FWD.us

CHAPTER TEAM MANUAL

second edition

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Thank you

We were founded in April 2013 by leaders of the tech community to give our values a voice in politics. We are a community of dreamers and doers, idealists and engineers. We imagine new possibilities, and then make them real. At our best, we make the world a better place for millions of people.

Our efforts are built on a basic premise: every person should have the opportunity to contribute. It doesn't matter where a person comes from or who their parents are. What counts are creativity, talent, and the willingness to work hard.

These values are important to us because human ability provides the foundation for everything we do. But they're not just "tech" values, they're American values. We're lucky to live in a country that believes everyone should have a fair shot to succeed.

Yet despite this core commitment, many Americans face a future of diminished opportunities. Mobility is stagnant, inequality soaring, and growth feeble. Our schools are in disarray, our infrastructure in disrepair. Our middle class, once robust, is shrinking.

Our community needs to reckon with these challenges. The new knowledge economy is a source of both dynamism and dislocation, innovation as well as inequality. Not enough people are getting the chance to contribute.

That's not fair, and it isn't a recipe for collective prosperity. We can do better.

Sometimes we can expand opportunity just by getting out of people's way, like removing the legal obstacles that prevent talented immigrants from fully contributing to our communities. But ensuring fair chances and collective prosperity requires more. The best tech companies invest in their employees, cultivate their talents, and construct environments that encourage creativity and collaboration. We need public policies that provide the same support for every person in this country. And we need policies that produce the innovation and infrastructure that will enable everyone to put their abilities into action.

Achieving these ambitious aims would be hard work even in the best of times, but it's made even tougher by our democracy's current dysfunctions. To achieve better policies we need to build a better political system—one that can rise above gridlock and embrace bold new ideas.

We know that politics isn't pretty. At times, it can be tempting to opt out. But disengagement is not an option, not if we're serious about building a better world.

We strive to create a potent new political movement. Through local Chapters and online actions, we offer opportunities to engage in innovative advocacy that educates elected officials and changes the terms of public debate. It's going to be challenging. But that's never stopped us before. Every day we bring incredible ingenuity and passion to our work; it's time to bring that same spirit to our democracy.

Thank You

The FWD.us Team

Our Mission

FWD.us is an organization started by key leaders in the tech and entrepreneurial community to engage the tech community to advocate for policies that will make the American dream achievable in the 21st century economy.

How do we do that? Immigration reform, improving the quality of science and technology education, and encouraging more investment in breakthrough technologies in a manner that benefits the public at large.

WHAT WE BELIEVE

The global economy is changing, and the U.S. must make significant changes to remain competitive. We are working to encourage Congress to pass policies that maximize the potential of our country's workforce to build the knowledge economy.

WHY IMMIGRATION REFORM NOW

Our broken immigration system is unfit for today's world; it hinders the U.S. in a global economy and fails to live up to our American ideals. Reforming our broken system is critically important to economic growth, creating American jobs, and ensuring the U.S.'s continued competitiveness. This is an urgent national issue, we have a once in a generation opportunity to get it right, and it needs to get done right now.

OUR ADVOCACY

The tech community can be a positive force in American politics. We have built a talented, bipartisan organization and the infrastructure to enable tech to make an impact on the important issue of immigration reform, and others to come. We have dedicated significant resources to this effort. Our operations include grassroots organizing in targeted districts, online advocacy campaigns, concentrated paid media in targeted districts, and a focus on earned media. As members of the tech community, we care deeply about the human element of fixing our broken immigration system so that we do right by our economy and American families.

OUR TEAM

With significant financial backing from a broad array of entrepreneurs and tech leaders, our team consists of a bipartisan staff that has worked at the highest levels of government and campaigns at all points along the political spectrum.

FOUNDERS

Aditya Agarwal, Jim Breyer, Matt Cohler, Ron Conway, John Doerr, Bill Gates, Joe Green, Reid Hoffman, Drew Houston, Chamath Palihapitiya, Sean Parker, Jeff Rothschild, Ruchi Sanghvi, Mark Zuckerberg.

MAJOR CONTRIBUTORS

Tim Armstrong, Steve Ballmer, Juan Calle, Steve Chen, Brian Chesky, Chris Cox, Barry Diller, Stanley F. Druckenmiller, John Fisher, Paul Graham, Reed Hastings, Chad Hurley, Josh James, Dick Kramlich, Peter Kellner, Max Levchin, Joe Lonsdale, Andrew Mason, Marissa Mayer, Mary Meeker, Dave Morin, Jon Oringer, Hadi Partovi, Greg Penner, Alison Pincus, Mark Pincus, Keith Rabois, Hosain Rahman, Eric Schmidt, Darian Shirazi, Brad Smith, Kevin Systrom, Padmasree Warrior, Fred Wilson

CO-CHAIRS

San Francisco: Brian Goldsmith, James Hong, Rick Marini, Hemant Taneja, Greg Tseng, Josh Wiseman, Tali Rapaport
Silicon Valley: Tom Baruch, Trevor Cornwell, Alex Rampell, Brett Rochkind, Yun-Fang Juan, Mike McCue, Nima Asharbeygi, Babak Pahlavan
New York City: James Robinson, Rony Zarom, David Kidder
Miami: Anton Diego, Seth Cassel
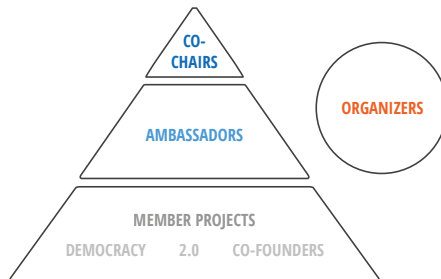**Los Angeles:** Seth Berman
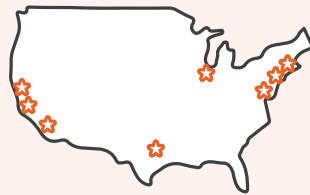
The Chapter Model

FWD.us Chapters are the central home for everything that we do—building networks, innovating advocacy, and sharing stories.

We bring together passionate, talented people, and offer opportunities to engage in innovative advocacy that educates elected decision makers and changes the terms of public debate.

Each Chapter* is overseen by Regional Organizers and comprised of three tiers: Co-Chairs, Ambassadors, and members.

Chapter Locations

San Francisco, Silicon Valley, Los Angeles, Chicago, Boston, Philadelphia, Austin, New York City.

CO-CHAIRS

AMBASSADORS

MEMBER PROJECTS
DEMOCRACY   2.0   CO-FOUNDERS

ORGANIZERS

CO-CHAIRS

Co-chairs are financial contributors and influencers who provide local leadership and serve as featured speakers at FWDMonthly.

AMBASSADORS

Ambassadors are volunteer leaders who work closely with staff to build vibrant FWD.us Chapters. They focus internally on the health of the Chapter and support each of our membership projects.

ORGANIZERS

Regional Organizers provide FWD.us resources and training to all Chapter members in order to maintain active local Chapters and successful project teams.

DIRECT ADVOCACY
Project Teams

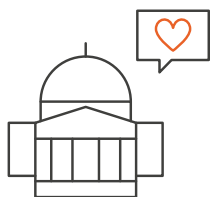The backbone of the local FWD.us Chapter is its membership. Our membership program brings together dedicated supporters in a political accelerator that offers FWD.us resources and guidance to fuel advocacy and engagement.

Members, part of at least one project team, meet once a month with their local Chapter at FWDMonthly* to solve a specific challenge.

FWDMonthly

FWDMonthly is our local Chapter meeting held once a month to explore the intersection of tech and politics and engage in advocacy—both in doing and in innovating how it's done. Guest speakers will share their expertise on the month's issue.

Afterwards, you will break into teams to tackle specific challenges. From devising innovative ways to connect constituents to Congress, to amplifying compelling local narratives, your efforts will be critical to our success.

DEMOCRACY PROJECT

A team of innovators focused on developing new and creative strategies to engage with elected decision makers.

2.0 PROJECT

A team of problem solvers and strategists who want to use their specialized skills to shape the national narrative on critical political issues.

CO-FOUNDERS PROJECT

A team of donors and volunteers who organize discussions on tech and politics at quarterly ThinkFWD events.

PART TWO:
Your Challenge

We see our job as identifying and analyzing problems that stand in the way of progress. From there, our goal is to empower you to solve important political challenges using your creativity, passion, and skills. That means the Ambassadors in your city will present your project team with a challenge at each FWDMonthly.

These will be big-picture obstacles that give you the opportunity to advance immigration reform and change the politics-as-usual of Washington, D.C.

After that, it's completely up to you. At each FWDMonthly, your team will decide what you would like to do that month to tackle your challenge. You are welcome to dream big or think small depending upon your availability, and to use any and all resources and skills at your disposal to develop innovative solutions.

Everyone who comes to FWDMonthly is a member of FWD. But we don't want FWD to just be another card in your wallet, or a check you send each year. The way this chapter will work is every month you will break out into your respective team and we will present you with specific challenges. Our goal is to empower the sharpest minds in tech, design and business to advocate for some of the toughest public policy challenges of our generation.
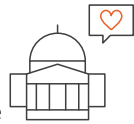
PROJECT TEAMS

Each member can join one of three Project Teams: the Democracy Project, the 2.0 Project, and the Co-Founders Project.

Every chapter members is also encouraged to sign up for our Rapid Response team who will be ready to act when a political development requires a fast response.

DEMOCRACY PROJECT

The mission of the Democracy Project is to create and implement more effective strategies to engage elected decision-makers.

2.0 PROJECT

The mission of the 2.0 Project is to use tech's specialized skillset to shape public perception on today's most important political issues.

CO-FOUNDERS PROJECT

The mission of the Co-Founders Project is to facilitate discussion at the intersection of technology and politics.

Rapid Response Team

This is politics. Things change quickly and suddenly. We are assembling a rapid response team to be ready to go when something requires fast response. These actions are time-sensitive, and will need to be completed in 24-48 hours. Can we count on you to be part of this team?

PART THREE:
Your FWDMonthly

From San Francisco to Austin, Boston to New York, FWD.us has enlisted thousands to roll up their sleeves, get engaged, and communicate to lawmakers the urgent need for immigration reform. Despite overwhelming public support for commonsense solutions, Congress has refused to act. But we at FWD.us are determined to win this fight. In fact we are just getting started.

This fall, each FWD.us regional Chapter is launching three projects: The Democracy Project, The 2.0 Project, and The Co-Founders Project. We are committing our resources to these local Chapters, which will serve as accelerators for political advocacy.

WHAT IS FWDMONTHLY?

FWDMonthly is your local Chapter meeting held once a month to explore different topics at the intersection of tech and politics.

Guest speakers invited by FWD.us will share their expertise on that month's issue. Afterwards, you will break into teams to tackle specific challenges. From devising innovative ways to connect constituents to Congress to amplifying compelling local narratives, your efforts will be critical to our success.

WHEN DOES MY CHAPTER'S FWDMONTHLY MEET?

- Your **San Francisco** Chapter meets the 2nd Tuesday of every month at 7pm.
- Your **Silicon Valley** Chapter meets the 3rd Wednesday of every month at 7pm.
- Your **Los Angeles** Chapter meets the 4th Tuesday of every month at 7pm.
- Your **New York** Chapter meets the last Monday of every month at 7pm.
- Your **Boston** Chapter meets the last Tuesday of every month at 7pm.
- Your **Chicago** Chapter meets the last Wednesday of every month at 7pm.
- Your **Austin** Chapter meets the last Tuesday of every month at 7pm.
- Your **Philadelphia** Chapter meets the 3rd Tuesday of every month at 7pm.

WHAT HAPPENS AT FWDMONTHLY?

- **7:00-7:30**
  Open Networking

- **7:30-8:00**
  Monthly Speaker | Various Topics
  Learn from a local tech or thought leader about a topic at the intersection of tech and politics.

- **8:00-9:00**
  Breakout Sessions | The Democracy Project, The 2.0 Project, and The Co-Founders Project
  Convene Project Teams and tackle challenges using your skill set.

- **9:00-9:15**
  Open Networking

The Direct Advocacy Menu

Building on the transparent, metrics-driven culture of the Silicon Valley tech industry, FWD.us has developed a system of "Advocacy Points," a unique method to measure the efficacy of direct advocacy actions, which assigns each action a number of points that correspond with the action's relative value. We then use this point system to maximize the efficacy of the actions we take and to celebrate our champions.

The following table shows actions you can take to pass immigration reform as well as a set of talking points to keep in mind when advocating for reform.

SUGGESTED TALKING POINTS

- Immigration reform needs to happen now. It will strengthen our economy and it's the right thing to do.

- President Obama should take action to help keep families together.

- DREAMers and their families should have a pathway to a more permanent status than Deferred Action for Childhood Arrivals (DACA).

- We need to fix the immigration process to help attract and retain more talent to build businesses and create American jobs.

ACTION	POINTS	DESCRIPTION	FWD.US TOOL
WRITE			
Letter to the Editor	500	Place a letter to the editor supporting immigration reform that mentions FWD.us	Submit your letter to a local paper by using our latest letter submission tool (visit www.fwd.us/newspapers). Remember to keep it short and concise, and make it personal.
Letter to Member	20	Write to a Member of Congress	Email/write to your Member of Congress (MoC) by using our Push4Reform app. Visit www.fwd.us/legislators to send your letter.
MEET			
With Member	800	Schedule a meeting with a Member of Congress	Set up a meeting with a MoC by visiting the Members' website (www.house.gov/representatives). Call the Member's scheduler and state the purpose of the meeting. Make sure to prepare a few questions regarding immigration reform you would like to share with the Member.
With Staff	600	Schedule a meeting with a Member's staffer	Set up a meeting with a MoC staffer, by visiting the Member's website (www.house.gov/representatives), and calling the Member's scheduler. State the purpose of the meeting and always prepare a few questions
ATTEND			
Intercept with Member	900	Meet a Member of Congress at a public event near you	Go to your MoC's' website (www.house.gov/representatives) and identify any upcoming public events. Attend the event and ask any questions you may have regarding immigration reform directly to the MoC.
Intercept with Staff	600	Meet a Member's staffer at a public event near you	Go to your MoC's' website (www.house.gov/representatives) and identify any upcoming public events. Attend the event and speak with a Member's staffer. Ask any questions you may have regarding immigration reform.
CALL			
Call with Member	5	Call your Member of Congress's office and convey your support for immigration reform	Use Push4Reform (visit www.fwd.us/legislators) to call your MoC and convey your support for immigration reform. Prepare talking points (possibly a script).
SHARE			
Twitter/FB	4	Tweet or post on Facebook by using our apps, Push4Reform, #BuiltByImmigrants and #Selfies4Reform. Direct your message to a Member of Congress	Reach out to Members through social media and bring attention to your story/relationship to immigration reform. Use our apps, Push4Reform (visit www.fwd.us/legislators), #BuiltByImmigrants (visit www.fwd.us/stories), #Selfies4Reform (www.fwd.us/selfies) and visit our Facebook (www.facebook.com/fwdus), and Twitter (@FWD_us) for inspiration.
Share Video	2	Share our video content with your network	FWD.us is responsible for creating numerous videos regarding immigration reform, as we seek to bring further attention to the issue. Go to Facebook (www.facebook.com/fwdus) and Twitter (@FWD_us) and share our videos.

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