current number of unpledged delegates by nearly 60%. This means the remaining unpledged delegates will consist of the smallest percentage in history. This will substantially increase the grassroots' role in the Party and decrease the influence, real or perceived, that unpledged delegates had on influencing the outcome of the nominating process.

These unpledged delegates cover a wide range of elected officials and local Democratic activists, and the Commission members felt that it was important that these party leaders continue to be a part of the process and participate in the national convention and the primary process in their states. Reform of the unpledged delegate system is in no way a statement about the incredible hard work and dedication of so many in the Party. Among the Commission members themselves there is a diversity of personal views on the role of unpledged delegates, ranging from those who would make minor if any changes to the current system to those who would eliminate the votes of all unpledged delegates with respect to the Party's presidential nominee. Despite those personal differences, the Commission has worked to remain faithful to the mandate that was unanimously approved at the 2016 Democratic National Convention.

The topic of unpledged delegates was discussed at length in every Commission meeting over the past year. There will continue to be great debate within and outside the Commission surrounding unpledged delegates and their role in the presidential nominating process. The Commission believes that is an important and healthy discussion to continue to have at all levels of the Party.

The Commission has discussed extensively the role of unpledged delegates outside of their voting role at the Democratic National Convention. Some have suggested that unpledged delegates be required to withhold any endorsement until after voters in their respective states have been cast or, in the case of elected officials, that unpledged delegates also bind themselves to the will of the voters they represent. Some on the Commission do not believe that preventing our elected officials from participating in the primary process is necessary or useful to our Party, while others do. Others believe that mandating such a rule would be impractical or impossible to enforce.

With respect to unpledged delegates, the Commission makes the following recommendations:

1. The Commission concurs with the determination of the 2016 quadrennial Democratic National Convention that the reduction of over 400 unpledged delegate votes (equaling nearly 60% of the total number of unpledged delegates in 2016) will strengthen the grassroots' role in our presidential nominating process. It is important to the Commission that the grassroots voice in the presidential nominating process be amplified.
2. In regards to current unpledged delegates, the Commission concurs with the 2016 Democratic National Convention that Democratic Members of Congress, Governors, and Distinguished Party Leaders remain automatic delegates and unpledged on all matters before the Convention and that DNC Members remain automatic delegates but that their vote be bound to the voters' preferences on the first ballot of the Presidential roll call vote.
3. The Commission recommends that the Democratic National Committee will ensure that all Party officials who have a role in the execution of the actual primary or caucus process in their state must be scrupulously neutral both in reality and in perception in their administration of electoral activities. Any person who violates this important commitment to impartiality could be subject to loss of delegate status or other privileges they may hold at the DNC.
4. The Commission recommends the creation of three categories of automatic delegates, one of which would remain unpledged and two of which would be bound on the first ballot of the Presidential roll call:

a. **Category 1:** Democratic Members of Congress, Governors, and Distinguished Party Leaders who remain automatic delegates and unpledged.

b. **Category 2:** State Elected DNC Members – DNC members elected as a State Chair, Vice Chair, State Committee man or woman who are not part of Category 1– would remain automatic delegates. However, on the first ballot of the presidential roll call vote only, their votes would be proportionally allocated based on the outcome of the primary or caucus in the state which elected them, subject to the same thresholds that apply for the awarding of at-large pledged delegates.

c. **Category 3:** Officers, At-Large & Affiliated Members, who are not part of Category 1 or 2, would remain automatic delegates. However, on the first ballot of the presidential roll call vote only, their votes would be proportionally allocated based on the national outcome of the primaries and caucuses, as measured by the national allocation of pledged delegates, subject to the same thresholds that apply for the awarding of at-large pledged delegates.

5. With respect to the actual mechanism of how these new automatic but bound categories will be allocated, the Commission provides two options for the Rules and Bylaws Committee (RBC) to review and adopt. Pursuant to the mandate of the 2016 Democratic National Convention, if the RBC adopts a different mechanism, this Commission will review it to determine whether it constitutes a substantial adoption of the Commission’s recommendation. The Commission anticipates that the deliberations of the Rules and Bylaws Committee in this regard will be consultative in nature with the Commission to ensure that the joint goals of unity and reform are achieved. In drafting the two options, the Commission considered but did not adopt alternate mechanisms that, while less complicated, would substantially increase the number of delegates. For all purposes, the use of the word state shall include the states, the District of Columbia, the territories and Democrats Abroad.

The Commission, therefore, provides the following mechanisms for first ballot voting for the presidential nomination to the RBC to review and adopt:

**a. Pooled Vote Option**

The votes of the Category 2 and Category 3 delegates would be allocated as defined in Paragraph 4 above.

The State Party shall announce these allocations for Category 2 delegates no later than when the State Party certifies their pledged delegates to the DNC Secretary. The DNC shall announce the allocations for Category 3 delegates within 10 days of the last nominating contest that awards pledged delegates.

At the National Convention, the votes from Category 2 and 3 delegates shall be automatically reported by the Secretary of the Convention at the time of the

Presidential Roll Call vote or entered into the state tally sheet and voted in the normal order without ascribing the votes to any specific delegate.

## **b. Alternate Voting Option**

### **Category 2 Delegate Allocation**

No later than 5 days after the state's primary or caucus, the State Party Chair shall poll the presidential preferences of the state's Category 2 delegates and each Category 2 delegate must make his/her binding preference known to the State Party Chair within 24 hours.

If the proportion of Category 2 delegates supporting each candidate matches the allocation to which each candidate is entitled, the State Party Chair shall collect the written binding presidential preference of each Category 2 delegate and submit those preferences to the DNC.

If the proportion of Category 2 delegates for each candidate does not match the allocation to which each candidate is entitled, the State Party Chair shall poll Category 2 delegates currently supporting a candidate who has too many delegates and determine who is willing to change his/her binding presidential preference to another candidate who has fewer Category 2 delegates than that to which she or he is entitled. If enough of these polled delegates agree to change preference to provide a match to the number needed, the State Party Chair shall submit those changed preferences to the DNC.

If the State Party Chair determines that there is still an insufficient number of Category 2 delegates supporting candidates proportionally, the State Party Chair shall by lot determine which Category 2 delegate(s) supporting a candidate or candidates with an excess of delegates shall pass their vote at the National Convention to a credentialed alternate delegate willing to support a candidate in deficit on the first round of balloting for the Party's presidential nomination. Category 2 delegates chosen by lot in this manner shall retain all other voting rights, including the right to vote on all other matters other than the first round of balloting for the presidential nomination.

Following this determination, the State Party Chair shall then collect and transmit to the DNC the written binding presidential allocation of all Category 2 delegates and alternates, if applicable, to the DNC.

The DNC shall make public the identity of each Category 2 delegate and replacement alternate, if applicable, and the presidential candidate whom they have submitted a written binding presidential preference.

### **Category 3 Delegate Allocation**

Those delegates who are in Category 3 would be allocated similarly to those in Category 2 as follows:

The DNC shall announce the allocation of Category 3 delegates to presidential candidates no later than 5 days after the last nominating contest that allocates pledged delegates. If there are insufficient Category 3 delegates to fill a presidential candidates' positions, alternate delegates would be elevated to provide the needed presidential preferences. Once the DNC has achieved the requisite number of supporters for each candidate to match the allocation to which each candidate is entitled, the DNC shall then collect a written binding presidential preference from each Category 3 delegate and alternates, as applicable. The DNC shall make public the identity of each Category 3 delegate and any alternates, as applicable, and the candidate for whom they have submitted a written binding presidential preference.

If the State Party Chair or the DNC determines that there is still an insufficient number of Category 2 delegates or Category 3 delegates, respectively, supporting candidates proportionately after attempting to allocate alternate delegates, the State Party Chair/DNC shall still determine by lot which Category 2 or Category 3 delegate(s), respectively, supporting a candidate or candidates in excess shall pass their vote at the National Convention. However, instead of passing the vote to an alternate, the vote of the delegate(s) chosen by lot would be voted as abstain on the state tally sheet and during the roll call of the states.

The Secretary of the Convention would then automatically announce and report a requisite number of additional votes to achieve the proportions required to reach the correct presidential candidate allocation of Category 2 and Category 3 delegates.

# Primaries

The Unity Reform Commission was mandated to encourage the expanded use of primaries in the presidential nominating process to increase voter participation and inclusion of grassroots engagement. The Commission firmly believes that it is critical that all eligible persons participate in the electoral process, including the Democratic presidential nominating process.

Already, two states that held caucuses during 2016 have moved to institute primaries for 2020, while more are currently in discussion to potentially do so. While the Commission believes that state-run primaries are often the most efficient, open, and transparent means of voting, it is critical that the primary process be improved to ensure maximized participation and Party growth. Currently, the overwhelming majority of jurisdictions allocate their delegates to the Democratic National Convention based on the results of a primary.

One strong concern that the Commission has with state-run primaries is the extent to which voter suppression and disenfranchisement is being imposed on the Democratic nominating process by state governments. Onerous, discriminatory ID requirements, the disenfranchisement of persons who are re-entering society from incarceration, and unfair placement (or lack of placement) of voting locations are just some examples of the manner in which states pursue policies antithetical to the Democratic Party's principle of full participation and taint the Democratic primary process.

The Commission also notes reports from several jurisdictions where voters were denied access to the ballot during the 2016 Democratic nominating process due to improperly purged voters from the rolls, failure to accurately record the party affiliation of a voter, or long lines, which impeded participation. And other jurisdictions prevented eligible voters from having their ballots counted through improper treatment of absentee and provisional ballots and rejection of ballots cast out of precinct.

Unreasonable early deadlines to change party registration are another concern. The Democratic nominating process represents one of the Party's best opportunities to bring voters into the Party, especially younger voters, and the earlier party switching deadlines are a barrier to achieving that.

Of the 38 jurisdictions that allocate delegates to the Democratic National Convention using a government-run primary, nearly 30 allow non-aligned voters to participate, and only one state currently allows party registration changes on the day of the primary. Testimony before the Commission indicates that, as part of its First Amendment associational rights, the Democratic National Committee or a State Party may be able to require a state government to allow the participation of non-aligned voters even if a state legislature refuses to act. Nothing in these recommendations shall be construed to diminish support for the decision of State Parties to permit but not mandate the participation of non-aligned voters who want to become Democrats.

Currently there are over a dozen states that have different deadlines for registering to vote and for changing one's party affiliation. In every case, the deadline for party switching is earlier than the voter registration deadline. Despite considerable research, the Commission found no reasonable justification for party switching deadlines for voters being earlier than the voter registration deadline.

The Commission reached consensus on the need to ensure that party-switching deadlines are no earlier than the voter registration deadline. The Commission also strongly favors same-day and automatic voter registration, which includes same-day party switching.

With respect to primaries the Commission makes the following recommendations:

1. The Democratic National Committee and the Party at all levels shall use all means, including encouraging legislation and changing Party rules, to expand the use of primaries, wherever possible.
2. The Democratic National Committee and the Party at all levels shall use all means, including encouraging legislation and undertaking litigation, to require states to use same-day or automatic registration for the Democratic presidential nominating process.
3. The Democratic National Committee and the Party at all levels shall use all means, including encouraging legislation, changing Party rules, and undertaking litigation, to require states to use same-day party switching for the Democratic presidential nominating process. As part of those efforts, it shall be the position of the Democratic Party, as an example, that an otherwise eligible voter should be able to participate in a Democratic presidential primary if she or he presents officials at the polling location with written notice that she or he wishes to be enrolled in the Democratic Party.
4. The Democratic National Committee and the Party at all levels shall use all means, including encouraging and opposing legislation, changing Party rules, and undertaking litigation, to resist any attempts at voter suppression and disenfranchisement. Voter suppression and disenfranchisement includes, but is not limited to, laws or regulations that make it more onerous for people to vote as well as administrative actions or inactions related to issues such as the number and placement of voting locations and the adequacy and accuracy of state voting rolls including party identification where required. In advance of the 2020 Democratic nominating process, the Democratic National Committee should identify such issues on a state-by-state basis and seek to remedy them prior to voting in 2020. This would include the timely pursuit of prospective judicial relief where appropriate.
5. The Democratic National Committee and the Party at all levels shall use all means, including encouraging legislation, changing Party rules and undertaking litigation, to require states to allow voters to switch parties at least as late as the deadline for



registering to vote. With respect to any state that has a deadline for party switching which is earlier than the deadline for voter registration, the rules of the Party shall be amended to impose an appropriate penalty, which could include a reduction in the number of pledged delegates to the Democratic National Convention to which the state would otherwise be entitled or potential adjustments to State Party support. State Parties that are able to demonstrate that all provable positive steps, including litigation, as determined by the Rules and Bylaws Committee, have been taken to change the party affiliation deadline, but were not successful in those efforts, should not be penalized.

6. The Party must develop a strategy to prioritize and resource education programs directly to voters in those states that, due to no fault of the Party, continue to have confusing timelines for registration, party affiliation, or the process for running for delegate in order to ensure everyone understands the rules and timelines in place and the impact they have on voter participation.
7. The Democratic National Committee shall publicly report on an annual basis its efforts and the results of those efforts to secure the changes in paragraphs 1-6 above.
8. The Rules and Bylaws Committee and the Democratic National Committee shall review the allocation of national delegates to ensure it reflects the principle of proportionality among the several jurisdictions, as well as any bonus delegate allocations currently being used.
9. The Rules and Bylaws Committee shall modify the requirements for provable positive steps as provided in Rule 21.B. to include legal remedies as a corrective measure to bring a state law into compliance with our rules.

# Party Reforms

The Unity Reform Commission was mandated to make recommendations on how to create a stronger and more competitive Democratic National Committee.

In the past, the Democratic National Committee's focus has been primarily on presidential elections. It is critical that the national Party become more involved in elections up and down the ballot in all regions of the country during presidential, midterm and special elections. To accomplish this goal, it is imperative that the DNC work closely with the State Parties as full and accountable partners.

There is a great deal of energy among grassroots activists who are not involved in the programs and activities of the Democratic National Committee and the State Parties. These activists have a great deal to offer our Party and their input, energy and support is critical to the success of the Party and its candidates.

Based on the foregoing, the Commission provides the following recommendations:

## **1. Making the Party More Competitive in All Regions of the Country**

The Commission believes that the Democratic National Committee must update and enhance the way it operates in order to make our Party more competitive electorally. There can be no more 'off years' and grassroots organizing must be a higher priority for the DNC. The 2020 redistricting is a top priority for the Party and one of the most important things Democrats can do is run and win local elections all across this country.

To become more competitive in all regions of the country:

- a. The Commission recommends that the DNC develop a strategic plan to maximize engagement with our activists and partners to build coalitions to help our candidates win.
- b. The Commission recommends that the DNC make the appropriate investments in technology and data infrastructure to create and build organizing tools, ensure our voter file is modernized, protect our technology infrastructure from cyber threats, and develop tools that can be used to help State Parties, campaigns and activists engage voters.
- c. The DNC should create a Digital Best Practices Institute to boost innovation and share best practices between the DNC, State Parties, and campaigns. Specifically, the Party should act to ensure there are mechanisms to supply our candidates with the best possible data and that candidates in turn file updates and enhancements to the voter file with the Party.
- d. The DNC and State Parties should engage DNC members, grassroots activists and other allies in redistricting efforts in their states. This comprehensive effort

should include, but not be limited to, education about the process, engagement at the grassroots level, and investment in races to elect Democrats to Governors offices and state legislatures. The DNC should also monitor redistricting efforts across the county and coordinate with allied groups on these efforts, where appropriate.

e. To ensure that the Party has the resources to be competitive and to make the appropriate investments in infrastructure, the DNC must take steps to diversify the donor base and specifically develop tools to proactively engage small dollar donors and share any best practices with State Parties so that they can do the same at the local level.

## **2. Supporting and Growing State Parties and Increasing Grassroots Participation**

The Commission believes that the strength of our Party is dependent on building strong state and local parties. Democrats should be excited, engaged, and empowered to participate in all facets of the Party. The DNC must ensure that all voices in the Party feel valued and their perspectives are heard. We commend the DNC for expanding its investments in State Party infrastructure so we can build a strong Democratic Party at every level.

a. The Party should encourage all Democrats to participate in all Party affairs and should take steps to educate and inform activists on the process to run for leadership positions throughout the Party infrastructure at all levels.

b. State Party budgets should be transparent and subject to similar guidelines as the DNC budgetary bylaws and amendments to this Commission's reforms.

c. The Commission recommends that the increased investment in State Parties be maintained and possibly expanded over the course of the cycle. The Commission recommends that the DNC continue to maintain the "50 State-Strategy" with recommendations for the program and financial goals by the leaders and members of ASDC.

d. At the same time, the DNC, ASDC and State Parties agree that accountability metrics are put in place with State Party Programs such as the State Innovation Grants to ensure that the resources are being used to effectively grow the State Parties, engage members of diverse constituencies and viewpoints, increase voter registration, ensure sufficient organizing staff, and institutionalize training for staff, activists and candidates.

e. The Commission recommends that State Parties explore the best way to mobilize, train, and engage grassroots activists. This could include holding hearings or listening sessions so that party organizers and activists share their thoughts on how Democrats can be most effective organizing in their respective states.

f. State Parties must have an open and transparent path to leadership that depends on member engagement and not engagement by leadership alone. This process

can often be obscure and needs improvement. State Parties must provide clear information on party leadership positions, deadlines and nominating requirements on their websites. The Rules and Bylaws Committee of the DNC shall review and monitor all State Party procedures to ensure they are fair, open and transparent. In no case shall the path to Party leadership be longer than one year following the election of state delegates. The election of state delegates shall be open to all registered Party members with no waiting periods. Party registration will be open to all registered voters at all times.

### **3. Operating in a Manner that is Open and Transparent**

The DNC's Charter and Bylaws currently calls on our Party to operate in a manner that is open and transparent. The Commission recommends an immediate review of the Charter and Bylaws to ensure that these provisions are appropriate and implemented.

- a. There should be a regular review, every four years, of the Charter and Bylaws.
- b. The Commission calls for the formation of a detailed financial conflicts of interest policy that expands on the Charter's conflicts/ethics policy (Article One, Section 7) and is modeled from best practices of other entities or government legislative bodies.
- c. The Commission recommends that the RBC develop a process to address violations of the Charter & Bylaws. Any member of the DNC can bring a complaint alleging that DNC officers or staff are not adhering to provisions of the Charter and Bylaws. Complaints that consist of disagreements that are managerial in nature shall not be heard, nor should challenges otherwise provided for in our Charter and Bylaws, such as challenges to a State's delegate selection plan (Rule 21 Delegate Selection Rules; Regulation 3.4 of the Regulations of the Rules and Bylaws) and challenges to the credentials to a DNC Member (Article Two Section 10.B of the Charter and Bylaws).

We support the creation of an Ombudsman Council to impartially review and address any complaints or recommended improvements. The Council should include the designee of the Chair, the President of the ASDC, the Co-Chairs of the Rules and Bylaws Committee and the Chairs of the Regional Caucuses or their representatives, with others elected as needed to ensure diversity.

- d. The nominations process and notice on deadlines for nominations should include all DNC positions, including at-large members and committee members. The Chair will continue to nominate a slate, but with proper notice any DNC member could also nominate a slate. Nominations should reflect the divergent views in our Party as well as the diversity of our members.
- e. The Commission was informed of concerns about the level of transparency with the budgetary process at the DNC. As currently described in the Bylaws, the

Budget and Finance Committee is charged with reviewing the budget, assisting in developing priorities, reviewing major contracts, and evaluating the performance of consultants and senior staff. In addition to ex officio members (DNC CEO and COO), the composition of the Budget and Finance Committee should be by election of qualified members, allowing for adequate representation of the Party's caucuses and councils and State Party Chairs and regional caucuses. No person under contract with the DNC or any Democratic Party affiliate organization should serve on the Budget and Finance Committee. As called for in the Bylaws, the Budget and Finance Committee should provide the Executive Committee for discussion, in a closed session, its "annual reports...on the goals, purposes of expenditures, and results of expenditures and staff." The results of the report and the Executive Committee discussion should then be sent to the full DNC membership. We specifically recommend that, after each election cycle (e.g. presidential, midterm), a published report on the focus of the DNC's finances, including all major expenditures and vendors, be made available.

f. The Commission recommends that the DNC Chair and Leadership prepare an annual budget, which must be presented for review and approved by the DNC Budget and Finance Committee and presented to the full Democratic National Committee at each regularly scheduled meeting. The DNC officers shall be Ex-Officio members of the Budget and Finance Committee.

g. Any and all contracts and expenditures exceeding \$100,000 annually must receive prior approval from the DNC Chair and/or Officers and/or their designee(s). As a part of any proposal, all vendors shall be required to disclose the composition of their leadership and the diversity of their organization.

h. The DNC's Charter & Bylaws require neutrality in the administration of the presidential nominating process. To ensure that no candidate participating in our presidential nominating process gains any unfair advantage - real or perceived - during our primary season, the Commission recommends that all agreements with the campaigns be transparent.

i. The Commission recommends that during a presidential cycle the Party convene regular meetings with representatives from each of the campaigns where all relevant information concerning the Party's activity relating to the nominating process and general election planning is supplied in a uniform manner.

j. Any and all Joint Fundraising Agreements (JFA) or Memorandum of Understanding (MOU) shall be transparent and available to all official campaigns and used for the general election. To ensure the Party has the necessary resources to conduct a vigorous general election effort, the DNC is encouraged to take steps to ensure all Democratic candidates participate in DNC fundraising events and solicit their own supporters to assist in general election efforts. The DNC, States Parties and the respective Presidential campaigns will work together to determine the best

ways to use resources raised under these agreements. The DNC will also take steps to ensure that State Parties fully understand the financial terms of any agreements they enter into.

k. Particularly in cycles where there are multiple presidential candidates, many campaigns and/or the DNC may choose to use vendors or consultants who work for multiple campaigns or the DNC. To avoid any actual or perceived conflict, no such vendor or consultant shall participate on behalf of any candidate or the DNC in a dispute between the DNC and a candidate.

#### **4. Strengthening an Inclusive and Participatory Culture at the DNC**

The Commission was informed that the culture of the DNC has not always been welcoming to ideas and perspectives that were different than those of its leadership. To have a strong, inclusive participatory Party, ideas from all facets and all levels of our Party have to be consistently welcomed and engaged. To strengthen the DNC culture, the Commission recommends:

a. Democrats work together to create an informed electorate, realizing that tolerance for internal debate and disagreement is an element of Party building and key to engaging each other and our external opponents in a spirit of civil discourse.

b. Leadership shall provide more avenues for input and discussion at DNC meetings. These meetings should be structured to provide more time for member and activist input on important issues, including key races, organizing priorities and member concerns.

c. The DNC shall hold regular post-mortem debriefs after key races to discuss the strategies that were effective in mobilizing our base, best practices, and areas that require further improvement. This should include a detailed report on the nature and composition of party vendors and their diversity.

#### **5. Building on the Great Diversity of our Party**

The DNC should continue to strengthen its commitment to diversifying our elected leadership and candidates at the national and local levels and our vendors. The Commission recommends:

a. The DNC should set a goal for vendor diversity and contract bidding at the national, state and local levels where possible and provide an annual report on the nature and composition of party vendors and their diversity.

b. The DNC should develop a comprehensive outreach and engagement strategy to reach, engage and mobilize the full diversity of our Party, including our core constituencies.

c. The DNC should work with partner organizations and allies to develop training opportunities on running for office and working in politics targeted and accessible to the full diversity of our Party, including our core constituencies.

d. The DNC should work with State Parties to develop a pipeline of opportunity and facilitate connections that are focused on the full diversity of our Party, including our core constituencies so that they can easily become involved in the Party operation and empower them to act and organize.

e. A concentrated outreach strategy by the national, state, and local parties to make the Party more accessible to our diverse constituencies and ensure that we are not just talking to but engaging with and empowering these critical constituencies within our Party.

## **6. Connecting Our Values and Our Actions**

For many voters, the only contact they have had with our Party at the state and local level is when we solicit money or canvas for votes. As a result, voters may question whether our party understands, represents or prioritizes them.

We believe that the Party needs to prioritize a grassroots-focused effort of neighbors helping neighbors that will help us reconnect with voters and reestablish the Democratic Party as the Party that most cares about and best serves the interests of the people.

a. The Commission recommends that the DNC develop a service-oriented program for the National and State Parties that connects our values and our actions. This could also include trainings and other events that demonstrate a commitment to serving our communities. We therefore, propose that, working with the State chairs, the DNC form a committee to assess ways to implement direct voter contact programs in targeted areas and then assess, after a two-year period, the impact this program has had on party growth and electoral performance. Based on this assessment, we can then decide whether and how to expand and fund this effort to more areas.

## **7. Promoting and Protecting the Vote**

The right to vote is under attack. For example, according to the Brennan Center for Justice, in the first half of 2017, 99 bills making it more difficult to vote were introduced across 31 states. The Democratic Party must champion and fight for the right to vote, including by:

a. Incorporating pro-voter policy positions into all Democratic Party platforms, including: voter registration modernization, including online voter registration and automatic voter registration; support for expanded access to voting before Election Day, including early vote, no excuse absentee, same-day voter registration and party switching, and vote by mail; restoration of voting rights to all people who have served the time for their criminal conviction; counting ballots from voters who are eligible to vote but cast their ballot in the wrong precinct, for offices for which they are eligible to vote; and secure, transparent, and accurate state voter registration list maintenance practices, so that every eligible American who registers to vote stays on the rolls and that their personal information is protected.

- b. Maximizing opportunities for protecting the vote at all stages of the voting process—from recruiting official poll workers to observing the post-election canvass of voters.
- c. Making all voting incident data collected by Democratic Party poll observers available to State Parties and candidates up and down the ticket so that this information can be incorporated into voting rights advocacy efforts.
- d. Offering data analysis on the specific problems faced by historically disenfranchised communities and at specific polling places.
- e. Conducting and communicating research on messaging regarding the right to vote, which fosters voter participation.
- f. Developing and maintaining effective and secure technologies that facilitate the real-time collection of voting incident data and the management of Democratic poll observers on Election Day.
- g. Maintaining a national hotline that voters may contact to get accurate information about registration and voting and receive assistance with voting problems.
- h. Maintaining a database of Democratic poll observers that may be activated in the upcoming election cycle.
- i. Serving as a clearinghouse for materials from past campaigns, including election law manuals and materials necessary for training voter protection volunteers.



# Caucuses

The Commission was mandated to make recommendations as to how caucuses can be less burdensome and more inclusive, transparent, and accessible to participants. Because of the high level of excitement surrounding the most recent Democratic presidential nominating process, states saw unprecedented levels of participation in their primaries and caucuses. While this is great for the Party, it also has created challenges for caucus states and voters. The Commission members, many of whom have extensive experience in running and participating in caucuses, discussed both the positive and problematic aspects of caucuses.

The Commission respects the role caucuses play in the presidential nominating process and realizes caucuses are important for Party building and increasing opportunities for voters to decide the leadership and platform of their respective State Parties. At a time when voting rights are under attack in many places, the caucus also allows the Party to conduct its affairs without the overlay of state-imposed voter suppression and disenfranchisement. The Commission also recognizes that in instances where states do not fund a government-run primary, the caucus system is often the only method available to allocate national convention delegates.

At the same time, many are concerned that caucuses disenfranchise voters, such as seniors, members of the military, working families, students, and parents of young children, who are not able to attend a caucus meeting or spend hours while internal meeting processes continue in order to exercise their right to participate in the presidential nominating process. At the same time, lack of funding and staffing in some cases has created an absence of transparency and barriers to participation. States who use caucuses must find new and better ways to ensure broad participation.

With respect to caucuses, the Commission makes the following recommendations:

1. A caucus state delegate selection plan for a presidential nominating caucus shall only be approved if it:
  - (a) Requires absentee voting;
  - (b) Demonstrates that the submitting State Party has the financial and technical ability to successfully run the caucus;
  - (c) Requires same-day voter registration and party-affiliation changes at the caucus location;
  - (d) Requires the public reporting of the total statewide vote counts for each candidate based on the first expression of preference by caucus participants;
  - (e) Requires votes for the presidential nominating process to be cast in writing, in a method to be determined in each plan, to ensure an accurate recount or recanvass is available. One “model” option could be the adoption of the “firehouse caucus;”
  - (f) Includes the standard and procedure by which a recount or recanvass can be requested by a presidential candidate and carried out in a timely manner;

(g) Locks the allocation of all national delegates, based on the initial round of voting.

2. A state delegate selection plan for a presidential nominating caucus must include a narrative of the specific actions a State Party is taking to limit the impact of any voter suppression or disenfranchisement being imposed on the electoral process by the state.
3. The Commission further recommends that the DNC institute a national training program and convening that provides best practices, guidance on selecting accessible caucus locations, ideas on making caucusing a positive and inclusive experience for voters, and outlines rules the DNC has provided to ensure that caucuses are open and transparent.
4. The Commission recommends that the DNC work with State Parties to create consistent standards and guidelines across all caucuses that allow for the implementation of best practices for information dissemination and reporting of votes. The DNC should also explore technology resources available to support State Parties in creating a tracking and reporting system that states can use to streamline the registration and reporting process.
5. Finally, the Commission recommends that the appropriate steps be taken to ensure caucus voters, like those in primary states, have a right to participate in the caucus process. These steps should include any required rules changes and the proper education and outreach to ensure the right to caucus is enshrined in our process at every level.

Nothing in these recommendations is intended to relieve any State Party or its Delegate Selection Plan from any requirements not consistent with these recommendations

# Conclusion

The Unity Reform Commission was established in the aftermath of the 2016 primaries, when Democrats recognized that in order to strengthen and grow our Party, it was necessary to look at areas that needed to be reformed in order to bring in those who felt left out of our process.

The Democratic Party remains the most inclusive Party in the world, but there are still people who feel like they're left behind by the Party, and that must change. The mandate that established this Commission required that we look at ways to make our Party and presidential nominating process more open and transparent. And that's what this Commission was all about and that is the intent of the recommendations outlined in this Report.

The work of the Commission was historic. The Commission members listened to issues raised from the public, from Democratic Party members and State Party leaders, and spent the last nine months discussing the best ways the Democratic Party could rebuild so that we are strong in every corner of this country and win elections in every region.

Despite differing opinions among Commission members, the report upholds the direction given in the mandate passed by the 2016 Democratic National Convention. Ultimately, the Commission members came out of this process with concrete recommendations that will strengthen the Democratic Party.

The Commission represented the best of all wings of our Party by crafting reforms that will lay the groundwork for a strong Party that is poised for success at every level, while at the same time operating in a manner that is transparent.

Democracy is always an ongoing effort, and this Commission has certainly taken its responsibility seriously. The work of the Commission has shown that we can come together with differing views and opinions and still produce a consensus document that all can feel proud of. We hope that the Democratic National Committee supports this important work and we look forward to doing all we can to support the Democratic National Committee as it takes up these recommendations.

# Commission Meeting Summaries

The Unity Reform Commission (the Commission) held five meetings in every region of our country over the past eight months in order to hear expert and public testimony on the important topics before them, which have been summarized below.

## May 5-6, 2017 Meeting

The Unity Reform Commission (URC) began its formal work and review at the May 5th and 6th meeting at the Marriott Wardman Park Hotel in Washington, D.C. The goal of this meeting was to familiarize Commission members with the broad issues under the mandate of the Unity Reform Commission.

The Commission members heard three presentations, each led by individuals who offered expertise and differing perspectives on the Party's nominating process.

**Joe Sandler**, of Sandler Reiff Lamb Rosenstein & Birkenstock, P.C., served as General Counsel of the Democratic National Committee and presented an overview of the DNC's and state parties' legal authority in the presidential nominating process and the constraints the U.S. Constitution places on the rights of the Parties, as opposed to the rights of individual voters and candidates themselves.

The second presentation was by Commission member **Elaine C. Kamarck**, currently a senior fellow in the Governance Studies program at the Brookings Institute and the director of the Center for Effective Public Management at Brookings. Dr. Kamarck gave a historical overview of the Democratic presidential nominating process and described the gradual democratizing of the process throughout history, which has created a process that has become more open and democratic.

The final presentation was a panel discussion led by **Charlie Baker** and **Jeff Weaver**. Charlie Baker served as the Chief Administrative Officer of the Hillary for America campaign and Jeff Weaver is the former president of Our Revolution and served as campaign manager for Bernie Sanders' 2016 presidential campaign.

Mr. Baker and Mr. Weaver led a discussion on the Party and voters' interests in the presidential nominating process. Mr. Baker began with three points: (1) as the Commission discusses potential changes, to be aware of unintended consequences that may result and that you want to have a system that works under a variety of circumstances; (2) the Republicans have a real role in the establishing of the schedule; and (3) state parties run caucuses that are deeply underfunded and they do not have the resources to manage these processes. Mr. Weaver stressed the importance of a process that people perceive as fair and equitable to the participants. He also discussed the need to structure our nominating process to engage newcomers to the Party and those he referred to as "Democratically aligned" voters, who vote where they can in the Democratic primary process and who vote reliably Democratic in every general election, but who have chosen not to officially enroll in the Democratic Party.

On May 6th, the Commission heard three presentations on Party competitiveness, outreach, and engagement.

The first presentation, on building a strong Democratic Party, was led by **Tom McMahon, Artie Blanco, and Jim Zogby**. Mr. McMahon served as Executive Director of the DNC and implemented the “50 State Strategy” under Gov. Howard Dean. Ms. Blanco is the state director of For Nevada’s Future. Dr. Zogby is the founder and President of the Arab American Institute and serves on the Board of Our Revolution.

Mr. McMahon began by reviewing the strategy begun in 2005 to build a strong, proactive National Party with infrastructure in every state, which led to the 50 State Strategy. Ms. Blanco continued the conversation by discussing her experience working with the State Partnership Program (SPP) and the importance of developing strategies tailored to each state. Following this presentation, Dr. Zogby led a discussion, which emphasized efficiency and transparency in operating in the DNC and the importance of DNC-State Party partnerships.

The second presentation, which focused on mobilizing voters at all levels, was given by Commission members **Jane Kleeb, Yvette Lewis, and Jan Bauer**. Ms. Kleeb serves as Chair of the Nebraska State Democratic Party and is on the board of Our Revolution. Ms. Lewis is a DNC Member and previously served as Chair of the Maryland Democratic Party. Ms. Bauer is also a DNC member and served as Chair of the Story County Democratic Party in Iowa.

Ms. Kleeb began by discussing how voters connect with the Democratic Party. She described involvement in terms of different rungs of a ladder and said that the DNC needs to do more to make sure people know and have access to all of these rungs. Next, Ms. Lewis discussed the need to engage with voters through their desire to be involved. Ms. Bauer concluded the presentation by discussing voter mobilization and going through best practices for the Iowa caucuses.

The final presentation, which stressed empowering grassroots participation in the party, was given by Commission members Nomiki Konst and Emmy Ruiz. Ms. Konst, is an investigative reporter for The Young Turks. Ms. Ruiz was the Nevada Caucus director and Colorado State director for the 2016 Hillary Campaign and was political director for Annie’s List.

Ms. Konst began the presentation by noting that activists across the country are still holding protests, calling their representatives, and lobbying Capitol Hill, and they are also communicating, organizing, and acting over social media. Ms. Ruiz discussed the need for year-round campaigning and activating local grassroots supporters in order to best connect with voters at the local level.

Following the presentation, the Commission discussed youth engagement, how to best engage with grassroots activists and small donors for non-presidential campaigns, and Party messaging.

## June 2-3, 2017 Meeting

The Commission held its second meeting in San Antonio, TX. The Commission heard two discussions the first day of the meeting. Former Texas Agriculture Commissioner **Jim Hightower**, Texas Democratic Party Chair **Gilberto Hinojosa**, and Commission member **Emmy Ruiz** addressed methods to involve new and unaffiliated voters in the Democratic Party. Former Colorado Party Chair Rick Palacio discussed how to make government-run primaries more accessible.

Mr. Hightower began the presentation by discussing the dilemma in liberal political circles of organizing across numerous issue-areas in order to develop the critical mass for pushing a progressive agenda. Mr. Hinojosa continued the presentation by discussing the success in Harris County in the 2016 elections. While in 2014 the Democrats lost every position, in 2016, they won every position contested on the ballot. This was due to large turnouts throughout the Houston area and very early organizing.

The Commission members also held a group discussion led by Ms. Ruiz on the need to expand the entry points into the party for those who want to find ways to participate. They discussed the importance of investments in State Parties in addition to a commitment to organizing and understanding the specific politics of the state as well as ideas to make the delegate selection process more transparent and inclusive.

Mr. Palacio pointed out that in Colorado in 2016, there was a reduced level of participation because they held a closed caucus system. This required voters to be registered for the party for at least a month to participate in the caucus. Mr. Palacio noted that the highest turnout states in the general election were Minnesota, Maine, New Hampshire, Colorado, Wisconsin, and Iowa, all states that allowed same-day voter registration for the general election.

Following this presentation, the Commission members discussed what State Parties can do to encourage participation, how the national Party can support these efforts.

On the meeting's second day, the Commission focused on the mechanics of the Party's delegate selection process and government-run primaries. The first presentation, led by DNC Party Affairs Director **Patrice Taylor**, dealt with the elements of government-run primaries. Ms. Taylor's presentation was followed by a discussion led by Commission members **David Huynh**, Director of Delegate Operations and Ballot Access for the Hillary for America campaign, and **Jeff Berman**, the Delegate Strategy consultant for the 2016 Hillary for America campaign.

Ms. Taylor began her presentation by outlining the delegate selection process. The 2016 cycle's selection process began in 2014 when the DNC's Rules and Bylaws Committee began drafting the rules that govern the process. Between January and April of 2015, state parties drafted their delegate selection plans. From June through September, the Rules and Bylaws Committee met monthly to review each State Party plan. Mr. Huynh and Mr. Berman led a discussion on how presidential campaigns approach the delegate selection process.

The second presentation of the day, which addressed current efforts to make government-run primaries more accessible, was led by **Hannah Fried**, who served on the Voter Protection teams for the Obama campaign in 2008 and 2012 and the 2016 Clinton campaign.

Ms. Fried began the presentation by explaining the different types of primaries. There are a number of factors that effect a voter's experience in the primaries that vary by state laws including, but not limited to: voter ID laws, voter registration deadlines, primary or caucus, whether state primaries are on the same day as the presidential primary, and whether there is early or absentee voting.

The Commission members then discussed how to encourage expanded use of primary elections, open versus closed primaries and the intersection of state laws and party rules, voter registration deadlines and how the Party can influence changes to encourage making voter registration easier.

## August 25-26, 2017 Meeting

The Commission held its third meeting on August 25th and 26th at the W City Center in Chicago, IL, where Commission members heard presentations on the history and function of caucuses, how the DNC engages with state parties, and the role of unpledged delegates in the presidential nominating process.

The first presentation was on how the caucus process works in the states by Iowa and Nevada caucus experts **Norm Sterzenbach**, **Pete D'Alessandro**, and **Cory Warfield**. Mr. Sterzenbach served as the Executive Director of the Iowa Democratic Party, overseeing the 2008 caucuses and the 2010 and 2012 coordinated campaigns. Mr. Alessandro was the Iowa Director for Bernie Sanders' 2016 campaign, and Mr. Warfield was the 2016 Nevada Caucus Director for the Nevada State Democratic Party.

Mr. Sterzenbach described the culture and pride surrounding the Iowa caucus. He explained that the caucus is an opportunity for people not just to show up and vote, but to become significant members within the Party and shape its direction. Mr. D'Alessandro continued the presentation by providing additional details about the process of the Iowa caucus. Mr. Warfield then continued the presentation by explaining the Nevada caucus. In 2016, the caucus had 84,000 individuals attend the caucus, with 14,000 registering the day-of. He also pointed out that about 40% of the caucus-goers are from diverse communities.

The second presentation for the day was given by **Greg Haffner** on the caucus process in the state of Washington. Mr. Haffner is the former Party Affairs Director for the Washington State Party, where he managed internal party business, including the delegate selection process.

Mr. Haffner described Washington's caucus process and focused on the state's absentee voting system, known as surrogate affidavits. While originally created for people who had

religious observance that prevented them from participating in the caucus, their use has expanded to include military service, disability, illness, and work schedule.

On the meeting's second day, the Commission focused on how the state parties and the DNC can work together to build a strong Democratic Party.

The first presentation, which addressed how the DNC's support of state parties leads to electoral success at all levels, was given by Executive Director of the Democratic Party of Oregon, **Brad Martin**. Mr. Martin pointed out that in 2016, there was increased funding, more communications between the DNC and State Parties, and more coordination for training and strategy. Moving forward, this funding for state parties is increasing in order to support core competencies, which include having a voter file manager, compliance team, work plan and strategy for expanding the organization and winning. The states regularly file reports on their accomplishments and performance to learn from best practices and encourage success.

Following Mr. Martin's presentation, the Commission members discussed investment strategies and the importance of early investment.

The second presentation, which focused on the role of unpledged delegates in the presidential nominating process, was led by DNC Director of Party Affairs **Patrice Taylor** and Commission member **Elaine Kamarck**. Dr. Kamarck began the presentation by providing an overview of the history and role of unpledged delegates in the DNC. Dr. Kamarck pointed out that while there have been fears of unpledged delegates swinging a nominating process to one candidate against the popular will of the voter, this has not occurred. Ms. Taylor then continued the discussion of the unpledged delegates.

After the second presentation, the members discussed the role of unpledged delegates in the nominating process and political and rules considerations for implementing the Commission mandate.

## October 18, 2017 Meeting

The Commission held its fourth meeting in Las Vegas, NV. The Commission heard two presentations on voter registration and working group updates.

The first presentation was a background on the New York Party registration and affiliation process by **Robert Brehm**. Robert Brehm is the New York Board of Election Co-Executive Director.

Mr. Brehm began his presentation with a brief overview of the primary process in New York. He explained that New York is a closed primary state for the presidential primaries and addressed the long time period between the deadline to change party affiliation and the deadline to register to vote. In New York, an individual who wants to change his or her party affiliation must do so months prior to the election, while the registration deadline is 25 days prior to the election.



During the second part of the meeting, Commission members heard updates from the Primary, Caucus, Unpledged Delegates, and Party Reform working groups. The first update was from the Primary group, which was convened by **Jeff Weaver** and **Charlie Baker**. They reported that this group was unanimous in its support for same-day voter registration and for better access to voting. Also, the group believes that states should be encouraged to move to primaries rather than caucuses to determine presidential preference. The Commission then discussed voter registration deadlines and ways the DNC can encourage states to make these more uniform and accessible.

The second group to give an update was the Caucus group convened by **Jane Kleeb** and **Wellington Webb**. They reviewed the Commission's mandate regarding caucuses. They then discussed various ways to make caucuses more open and accessible. The group is also looking into ways to streamline the realignment process and reporting of results.

The next working group was the Unpledged Delegate working group convened by **Lucy Flores** and **David Huynh**. They discussed the Commission's mandate to revise and reduce the role of unpledged delegates in the presidential nominating process.

The final group, which focused on Party Reform, was convened by **Jorge Neri** and **Jim Zogby**. They discussed their thoughts on making the party more inclusive. They discussed the importance of bringing in more minority vendors. There is agreement in the group to increase participation, diversity, and transparency.

# Acknowledgements

The Commission wishes to express its appreciation to Commission Chair Jen O'Malley Dillon and Vice Chair Larry Cohen and all Commission members for their time and hard work throughout this process.

We would like to thank Chairman Tom Perez and the Officers of the Democratic National Committee for their leadership and support as well as the Members of the DNC, and our State Parties.

We would like to thank our Democratic National Committee colleagues for their invaluable assistance with the work of the Unity Reform Commission. In particular, Jess O'Connell, Chief Executive Officer; Sam Cornale, Chief of Staff; Laura Chambers, Chief Operating Officer; Patrice Taylor, Party Affairs Director; Amanda Brown Lierman, Political Director; Julie Greene, Director of the DNC Leadership Office; Lisa Hargrove Ware, Director of Meetings and Conferences; Maureen Garde, Executive Director, ASDC; Miles Fernandez, Director of the Secretary's Office; Xochitl Hinojosa, Communications Director; Michael Tyler, DNC National Press Secretary; Vedant Patel, Western Regional Press Secretary, and the Communications Department; Lauren Dillon, Research Director; Nick Bauer, Deputy Research Director; Tessa Simmons, Digital Director; PaaWee Rivera, Finance Department; Jack Vickers, Political Department; Jacob Burman, Party Affairs Deputy Director; and Alecia Dyer, Party Affairs Special Assistant.

We would also like to thank DNC Parliamentarian Helen McFadden, Becca Herries and Krista Harness for your support during this process. We would also like to thank all of the hotels where our meetings were held for making sure we had great accommodations.

Finally, thank you to all of the members of the public and activists who provided the Commission with invaluable input and suggestions both in person and online.

# Appendix

# Unity Reform Commission Resolution

## Section 1. Establishment of the Unity Reform Commission.

**BE IT RESOLVED:** That no later than 60 days after the date of the next election of the National Chair of the Democratic National Committee (DNC), the National Chair shall establish a commission (the “Commission”) to review the entire nominating process and to make recommended changes to the Charter regarding the nominating process with a specific focus on ensuring the process is accessible, transparent and inclusive.

**RESOLVED FURTHER:** That the Commission shall be known as the “Unity Reform Commission;” that it shall consist of 21 members including a chair and vice-chair, all with the right to vote on Commission business. The chair shall be Jennifer O’Malley Dillon and the vice-chair Larry Cohen. Secretary Clinton shall appoint nine members of the Commission and Senator Sanders shall appoint seven members of the Commission. The remaining three members shall be appointed by the National Chair of the DNC. To the extent possible, its membership shall be equally divided between men and women and shall be geographically and demographically diverse. The DNC shall provide the Commission with adequate staff and resources to carry out its mandate in accordance with this Resolution.

**RESOLVED FURTHER:** That the Unity Reform Commission shall issue its report and recommendations to the Rules and Bylaws Committee of the DNC no later than January 1, 2018. Upon completion of its report and recommendations, the Unity Reform Commission shall transmit the same to the RBC for its prompt consideration and action. In the event that Commission concludes the RBC failed to substantially adopt any recommendation within 6 months of receiving the Commission’s report and recommendation, the Commission shall have the recommendations placed before the full DNC at its next regularly scheduled meeting. The Commission shall remain in existence until the Commission concludes that its report and recommendations have been considered and voted on by the DNC.

## Section 2. Manner of Voting.

**RESOLVED FURTHER:** That the Unity Reform Commission shall consider and make appropriate recommendations regarding revisions to the Delegate Selection Rules for the 2020 Democratic National Convention with respect to the manner of voting used during the presidential nominating process with a goal of increasing voter participation and inclusion through grassroots engagement of the Party’s voter base during and in-between presidential election cycles. The Commission shall make recommendations to encourage the expanded use of primary elections. The Commission shall make specific recommendations regarding the steps necessary to ensure that, in states where caucuses are conducted, eligible voters’ ability to participate in the caucuses are protected. The Commission shall make recommendations as to how caucuses can be less burdensome and more inclusive, transparent and accessible to participants. Specific consideration shall be given to so-called firehouse caucuses and other methods that will permit expanded and higher volumes of voter participation. These steps shall include ensuring caucuses are

well-run, accessible, transparent and that the delegates allocated to the national convention fairly reflect the will of the voters expressed during the caucuses. The Commission shall make specific recommendations to streamline the caucus realignment process, including measures to accommodate increased voter participation and decrease the time necessary to conduct the caucus. The Commission shall make specific recommendations that requires caucuses to publish the specific headcount at all caucus locations and to maintain sufficient records to make a post-caucus review and re-canvass of the results possible.

**RESOLVED FURTHER:** That the Unity Reform Commission shall make recommendations to encourage the involvement in all elections of unaffiliated or new voters who seek to join the Democratic Party including through same-day registration and re-registration.

### **Section 3. Delegates.**

**RESOLVED FURTHER:** That the Unity Reform Commission shall consider and make appropriate recommendations for revisions to the Delegate Selection Rules for the 2020 Democratic National Convention to provide for a change in the manner by which unpledged party leader and elected official (PLEO) delegates participate in the presidential nominating process. In particular, the Commission shall make specific recommendations providing that Members of Congress, Governors and distinguished party leaders (DNC Charter Art. Two, Section 4(h)(ii)(1)-(6)) remain unpledged and free to support their nominee of choice, but that remaining unpledged delegates be required to cast their vote at the Convention for candidates in proportion to the vote received for each candidate in their state.

### **Section 4. Party Reforms.**

**RESOLVED FURTHER:** That the Unity Reform Commission shall consider and make appropriate recommendations as to: (1) how to make the party and its candidates more competitive in all regions of the country; (2) how to make the DNC and state parties full and accountable partners in the process of mobilizing voters and winning elections at all levels; (3) how to support and oversee Democratic efforts in legislative and congressional reapportionment and redistricting to ensure Democratic majorities in state legislatures and in Congress; (4) how to broaden the base of the party and empower rank and file Democrats at the grassroots level; and (5) how to expand the DNC's donor base (a) to make it less dependent on large contributions, (b) to get more people invested in the party, and (c) to enable the party to support important electoral programs.

### **Section 5. Status of Resolutions**

**RESOLVED FURTHER:** That the Unity Reform Commission may address other matters as may be identified and agreed to by the Chair and Vice-Chair.

# UNITY REFORM COMMISSION

**Jennifer O'Malley Dillon, Chair**  
*District of Columbia*

**Larry Cohen, Vice Chair**  
*District of Columbia*

**Charlie Baker**  
*Massachusetts*

**David Huynh**  
*Louisiana*

**James Roosevelt, Jr.**  
*Massachusetts*

**Jan Bauer**  
*Iowa*

**Elaine Kamarck**  
*Massachusetts*

**Emmy Ruiz**  
*Texas*

**Jeff Berman**  
*District of Columbia*

**Jane Kleeb**  
*Nebraska*

**Nina Turner**  
*Ohio*

**Lucy Flores**  
*California*

**Nomiki Konst**  
*New York*

**Jeff Weaver**  
*Virginia*

**Congresswoman  
Marcia Fudge**  
*Ohio*

**Yvette Lewis**  
*Maryland*

**Wellington Webb**  
*Colorado*

**Maya Harris**  
*New York*

**Gus Newport**  
*California*

**Jim Zogby**  
*District of Columbia*

**Jorge Neri**  
*Illinois*

First Name	Last Name	SEC Member (non-voting or voting)	Legislative District	SCC Delegate	SCC Alternate	Other Positions in Party	Feb. 2018
Jennie	Butler	non-voting		6 x		Platform and Resolutions Chair and Secretary Working	Y
Pam	Hopkins	non-voting		16 x		Rules Chair	Y
Thomas	Havelka	non-voting		22 x		Parliamentarian	N
Art	Tanderup	non-voting		41 x		CD3 Archives and Historical Preservation Committee	N
Stephanie	Matejka	non-voting		46 x		State Convention Chair	Y
Brian	Jorde	non-voting		6		Party Attorney	N
Alex P.	Gates	non-voting		10		Technology Co-Chair	Y
Rick	Hoppe	non-voting		26		Beutler Rep	N
Roger	Foster	non-voting		32		Mayor CD3	N
Tom	Genung	non-voting		33		Finance Committee Member, CD3 Rep	N
Roger	Morgan	non-voting		43		Nominating Chair	N
	OPEN	non-voting				Finance Committee, CD2 Rep	N
John	Ewing	non-voting				Audit and Review Chair	N
	OPEN	non-voting				Finance Committee, CD1 Rep	
Brian	Whitecalf	voting		35	x	LGBT Caucus	Y
Stan	Kontogiannis	voting		48	x	CD3 Chair	EXCUSED
Patty	Zieg	voting		2		National Committee Woman	Y
Marta	Nieves	voting		3		Latino Caucus Chair	Y
Joe	Orsi	voting		4		Working Families Chair	Y
Dulce	Sherman	voting		4		At Large	Y
Ron	Kaminski	voting		6		National Committeeman	Y
Mark	Hoeger	voting		8		CD2 Chair and Archives and Historical Preservation C	Y
Tom	Tilden	voting		8		2nd Associate Chair	Y
Willie	Hamilton	voting		13		At Large	Y
Richard	Register	voting		15		CD1 Chair	Y
Janet	Stewart	voting		15		Women's Caucus Chair	Y
Frank	Lamere	voting		17		1st Associate Chair, Platform and Resolutions	Y
Jim	Simon	voting		20		Finance Chair	N
Kimara	Snipe	voting		21		CD2 Associate Chair - Black Caucus Chair	Y
Mechelle Sky	Walker	voting		21		Native American Caucus	N
Ted	Kessler	voting		25		Treasurer, Climate Treasurer	Y
Christa	Yoakum	voting		27		CD1 Associate Chair	Y
Linda	Katalinich					Interim Vets Caucus Chair	N
Judy	Vohland	voting		35		CD3 Associate Chair	Y
Dunixi	Guereca	voting		37		Young Democrats	N
Bud	Pettigrew	voting		43		Chair of Chairs, Platforms and Resolutions	Y
Charlene	Ligon	voting		45		Secretary	Y
Ellen	Moore	voting		45		Catholic Caucus Chair	Y
John	Atkeison	voting				Climate Chair	Y
Jane	Kleeb	voting				Chair	Y
Lynn	Redding	voting				Persons With Disabilities	Y
Clayton	Christiansen			1 x			Y

First Name	Last Name	SEC Member (non-voting or voting)	Legislative District	SCC Delegate	SCC Alternate	Other Positions in Party	Feb. 2018
Janet	Kirkendall			1 x			N
Karen	Harvey Holmes			2 x			Y
Gary	Tafini			2 x			Y
Karima	Al-Absy			3 x			Y
William	Forsee			3 x			Y
Deidre	Austin			4 x			Y
Clarence	King			4 x			N
Michael	Burgess			5 x			Y
Lacey	Merica			5 x			EXCUSED
	OPEN Male			6 x			
Jennie	Butler	non-voting		6 x		Platform and Resolutions Chair and Secretary Working	Y
	OPEN Female			7 x			
Benjamin	Cass			7 x		Platforms and Resolutions	Y
William	Clark			8 x			Y
Sandra	Skorniak			8 x			Y
Doreen	Jankovich			9 x			Y
Ken	Riter			9 x			Y
Lisa	Jennings			10 x			Y
Charles	Spence			10 x			Y
Kyle	Jones			11 x			N
Diana	Rogel			11 x			N
Robert	Meyers			12 x			Y
Female	Open			12 x			
Linda	Bowman			13 x			EXCUSED
Douglas	Bowman			13 x			Y
	OPEN Male			14 x			
Peg	O'Dea Lippert			14 x			Y
Julie	Anderson			15 x			Y
Vernon	White			15 x			EXCUSED
Brendan	Gepson			16 x			Y
Jana	Adam			17 x			N
Frank	Adams			17 x		Platform & Resolutions	Y
Noah	Bennett			18 x			N
Suzanne	Carney			18 x			N
Pete	Rizzo			19 x			N
Sue	Weaver			19 x			N
Nathaniel	Gadzinski			20 x			Y
Fiona	Matthews			20 x		Black Caucus Secretary	N
Elbert	Traylor			21 x		CD1 Platform and Resolutions	Y
Michaela	Vander Weil			21 x			Y
Sharon	Brown			22 x			N
Mikel-Jon	Divis			23 x			Y



First Name	Last Name	SEC Member (non-voting or voting)	Legislative District	SCC Delegate	SCC Alternate	Other Positions in Party	Feb. 2018
Jennifer	Norris			23	x		Y
Maegan	Nuss			24	x		N
James	Reamer			24	x		N
Barbara	Tracy			25	x		Y
Thomas	Green			25	x		Y
Chris	Heiden			26	x		N
Amanda	Schnakenberg			26	x		Y
Shayla	Swift			27	x		Y
John	Yoakum			27	x		Y
Gerry	Finnegan			28	x		Y
Janet	Banks			28	x		Y
Debra	Defrain			29	x		N
Edison	McDonald			29	x		Y
Zachary	James			30	x		Y
Cheryl	Nichols			30	x		Y
Faith	Jones					Platform and Resolutions	N
Melanie	Williams			31	x		Y
Brian	Whitecalf			31	x		Y
Catherine	Axon			32	x		N
Travis	Waldron			32	x		Y
Brent	Hultine			33	x		N
Kathy	Jensen			33	x	CD3 Chair Womens Caucus	N
LeEllen	Haynes			34	x		Y
Richard	Maciejewski			34	x		N
Michael	Niece			35	x		N
Sonja	Weinrich			35	x		Y
Joy	Roos			36	x		N
Luis	Sotelo			36	x		N
Kathleen	Alff			37	x		Y
Caleb	Rohrer			37	x		N
Steven	Kile			38	x		Y
Elena	Olson-King			38	x		Y
Sara	Kohowski			39	x		Y
Male	OPEN			39	x		
Marlo	Johnson			40	x		Y
Male	OPEN			40	x		
Gale	Pemberton			41	x		N
Paul	Theobald			41	x		Y
Lauree	Sigler			42	x		N
Terry	Sigler			42	x		Y
Richard	Landgren			43	x		N
Aimee	Norman			43	x		N

First Name	Last Name	SEC Member (non-voting or voting)	Legislative District	SCC Delegate	SCC Alternate	Other Positions in Party	Feb. 2018
Philip	Lyons			44	x		EXCUSED
Sharlette	Schwenninger			44	x	Platform & Resolutions	N
Robert	Ligon			45	x		Y
Nancy	Scott			45	x		Y
Joe	Shaw			46	x		Y
	OPEN - Female			46	x		
Ann	Klein			47	x		N
James	Moore			47	x		Y
Michelle	Meister			48	x		N
Mike	Meister			48	x		N
Philip	Champion			49	x		Y
Lorri	Kile			49	x	CD2 Chair Womens Caucus	N
Michael	Hughes						N
Eston	Clarke			1		x	N
Karen	Richardson			1		x	N
Mark	Minchow			2		x	Platforms and Resolutions
Susan	Tafini			2		x	Y
Robert	Gerber			3		x	EXCUSED
Female	OPEN			4		x	
Chris	Walters			4		x	N
Craig	Jackson			5		x	N
	OPEN Female			5		x	
Mikal	Eckstrom			6		x	N
Maureen	Monahan			6		x	N
Janet	Bonet			7		x	
Christopher	Nowicki			7		x	N
Cherie	Clark			8		x	N
Jesse	Parker			8		x	N
	OPEN Male			9		x	
Leslie	Wiseman			9		x	N
Dustin "DJ"	Jennings			10		x	Veterans Secretary/Treasurer
Female	OPEN			10		x	
Meg	Barr			11		x	N
Richard	Ream			11		x	Y
Trevor	Fitzgerald			12		x	Y
	OPEN Female			12		x	
Gail	Knapp			13		x	Y
Jason	Valandra			13		x	Native Vice Chair
Rachel	Carraher			14		x	Y
George	Lippert			14		x	Y
Adam	Johnson			15		x	Y
Anna	Rodriguez			15		x	N

First Name	Last Name	SEC Member (non-voting or voting)	Legislative District	SCC Delegate	SCC Alternate	Other Positions in Party	Feb. 2018
Candra	Guenther		16		x	Womens Caucus Secretary	Y
Charles	Rohlfing		16		x		N
Delmer	Adam		17		x		N
Meena	Dalal		17		x		N
Ellen	Bennett		18		x		Y
Tim	Bennett		18		x		Y
Stacy	Tjaden		19		x	left message on 2/27/18 for clarification	N
Leann	Widhalm		19		x		N
Anna	Marasco		20		x	Rules Committee	Y
Jeremy	Wright		20		x		Y
Alex	Fall		21		x		N
Jodie	Smith		21		x		N
Susan	Klug		22		x		N
Virgil	Tworek-Hofstetter		22		x	Catholic Vice Chair	N
Maria	Cadwallader		23		x		N
Jack	Eager		23		x		N
Male	OPEN		24		x		
Deanna	Pulse		24		x		Y
Irene	Nedved		25		x		N
John	Roosmann		25		x		N
Kenneth	Nickerson		26		x		Y
Janet	Chung		26		x		Y
Dan	Marvin		27		x		N
Jennifer	Seaman		27		x		Y
Vincent	Martinez					Latino Treasurer	N
Maryjo	Shibata		28		x		N
Bennie	Shobe		28		x		Y
Mary	Herres		29		x		N
Brandon	Langlois		29		x	YD National Committeeman	N
Steven	Jones		30		x		N
Susan	Martin		30		x		N
Tyler	Kelley		31		x		Y
Barbara	Payne		31		x		N
Shaun	Friedrichsen		32		x		N
Margaret	Nichols		32		x		Y
John	Quirk		33		x		N
Deborah	Quirk		33		x		N
Kent	Goertzen		34		x		N
Female	OPEN		34		x		
Sonja	Weinrich		35		x		Y
Merikay	Berg		36		x		N
Scott	Foster		36		x		N

First Name	Last Name	SEC Member (non-voting or voting)	Legislative District	SCC Delegate	SCC Alternate	Other Positions in Party	Feb. 2018
Penny	Parker		37		x		N
Justin	Simmons		37		x		N
Lisa	Lieth		38		x		N
Jarod	Markley		38		x		N
Kevin	Pierce		39		x		N
Kristie	Pierce		39		x	Treasurer Working Families	N
Female	OPEN		40		x		
Male	OPEN		40		x		
Donita	Anderson		41		x		N
Male	OPEN		41		x		
Shaun	Baker		42		x		Y
Susan	Conrad		42		x		Y
Asia	Carr		43		x		N
Roger	Wess		43		x		N
Justin	Daake		44		x		N
Angela	Thomas		44		x		N
Roy	Gertig		45		x		Y
Jean	Seibel		45		x	Catholic Secretary	Y
Erik	Delaney		46		x		N
Angel	Schmidt		46		x		Y
Evan	Mehne		47		x		Y
Jazmin	Pruneda		47		x		Y
Rae	Schmitz		48		x		N
Ramona	Fricke		49		x		Y
Male	OPEN		49		x		
Female	OPEN		3				
Kendall	Anderson		8			Vice Chair Working Families	N
Maurice	Jones		11			Vice Chair Black Caucus	Y
Cornelius	Williams		11			Black Caucus Treasurer	N
Preston	Love		13				N
Lynne	Elwood		20			Womens Caucus Vice Chair	N
Russell	Neumann		23				N
Jennifer	Bear Eagle		26			Native Parliamentarian	N
Kamryn	Sannicks		27			YD Vice President	N
Kate	Venter		28				N
Brad	Christian		29			YD CD2 Chair	N
Adrian	Sanchez		29			Latino Vice Chair	N
Faith	Jones		30				N
Jose	Jimenez		33			YD CD3 Chair and Latino Secretary	N
Linda	Katalenich		45			Veteran's Vice Chair	Y
Sloane	Cornelius		46			Native Secretary	N

First Name	Last Name	SEC Member (non-voting or voting)	Legislative District	SCC Delegate	SCC Alternate	Other Positions in Party	Feb. 2018
Taylor	Bickel					YD Treasurer	N
Lesha	Clanton					Black Caucus CD1 Rep	N
Gina	Frank					Climate Secretary	N
Alex	Houchin					Climate Assoc. Chair	N
Mike	Hughes					Black Caucus CD2 Rep	N
Meg	Mikoljczck					CD1 Chair Womens Caucus	N
Cheryl	Nichols						Y
Christie	Parker						N
Robert	Parker						N
Natalie	Weiss					YD Secretary	N
Grady	Wiedeman					YD CD2 Chair	N
Lauren	Williams					YD National Committeewoman	N
Brandi	Bosier					LGBTQ Rep	Y
Connie	Gage					Platform & Resolutions	Y