

- INNOVATING FOR THE PUBLIC GOOD

Democracy Needs Saving

Innovate to win this cycle. Carry that forward for every cycle after.

The Threat Is Systemic, Long-term, and *Intentional*

Coordinated and multidecade: Anti-democratic forces are pursuing a coordinated, multidecade assault on democratic institutions and cultural norms

Simultaneous pressure: The pressure extends across elections, public trust, the information environment, governing rules, shared belonging, and the ability of public institutions to deliver.

Failures compound: These failures reinforce one another. Government dysfunction produces cynicism; cynicism weakens democratic legitimacy; weakened legitimacy makes manipulation and power concentration easier.

Winning is critical, but not sufficient: Electoral victories remain essential, but winning office without repairing the surrounding system does not reverse the underlying deterioration. Each defeat amounts to mere delay for the enemies of progress.



The Current Landscape Has an Incentives Problem



Campaigns have one job. Win a particular election, on a fixed date, with limited time and money.

Immediate returns dominate. Persuasion (to the extent it even occurs), turnout, fundraising, etc. are always prioritized over anything that builds the base or shifts the conversation.

- Campaigns have limited incentive to invest in work whose benefits emerge several cycles later
- Donors face similar pressures: when the immediate stakes are existential, money naturally flows toward the next election rather than long-term institutional development

The answer is structural. Do not ask campaigns to stop behaving like campaigns; give the underproduced work a permanent owner.

THE MISSING INSTITUTIONAL ROLE

Democracy has no R&D department

The ecosystem contains strong actors. What it lacks is durable ownership of the full innovation-to-scale process.

1 SPECIALIZED ACTORS

 **CAMPAIGNS**
Win the next election **STOPS AT ELECTION DAY**

 **ADVOCACY GROUP**
Advance an issue **BOUND BY THE MANDATE**

 **THINK TANKS**
Produce knowledge **OFTEN ENDS AT PUBLICATION**

 **CONSULTANTS**
Serve a client **STOPS AT CONTRACT END**

 **FUNDERS**
Back selected projects **STOPS AT GRANT END**

Each function is valuable—and rational.

2 UNOWNED SYSTEM FUNCTIONS

THE FULL INNOVATION PIPELINE



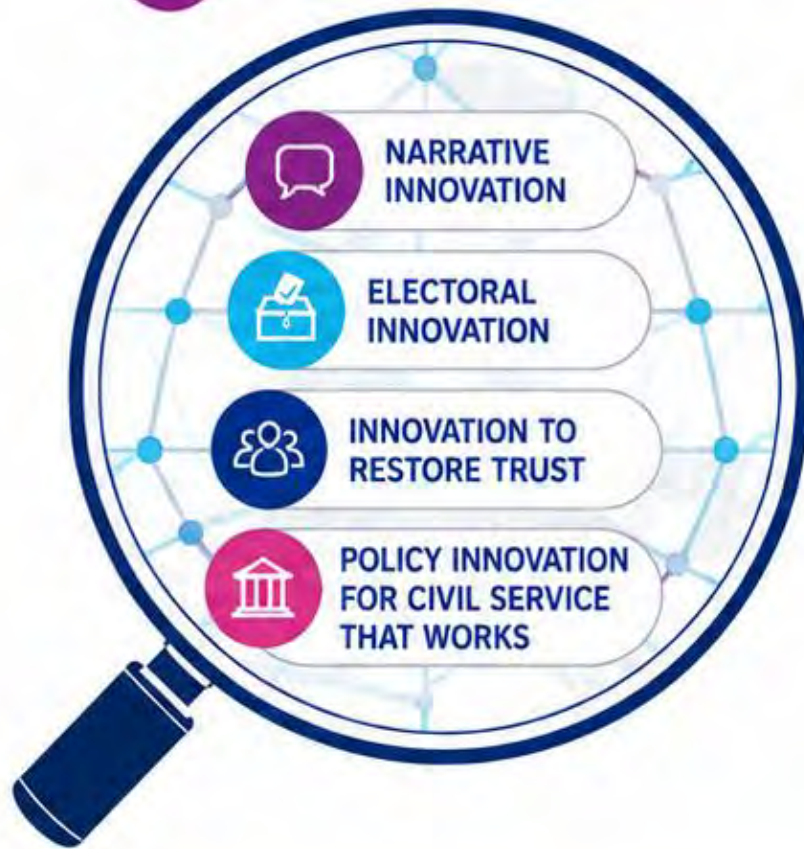
3 PREDICTABLE RESULTS

- 1 Problems fall between organizational mandates
- 2 Research stops at publication
- 3 Pilots end when the grant ends
- 4 Learning disperses after each cycle
- 5 Promising solutions rarely reach scale

FRAGMENTED • REACTIVE • REBUILT

From Strategic Problems to Reusable Civic Capacity

01 PROBLEM IDENTIFICATION



02 INNOVATION



03 OUTPUTS



04 CIVIC LIBRARY



LEARNING COMPOUNDS ACROSS CYCLES.

Four Pillars Define IFPG's Strategic Territory

1

NARRATIVE INNOVATION

Change the operating environment in which elections are held and public policies debated. Hearts and minds must change first.

2

ELECTORAL INNOVATION

Build new models, targeting tools and investment frameworks to reach a changing electorate and rebuild voter power.

3

INNOVATION TO RESTORE TRUST

Change the information environment itself to restore people's capacity to know what is true.

4

POLICY INNOVATION FOR CIVIL SERVICE THAT WORKS

Diagnose public-sector breakdowns and design policy—and the narrative that carries it—to make government deliver.

THE PILLARS DESCRIBE THE TERRITORY. THE PROCESS TURNS DIAGNOSIS INTO ACTION.

IFPG Brings the Right People Together to Build New Solutions



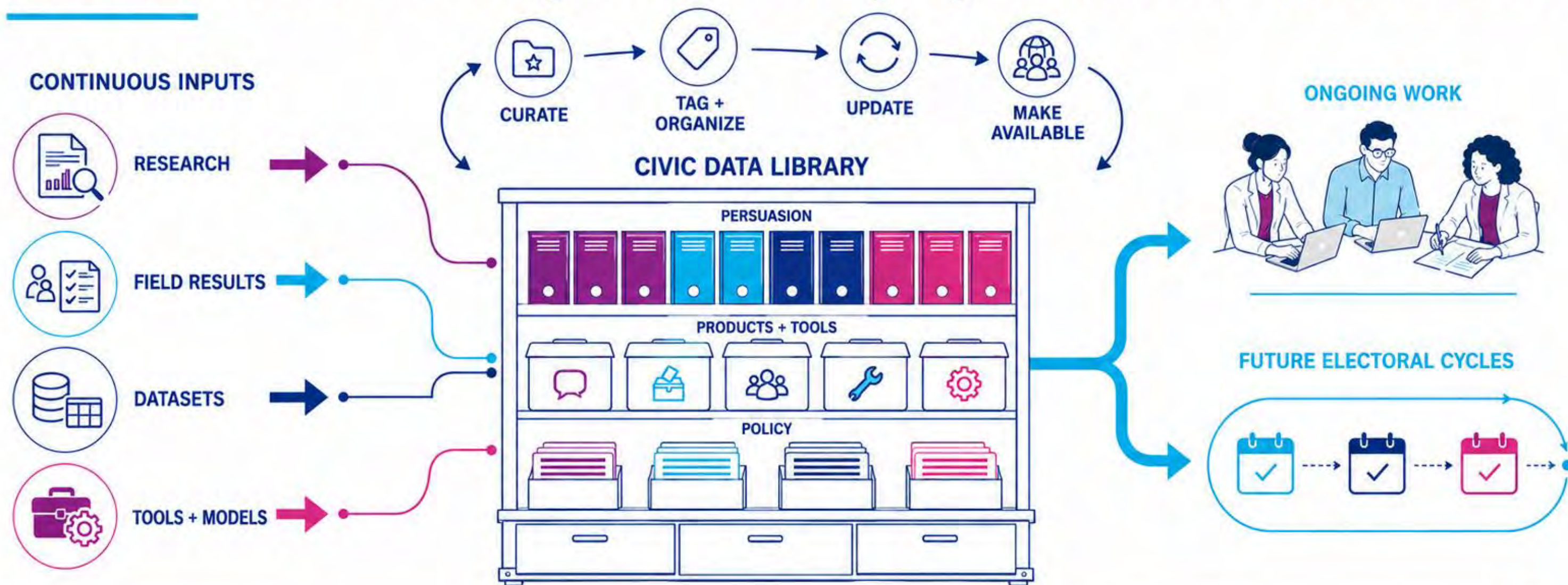
Research and Development for Democracy

IFPG Gives the Field What It Needs to Win



WIN THIS CYCLE. BUILD FOR EVERY CYCLE AFTER.

The Civic Data Library Makes Every Cycle Smarter Than the Last



WHAT IFPG LEARNS BECOMES CAPACITY THE WHOLE FIELD CAN USE.

The Leaders to Bring This Institution to Life



FOUNDER · POLITICAL INNOVATION

PAGE S. GARDNER

- Built and led VPC + CVI for two decades
- Pioneered evidence-based voter engagement and surfaced the “marriage gap”
- Brings movement building, electoral innovation, and philanthropic reach



CEO · INSTITUTIONAL EXECUTION

EVAN FEINMAN

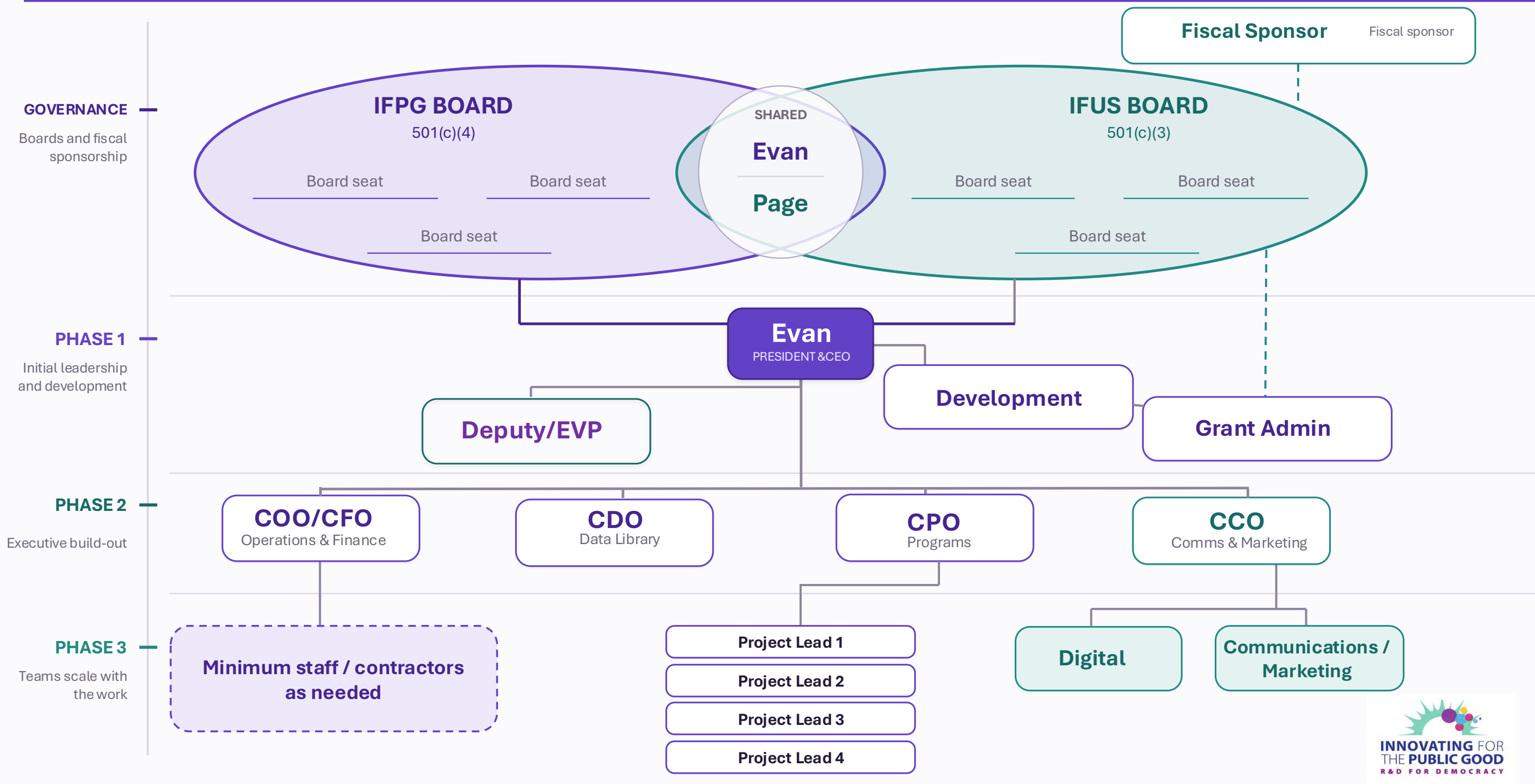
- Built the \$42.5B BEAD program across all 56 states and territories
- Led Virginia’s \$2B broadband strategy and a \$500M rural-development fund
- Brings systems design, institution building, and national execution

COMPLEMENTARY BY DESIGN

Page drew up the blueprint. Evan builds the institution that turns it into durable capacity.

One Mission; Two Ways to Support Democracy

Proposed phased organizational structure



A \$3 Million Launch Builds the Platform to Scale



YEAR-THREE DESTINATION

An organization that’s tilting the field our way AND giving the players what they need to win.