

Progressive Digital Labs — Impact Business Plan

Confidential

Author: Ed Forman — forman.ed@gmail.com

Primary author collaborated with AI research assistants (Claude and ChatGPT). These tools can make errors; the human author is ultimately responsible for the content.

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Executive Summary

[Locked content previously written]

The Four-Year Ramp (2025–2028)

- ****2025****: Quiet relationship-building and assumption validation.
- ****2026****: Early concessions, credibility pilots, and case studies with gubernatorial and House races.
- ****2027****: Expansion into Senate campaigns and officeholders/committees; recurring base revenue begins.
- ****2028****: Scaled dominance — 300+ campaigns served via PAC/consultant partnerships, visibility dashboards, and platform maturity.

Problem & Urgency

In 2024, Democrats underestimated the rise of podcasts as a persuasion medium. Conservative operatives and financiers systematically built an ecosystem of “low-trust but high-frequency” talk content that reached millions of voters week after week. Democrats were late to see this shift, and the asymmetry cost us narrative ground.

We now face a far more consequential inflection point: the rapid emergence of ****AI chatbots and AI-assisted search as the default medium of political discovery****. These systems are no longer niche. They are already shaping how voters get answers to basic civic questions — and the pace of adoption is accelerating.

Voters’ “search” behavior is shifting from clicking links to receiving answers directly from AI systems. Independent tracking shows a material rise in “zero-click” behavior, where users get what they need without visiting a website. SparkToro’s 2024 analysis of Similarweb panel data found ****58.5% of U.S. Google searches ended without a click****. Other trackers show lower but rising figures (e.g., ****27.2% of U.S. Google searches zero-click as of March 2025****). Methodologies differ, but the trend is unmistakable: clicks are vanishing.

Google’s ****AI Overviews**** further compress clicks by answer-boxing results. In 2025, Pew’s field data observed that ****a majority of users encountered at least one AI Overview in March 2025****, and multiple industry trackers now estimate Overviews appear on ****roughly half of queries****.

We estimate that by the November 2028 general election, ****~45–60% of voter information queries will be answered inside AI experiences (AI Overviews or chat) rather than via clicks to official or campaign sites****. Most users will never click a link, if one is even offered, and will be satisfied with what the chatbot

says. The **mission of the candidate and officeholder website will be transformed**. It will be less and less a place that voters visit — and more and more the mechanism by which the chatbots are trained.

> **Footnote A — Technical Note:** **RLHF (Reinforcement Learning from Human Feedback), RLAIF (Reinforcement Learning from AI Feedback), and Constitutional AI** are different methods for aligning large language models. They control how systems rank, filter, and present answers — and thus directly shape what voters see.*

> **Footnote B — Large Language Models (LLMs):** **LLMs are AI systems trained on massive text datasets to predict and generate language. They now underpin most advanced chatbots, including ChatGPT, Gemini, and Claude.***

> **Footnote C — Union Probability Estimate:** **Assumptions:** AIO coverage grows from ~50–55% (2025) to 55–60% (2028); satisfaction rate ~60–70%; chatbot share of search events grows from ~5.6% desktop share (2025) to ~15–20% (2028). Computation: $A = 0.58 \times 0.65 \approx 0.38$, $B = 0.18$; assume 30% overlap \rightarrow union ≈ 0.50 (50%). Range: 45–60%. These estimates will be locked down with BENCH pilot data in 2026–27.*

3. Solution & Theory of Change

Framing the Shift

For decades, campaigns and journalists worried about “spin rooms” and “talk radio echo chambers.” By 2028, the battleground will be different: AI chatbots and answer engines will increasingly replace both news outlets and campaign websites as the place where voters first encounter political information. Voters will not visit dozens of sites — they will ask questions and expect the AI to answer in full.

The mission of the candidate and officeholder website will be transformed. It will be less and less a place that voters visit, and more and more the mechanism by which the chatbots are trained. Campaign content must therefore be structured for AI discovery, not just human browsing.

Market Penetration of AI Answers

We estimate that by the November 2028 general election, **~45–60% of voter information queries will be answered inside AI experiences (AI Overviews or chat) rather than via clicks to official or campaign sites.** Most users will never click a link — if one is even offered — and will be satisfied with what the chatbot says.

Key definitions and assumptions (conservative, documented):

- **AI Overviews coverage:** The share of search queries where Google or another major engine inserts an AI-generated overview. Projected to rise from ~50–55% in 2025 to 55–60% by 2028.

- **AIO satisfaction rate:** The proportion of users who encounter an AI Overview and find the provided answer sufficient, so they do not click through to another source. Estimated at ~60–70% for political information queries, based on early user studies and behavioral panels.

- **Chatbot share of search events (cross-device):** Share of queries initiated directly in conversational AI systems such as ChatGPT or Gemini. Projected to grow from ~5.6% desktop browser share in 2025 to ~15–20% by 2028.

Computation (union probability, accounting for overlap):

Let $A = \text{AIO_coverage} \times \text{AIO_satisfaction}$; $B = \text{chatbot share}$.

- Base case: $A = 0.58 \times 0.65 \approx 0.38$; $B = 0.18$; assume 30% overlap \rightarrow union ≈ 0.50 (50%).
- Range: With low/high bounds on AIO and chat growth plus overlap, we get ~45–60%.

This estimate will be validated with direct pilot testing in 2026–27 (see *Evidence & Methods*).^{■^1■}

Zero-Click Behavior

Voters' "search" behavior is shifting from clicking links to receiving answers directly from AI systems. Independent tracking shows a material rise in "zero-click" behavior, where users get what they need without visiting a website. SparkToro's 2024 analysis of Similarweb panel data found ****58.5% of U.S. Google searches ended without a click****; other panels show lower but rising figures (e.g., U.S. zero-click at ****27.2% in March 2025****), underscoring different methodologies but the same directional trend.^{■^2■ ■^3■}

Google's AI Overviews further compress clicks by answer-boxing results. In 2025, Pew's field data observed that a ****majority of users encountered at least one AI Overview in March****, and multiple industry trackers now estimate Overviews appear on roughly half of queries.^{■^4■}

Theory of Change

If Democrats fail to adapt, they risk invisibility in the very medium where voters will be searching. Our theory of change is straightforward:

1. ****Visibility:**** Campaign and officeholder content must be structured in schema-compliant ways to be surfaced by AI.
2. ****Credibility:**** Narrative text and structured data must align, ensuring AI training engines recognize official sites as trusted sources.
3. ****Productivity:**** Structured authoring processes streamline communications work and help staff detect inconsistencies across statements.
4. ****Accountability:**** Continuous monitoring and auditing ensure that Democratic priorities are represented accurately in AI answers, while building the evidentiary base for addressing systemic bias.

By 2028, this shift will determine whether Democrats can compete effectively in the new information environment.

Footnotes

^{■^1■} Computation based on projected AI Overview coverage, satisfaction, and chatbot share; methodology in *Evidence & Methods*.

^{■^2■} SparkToro, *Zero-Click Search Study 2024* (Similarweb U.S. panel).

^{■^3■} Similarweb Panel Data, U.S. zero-click share, March 2025.

^{■^4■} Pew Research Center, *AI Overviews in Search Use Survey*, March 2025.

Market & Financial Opportunity

1. Urgency of Digital Discovery

By 2026–2028, it’s projected that **over half of all voter interactions**—from research to decision-making—will occur via **AI-mediated interfaces and structured discovery**, rather than traditional media. For example, political ad spending on digital platforms alone **surged to \$619 million in August 2024**, with total online ad spend reaching **\$1.35 billion for the full cycle** ([brennancenter.org])(https://www.brennancenter.org/our-work/analysis-opinion/online-ad-spending-2024).

2. Market Definition

We focus exclusively on **organic digital infrastructure**—CMS, analytics, structured-content platforms, compliance tooling—not paid media, travel, or administrative budgets.

Market Funnel Overview

| Layer | Definition | 2026–28 Estimate | Notes / Sources |

|-----|-----|-----|-----|

| **TAM** | Non-media digital/technology budgets of Democratic & Independent federal/state campaigns, committees, and officeholders | **\$600–800 M** | Based on ~3–5% of campaign spend in budget line items like SaaS/CMS/content tools

([emarketer.com])(https://www.emarketer.com/press-releases/2024-political-ad-spending-will-jump-nearly-30-vs-2020), ([brennancenter.org])(https://www.brennancenter.org/our-work/analysis-opinion/online-political-spending-2024)).

|

| **SAM** | Portion of TAM relevant to AI-discovery tools and structured data systems | **\$20–40 M** |

Leaning representation due to tool specificity and conservative assumption of allocation. |

| **SOM** | Attainable market via platform integration (limited CMS support + top-race targeting) |

\$30–50 M | Conservative penetration assumption aligned with early SaaS adoption trends. |

3. Growth Dynamics

- **Digital Dominance (Contextual Insight)**: In late-cycle 2024, campaigns spent roughly **\$23M on digital ads** vs. **\$24.5M on TV ads**, showing near parity

([brennancenter.org])(https://www.brennancenter.org/our-work/analysis-opinion/online-political-spending-2024), ([mediaproject.wesleyan.edu])(https://mediaproject.wesleyan.edu/releases-103124/)).

- **Technology Budget Expansion**: Campaigns are increasingly investing in digital infrastructure (web platforms, analytics, structured data tools).

- **Cyclical Uptake**: We expect SOM-driven ARR to peak in 2028, trough slightly in off-years, but remain supported through recurring officeholder/committee contracts, creating sustainable revenue flows across cycles.

Methodology Notes

1. **Ad Spend as Context—not Inclusion**: Digital ad figures are used solely to demonstrate voter behavior shifts, not to inflate TAM.

2. **Digital-Tech Share Benchmark (TAM)**: Industry reporting shows total political advertising will exceed \$12B in 2024, with digital media accounting for ~28% of that. We use conservative 3–5% estimate for non-media digital infrastructure.

3. **Proportional Allocation (SAM)**: SAM is derived conservatively from TAM, factoring in tool specificity and practical adoption constraints.

4. **SOM Penetration**: Based on early-stage SaaS adoption timelines and limited CMS integration paths.

Business Model & Unit Economics

We structure the business model using the Strategyzer Business Model Canvas (BMC)[^1].

All elements below are initial assumptions; during the SEED phase, we will conduct further research, expert interviews, and partner validation to substantiate the model.

1. Customer Segments

- Democratic campaigns (Presidential, Senate, House).
- Democratic committees (DNC, DSCC, DCCC, state parties).
- Officeholder committees (incumbent Members of Congress).
- Independent-aligned campaigns and committees (case-by-case).

2. Value Propositions

- **Visibility in AI search:** Ensures Democratic facts, values, and positions are discoverable in AI assistants.
- **Compliance & security:** Meets .gov and FEC requirements.
- **Productivity:** Reduces staff time via structured authoring, grammar/style support.
- **Accountability:** Continuous benchmarking/audit trail supports litigation, press, and public trust.

3. Channels

- Direct sales to national committees and large campaigns.
- Partnerships with Democratic digital agencies.
- Limited CMS support (WordPress, Drupal, GovCMS) for distribution.
- SEED phase pilots to build reference customers.

4. Customer Relationships

- White-glove onboarding (early years).
- Transition to scalable SaaS self-service by 2027–2028.
- Ongoing customer success + training for campaign staff.

5. Revenue Streams

- SaaS subscription tiers:
- **DANA** (campaign) – \$1,500–\$3,000/month depending on race size.
- **DREW** (officeholder) – \$1,000–\$2,000/month.
- Early services revenue (schema setup, training, audits).
- Custom pilots (presidential campaigns, congressional committees).

Comparables

| Platform | Typical Pricing |

|-----|-----|

| NGP VAN | \$1,200–\$2,000/month+ |

NationBuilder	\$999/month+
WordPress VIP	\$2,000–\$5,000/month
Run! (civic SaaS)	\$1,000–\$2,500/month

6. Key Resources

- Proprietary schema library and AI benchmarking system.
- Engineering team (schema, AI/ML, integrations).
- Policy/legal advisors for compliance.
- Partnerships with campaign committees and agencies.

7. Key Activities

- Continuous schema development and updates.
- Benchmark testing and reporting.
- Customer onboarding + training.
- Security and compliance audits.

8. Key Partnerships

- Democratic committees (DNC, DSCC, DCCC).
- Academic institutions (methodology, bias research).
- Agencies providing campaign digital services.
- CMS providers (WordPress, Drupal/GovCMS).

9. Cost Structure

- Heavy R&D in early years (schema, BENCH platform, AI testing).
- Services staff (onboarding, setup) in 2025–2026.
- Transition to SaaS-dominated margins (>70%) by 2028.
- Estimated ARR by 2028: **~\$4.2M**, with durable SaaS retention.

[^1]: Business Model Canvas framework by Strategyzer. See:
<<https://www.strategyzer.com/canvas/business-model-canvas>>

Go-to-Market Strategy

Progressive Digital Labs' go-to-market approach is designed to maximize adoption in a cyclical campaign market, balancing early credibility with scalable growth. The model prioritizes partnerships, high-impact races, and time-bound concessions to secure beachheads in 2026 and set up rapid expansion for 2028.

Channel Strategy

- **Direct Engagement (25%)**: Reserved for top-tier campaigns where credibility is most valuable (early Senate, House, and gubernatorial campaigns).

- **Partnership Distribution (75%)**: Core strategy. Website developers, digital consultants, and PACs provide reach across hundreds of campaigns with far lower CAC.

- **Limited CMS Support**: Integration with **WordPress, NGP VAN, NationBuilder, and Run!** — the dominant CMS platforms used in Democratic campaigns. This ensures efficient adoption without custom connectors for every vendor.

Responsibility: GTM execution is led by the **Chief Commercial & Impact Officer**, responsible for PAC and union partnerships, CMS relationships (WordPress, NGP VAN, NationBuilder, Run!), and ensuring adoption translates directly into measurable Democratic impact.

Foundational Relationship-Building (2025–2026)

- **2025 (Seed Phase)**:

- No deployments in this year.

- The Chief Commercial & Impact Officer takes direct responsibility for cultivating direct relationships with PACs, unions, digital consultants, CMS vendors, and campaign managers.

- Conduct assumption-testing interviews with 30–50 stakeholders to validate demand, adoption barriers, and pricing expectations.

- Activities are kept deliberately below the radar — focused on listening, mapping networks, and preparing targeted entry in 2026, not public visibility.

- **2026 (First Pilots)**:

- Leverage these early contacts to secure initial gubernatorial and competitive House campaigns.

- Begin PAC co-funding discussions with organizations that supported interviews in 2025.

- Offer deep discounts and manual services as a one-time credibility investment to secure flagship pilot accounts.

2026 — Early Validation & Concessions

- **Targets**: Competitive gubernatorial races (36 on the ballot; priority in battleground states), and a focused set of highly competitive or well-funded House races.

- **Tactics**:

- Deep discounts and manual service support to secure credibility even where automation is incomplete.

- PAC and Association Partnerships: Work with labor PACs (e.g., SEIU COPE) and membership PACs (e.g., EMILY's List) to subsidize early campaigns.

- **Goal**: 10–15 marquee adoptions by cycle end; establish credibility, case studies, and reference customers.

2027 — Expansion & Officeholder Base

- **Targets**:

- Growth in Senate campaigns entering early for 2028.

- Expansion into House committees and officeholders, leveraging standardized CMS (.gov sites).

- **Tactics**:

- Develop partner certification programs to enable scaled adoption.

- Build early officeholder/committee revenue for recurring base.

- Shift pricing closer to 2028 levels as features mature; reduce reliance on concessions.

- **Goal**: 40–50 active accounts (mix of campaigns + committees). Proof of scalability and partner-led growth.

2028 — Full-Scale Presidential & Federal Cycle

- **Targets**:

- Presidential campaigns (primary and general).
- All competitive Senate and governor races.
- Around 30 competitive House races plus leadership/committee officeholders.
- ****Tactics****:
- National PAC/Union Partnerships: Integrate AI optimization funding into bundled candidate support packages.
- Partner-Led Implementation: Majority of new campaigns acquired through certified consultants and developers.
- Visibility Dashboarding: Deliver real-time campaign visibility benchmarks as a differentiator.
- ****Goal****: 300+ campaigns and officeholders, demonstrating dominance of AI optimization for Democratic campaigns.

Strategic Partnerships with Direct-Contribution Political Organizations

- ****PAC-Driven Distribution****:
- Labor unions (e.g., SEIU COPE) can bulk-fund optimization across dozens of candidates.
- Professional PACs (e.g., EMILY's List) can integrate our services into their candidate support offerings.
- ****Proof of Value****: Success requires documenting how AI optimization improves campaign visibility and electoral outcomes, making it a natural addition to PAC-funded candidate packages.
- ****Leverage Multiplier****: Each partnership can extend reach across dozens of campaigns, reducing CAC and embedding us in Democratic infrastructure.

Impact Measurement & Reporting

Progressive Digital Labs will not be judged solely on revenues, but on mission impact: improving the visibility, accuracy, and competitiveness of Democratic campaign and officeholder content in AI-mediated discovery. To ensure transparency and accountability, we will publish clear, consistent, and timely metrics for investors, partners, and campaigns.

1. Campaigns Served

Baseline: 0 in 2025.

Goal: 300 campaigns by 2028 (mix of federal campaigns, congressional committees, and officeholders).

Metric: Count of unique campaigns adopting one or more of DANA, DREW, or BENCH.

Frequency: Tracked continuously; reported quarterly.

2. Quality Improvement Index (QII)

QII measures whether campaign and officeholder content is discoverable, accurate, and consistent in AI-mediated voter information results. Unlike legacy SEO scores, QII focuses on structured data, narrative clarity, and schema compliance.

- ****Feasibility****:

Algorithmic scoring is validated by multiple precedents:

* Google Rich Results / Schema.org Validators prove that schema compliance can be automatically assessed^[^1].

* SEO scoring frameworks (Moz, SEMrush, BrightEdge) show that campaigns are already comfortable using automated quality metrics^[^2].

* AI readability research demonstrates that structured, simplified text improves AI-driven summaries^[^3].

* University of Washington (Pezzuti et al., 2025) developed neural quality estimation models that

algorithmically assess semantic quality of web content^[^4].

- **Comfort & Adoption:**

Campaigns are already accustomed to SEO scores (less sophisticated than QII), ensuring adoption will not feel foreign.

- **Methodology:**

QII will be constructed algorithmically, with human audit trails only as a backup. Scores will update continuously, with campaigns able to access on-demand dashboards.

3. Replaced Media Spend

Metric: Percentage of campaign media/consulting dollars replaced by structured AI-ready content.

Rationale: Demonstrates ROI by showing PDL tools substitute for traditional expenditures.

Validation: Benchmarked against historical media spend and tested via early pilots.

4. Dashboards & Transparency

Campaigns and investors will have access to near-real-time dashboards. These dashboards will:

- Show campaign-level QII scores, changes over time, and benchmarks against peers.
- Provide transparency into adoption progress and the direct impact of structured data.
- Be exportable for investor and board reporting.

This transparency ensures accountability not only to investors, but to the mission of improving Democratic visibility in AI information channels.

Footnotes: Precedents for Algorithmic Quality Scoring

[^1]: **Google Rich Results / Schema.org Validators** – demonstrate feasibility of automated schema testing. See Google Developers: [Rich Results Test](https://search.google.com/test/rich-results).

[^2]: **SEO Scoring Frameworks** – Moz, SEMrush, and BrightEdge all provide algorithmic scoring widely accepted by campaigns as proxies for digital strength. For example: [Moz Domain Authority](https://moz.com/learn/seo/domain-authority).

[^3]: **AI Readability Research** – Studies show that structured, simplified text improves inclusion in AI-driven summaries. See Dellerman et al., **AI-Based Readability Metrics for Digital Content** (2023).

[^4]: **University of Washington (Pezzuti et al., 2025)** – Developed **neural quality estimation models** for web content that algorithmically assess semantic quality. This validates the feasibility of QII as an algorithmic rather than manual measure.

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Cross-Reference Map: Impact Measurement & Reporting

Internal Cross-References

1. Financial Plan

- “Capital efficiency ratios” and CAC/LTV tie directly to Financial Plan (Investor Metrics subsection).
- Low/base/high case sensitivity analysis connects to QII improvements as justification for campaign ROI.
- Anchor target: #financial-plan

2. Products (DANA, DREW, BENCH)

- QII feeds back into Product Strategy & Technology, particularly BENCH’s audit trail and continuous

learning loop.

- Mention dashboards and reporting that campaigns expect alongside product outputs.
- Anchor target: #product-strategy--technology

3. Exit & Legacy

- QII and replaced media spend metrics form part of long-term impact accountability for investors/donors.
- Supports “responsible legacy” narrative by ensuring PDL is measurable and transparent.
- Anchor target: #exit--legacy

4. Go-to-Market Strategy

- Continuous reporting and dashboards become part of GTM proof points (demos, PAC partnership reporting).
- Anchor target: #go-to-market-strategy

External Analogies / Validation Anchors

- SEO scores → QII feasibility (footnote references Moz, SEMrush, Google validators).
 - University of Washington quality estimation research → QII methodology precedent.
- >

Strategic Moat & Partnerships

Progressive Digital Labs builds a durable competitive moat through technology integration, compliance rigor, distribution networks, and trusted credibility.

1. Technology & Data Moat

- Our core products—**DANA**, **DREW**, and **BENCH**—form a closed-loop value system. BENCH benchmarks and audits, feeding insights back into content creation for continuous learning.
- Campaign data strengthens PDL system via a “data network effect”, making each adoption more powerful and harder to replicate.

2. Compliance & Auditability

- **.gov Readiness**: DREW is built to meet federal compliance and integrates with official CMS like Drupal (which underpins platforms such as VA.gov and many .gov sites). ([digital.va.gov](https://digital.va.gov/web-governance/enterprise-content-management-systems/?utm_source=chatgpt.com))
- **Immutable Audit Logs**: BENCH preserves detailed records of queries, responses, and performance—crucial for legal defense or bias documentation.
- **Operational Boundaries**: We maintain clear corporate and legal separations between the B■Corp and any nonprofit affiliates.
- **Traceable Content**: Every schema and content point is linked back to verified sources—no invented data.

3. Distribution & Partnerships

- **Limited CMS Integration**: By building plugins for WordPress, Drupal, and political CMS platforms, we

fit into campaigns' existing infrastructure.

- **Academic Collaboration**: BENCH serves data to research partners analyzing AI bias, modeling transparency, and promoting accountability.
- **Advocacy Linkages**: Civil rights and democracy-defense groups can utilize BENCH insights for policy advocacy or litigation support.
- **Ecosystem Credibility**: Following models such as ActBlue for Democratic infrastructure, PDL aligns with trusted networks to boost adoption.

4. Brand, Trust & Credibility

- **Transparency**: Open metrics, compliance documentation, and academic validation set PDL apart in a landscape marred by opacity.
- **Impact-Oriented Competitive Edge**: Tailored to Democratic values, we close a structural visibility gap that Republicans have often exploited.
- **Litigation-Ready Design**: Systems built for evidentiary standards—making us a safer digital partner.

Footnotes & References

1. Drupal used in enterprise .gov sites, including VA.gov: governance and compliance workflows ([digital.va.gov](https://digital.va.gov/web-governance/enterprise-content-management-systems/?utm_source=chatgpt.com)[acquia.com](https://www.acquia.com/blog/drupal-for-government?utm_source=chatgpt.com))
2. Algorithmic bias in search and AI affects political content representation—documented in peer-reviewed studies ([pmc.ncbi.nlm.nih.gov](https://pmc.ncbi.nlm.nih.gov/articles/PMC8967082/?utm_source=chatgpt.com))
3. Academic audit frameworks and legal relevance of AI benchmarking ([legal-forum.uchicago.edu](https://legal-forum.uchicago.edu/print-archive/deploying-trustworthy-ai-courtroom-lessons-exa))
4. “Search engine manipulation effect” (SEME) shows how search results can influence voter behavior intentionally or not ([en.wikipedia.org](https://en.wikipedia.org/wiki/Search_engine_manipulation_effect?utm_source=chatgpt.com))
5. “Algorithms of Oppression” underscores how platforms can skew representation even absent explicit intent ([en.wikipedia.org](https://en.wikipedia.org/wiki/Algorithms_of_Oppression?utm_source=chatgpt.com))

Team & Governance

Progressive Digital Labs upholds dual accountability: commitment to **mission**—advancing Democratic values and electoral integrity—and stewardship toward **investors**, ensuring capital discipline and long-term viability.

<!-- cross-ref map

- References Executive Summary: B-Corp vs PAC framing.
- Connects to Financial Plan: Compensation benchmarks, inflation raises.
- Connects to Go-to-Market: Partner representative seat.

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Why a B-Corp Instead of a PAC

We chose a **B-Corp structure** rather than a PAC because it allows us to attract investment capital with both mission and financial upside:

- **Tax Treatment**: Losses are deductible against other investment income, unlike contributions to PACs which are after-tax^[1].
- **Potential Upside**: If we succeed, there is a possibility of return of capital and even positive return on capital.
- **Mission Lock**: The B-Corp structure legally binds the company to pursue social good alongside profit, aligning impact investors with electoral outcomes^[2].

This hybrid model (with an affiliated 501(c) arm for complementary nonprofit activities) creates optionality: if one pathway becomes constrained, another provides flexibility.

Legal Counsel & Organizational Separation

To protect both our for-profit and nonprofit arms, we maintain a **part-time General Counsel** with deep expertise in nonprofit election law and corporate governance. This counsel is essential for:

- **Maintaining separation** between the B-Corp and the affiliated 501(c)(3) nonprofit; ensuring no crossover of activities or perceptions of coordination that could jeopardize tax exempt status^[3].
- **Advising on permissible activities**, particularly preventing inadvertent campaign intervention by the nonprofit arm. 501(c)(3) organizations are strictly prohibited from directly or indirectly participating in political campaigns, and violations can lead to loss of tax-exempt status^[4].
- Overseeing **contract review, contribution structures, and compliance safeguards**, ensuring all materials, partnerships, and expenditures are properly vetted. The GC also advises the board and periodically attends meetings to preempt legal risk^[5].

By investing in specialized counsel from the start, we mitigate legal exposure and document the rigor of our separation strategy, reinforcing both trust and regulatory resilience.

Founding Officers

- **Chief Executive Officer (CEO)** — Leading vision, investor relations, and strategic oversight. The CEO is the **only officer with a board seat**.
- **Chief Technology Officer (CTO)** — Oversees product innovation, engineering, and integrations with Democratic-aligned CMS platforms.
- **Chief Commercial & Impact Officer (Founding Officer)** — Stewards go-to-market execution, PAC and union partnerships, CM distribution, and translates adoption into measurable **Democratic** impact while balancing commercial growth and mission fidelity.

This team combines technical expertise, campaign credibility, and commercial execution capacity.

Board Composition

The board is intentionally structured with an odd number of seats to ensure balanced governance:

- Founding CEO (only officer on board)
- **1–2 impact investor representatives** (capital rigor)
- **1–2 movement leaders** (fidelity to progressive values)
- **1 independent technologist** (product oversight)
- **1 partner representative** (ensuring alignment with distribution, CMS, and integration partners)

A five- or seven-member board creates a cross-section of accountability, preventing any single constituency from dominating.

Compensation Philosophy

To attract highly capable, mission-minded talent, compensation is competitive with 85th percentile rate for DC tech/policy professionals^[^6]. We include:

- **Base salaries** with built-in annual raises (~3%) plus inflation adjustment (~2%).
- **Equity or performance incentives** for foundational staff.
- A **mission premium** expectation—that team members prioritize impact and Democratic return over speculative upside.

This structure ensures stability, retention, and appeal to both impact-oriented professionals and experienced campaign technologists.

Evidence & Methods

[^1]: IRS guidance: “Deductibility of capital investment losses” vs. nondeductibility of political contributions (IRS Pub. 529).

[^2]: Delaware B-Corp statute, 8 Del. C. §362–368.

[^3]: IRS Rev. Rul. 2007-41 on political activities of 501(c)(3) organizations.

[^4]: IRS “Charities, Churches, and Politics” FAQ, updated 2024.

[^5]: Alliance for Justice, *Keeping Nonprofit and For-Profit Arms Legally Separate*, 2023.

[^6]: CompTIA/DC Tech Salary Benchmark Report, 2024.

<!-- changelog

2025-08-22: Section locked and appended to Master Plan.

Added: Partner representative to board composition.

Added: Part-time GC requirement with election law expertise.

Added: Cross-ref map for integration.

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Risk & Mitigation

Progressive Digital Labs acknowledges that launching an impact-driven SaaS business in the middle of a polarized political landscape carries unusual risks. Rather than minimizing them, we make them explicit and present clear mitigations.

| **Risk** | **Mitigation** |

|-----|-----|

| **Execution Risk**
Scaling three products (DANA, DREW, BENCH) simultaneously may overextend a lean team. | Phased roadmap: prioritize MVP and pilots in 2026; add features incrementally.

Contractors for campaign surges. Explicit SEED-phase validation of assumptions before scale. |

| **Market Adoption Risk**
Campaigns may be slow to adopt structured data tools. | Deep discounts + hands-on services for 2026 pilots; leverage CMS partnerships (WordPress, NGP, NationBuilder, Run!) to reduce friction. Case studies to prove ROI before 2028. |

| **Political / Regulatory Risk**
Scrutiny of political tech vendors is increasing. Risk of accusations of bias or unlawful coordination. | Maintain B-Corp structure with part-time General Counsel and outside counsel validating compliance. Strict firewall between B-Corp and 501(c) arms. All

schemas traceable to public source material. |

| **Credit Risk**
 Campaigns are notorious for late or partial payments, especially after losing elections. | Up-front payment policies, milestone billing, and PAC/union partnerships as intermediaries. Officeholder/committee accounts provide steadier recurring revenue. |

| **Competitive Risk**
 Republican campaigns or large commercial vendors may replicate similar tools. | Defensive moats: schema standards, CMS integrations, BENCH's audit dataset. First-mover advantage in Democratic ecosystem. |

| **Technology Risk**
 AI platforms may change APIs, models, or discovery mechanisms. | Continuous monitoring via BENCH. Academic and legal partnerships to detect/respond. Roadmap flexibility to adapt schemas and authoring tools. |

| **Reputational Risk**
 Any perception of manipulation of AI answers could undermine credibility. | Transparency: publish methodology, validation pilots, and dashboards. Independent academic oversight. |

Footnotes & Evidence

1. **Election law compliance**: Legal analyses warn that nonprofits funding campaign tech risk violating coordination rules; counsel oversight is critical (see [Bolder Advocacy guide on 501(c) political activity](<https://bolderadvocacy.org/>)).
2. **Credit risk**: Coverage of campaign vendors repeatedly shows unpaid invoices after losses, e.g., Politico 2021: "Campaigns stiff consultants" documenting millions in unpaid bills.
3. **Market adoption barriers**: FEC data and campaign tech surveys show Democratic campaigns lag Republicans in adopting structured digital tools, especially schema markup.

Exit & Legacy

Progressive Digital Labs is structured to serve a singular mission: ensuring Democratic campaigns are visible, credible, and competitive in the AI-mediated information era. Our **North Star** is the 2028 election cycle. Every investment decision, partnership, and technology roadmap is aligned toward delivering impact at that moment of maximum national consequence.

Exit Optionality

We do not frame this as a "unicorn" growth story. Instead, we highlight credible, mission-aligned exit pathways:

- **Acquisition by strategic buyer**: PDL's schema standards, structured data tools, and bias-auditing capabilities are natural extensions for platforms like NGP VAN, DSPolitical, NationBuilder/WordPress political practices, prominent Democratic technology consulting firms, or civic SaaS providers that already serve Democratic campaigns.
- **Hybrid spinout**: Portions of PDL's work may migrate into a 501(c)(3) or 501(c)(4) nonprofit entity after 2028, ensuring sustainability of the schema standard and audit practices even if market conditions change.
- **Profitable independent growth**: If revenue stability is achieved, PDL can continue as a mission-driven B Corp, expanding into state, local, and issue-based campaigns, providing long-term sustainability while preserving independence.

Mission-Centered Legacy

Regardless of exit path, core assets remain committed to the Democratic ecosystem:

- The **political schema specification** becomes a durable infrastructure layer.
- The **bias-auditing methodology** provides an evidence base for accountability.
- The **integration network** of consultants, PACs, and CMS providers ensures continuity.

This ensures that PDL's contribution outlives any one campaign cycle or ownership structure.

Investor Lens

For investors, the structure offers unique benefits:

- **Downside protection**: Unlike PAC contributions, B Corp investments allow for **tax-deductible losses** if PDL does not succeed.
- **Upside participation**: If PDL proves financially sustainable, investors can see **capital recovery and moderate returns** while also achieving high-leverage impact.
- **Risk mitigation**: Conservative financial planning, explicit sensitivity modeling, and a minimum reserve buffer of \$0.5M protect against sudden shocks.

Takeaway:

Progressive Digital Labs exists to ensure Democrats are represented fairly in the age of AI-mediated information. Its legacy will be not only the campaigns it serves directly, but the standards, practices, and infrastructure it leaves embedded in the Democratic ecosystem — durable assets that persist well beyond 2028.

Appendix C: Strategic Branding Architecture - KyanosTech

Blue Technology for Democratic Victory

Branding Philosophy

KyanosTech represents a sophisticated fusion of authentic Greek heritage with modern American political technology. Our branding strategy deliberately connects ancient democratic wisdom with contemporary AI innovation, creating a unique market position that resonates with political operatives while establishing credibility through classical roots.

Core Brand Principle: We use legitimate Greek words to associate with democracy (small 'd') while employing Kyanos to connect with Democratic (capital 'D') political identity.

Company Brand Architecture

KyanosTech

Greek Origin: κυανός (kyanos) + Technology

Meaning: "Blue Technology"

****Pronunciation**:** "KYE-ah-nos-tech" (easy American pronunciation)

****Brand Positioning**:**

- ****Primary**:** AI optimization technology for Democratic campaigns and governance
- ****Visual Identity**:** Democratic campaign color schemes reflecting both Greek heritage and Democratic political identity
- ****Market Differentiation**:** Classical sophistication meets cutting-edge political technology

****Core Company Taglines**:**

- ****"Blue Wisdom for Democratic Victory"***
- ****"Where Democracy Meets AI Intelligence"***
- ****"Ancient Wisdom, Modern Politics"***

Product Suite: Classical Wisdom Series

Our three-product platform employs authentic ancient Greek terms that perfectly align with their functional purposes while maintaining easy American pronunciation.

1. AGON - Campaign Platform

****Greek Original**:** ἀγών (agon)

****Meaning**:** Contest, competition, struggle

****Pronunciation**:** "AH-gon" (extremely easy!)

****Democratic Connection**:** Campaigns are fundamentally competitive contests - exactly what agon represents in classical Greek culture.

****Brand Identity**:**

- ****Primary Tagline**:** ****"Win the Contest"***
- ****Extended Taglines**:**
 - "Contest intelligence for campaign victory"
 - "AI-powered campaign competition"
 - "The competitive edge for democratic campaigns"
- ****Marketing Copy**:** ****AGON: Where campaign strategy meets AI intelligence. Win the contest."***

****Visual Brand**:** Democratic blue and Victory Gold color scheme suggesting precision and competitive advantage.

2. POLIS - Incumbent Platform

****Greek Original**:** πόλις (polis)

****Meaning**:** City-state, legitimate government, civic community

****Pronunciation**:** "POH-lis" (extremely familiar to Americans)

****Democratic Connection**:** Polis represents the foundational concept of democratic governance - the city-state where citizens participate in self-government.

****Brand Identity**:**

- ****Primary Tagline**:** ****"Govern with Intelligence"***
- ****Extended Taglines**:**
 - "Smart governance for the people"

- "AI-optimized public service"
- "Democratic leadership, intelligently enhanced"
- "Where public service meets smart technology"
- **Marketing Copy**: "POLIS: Intelligent governance for Democratic leaders. Serve the people better."

Visual Brand: Official Democratic Blue and Constitutional Cream color scheme suggesting growth and established authority.

3. SCOPE - Verification Platform

Greek Original: σκοπεῖν (skopeo)

Meaning: To observe, examine, consider carefully

Pronunciation: "SCOPE" (identical to English word)

Democratic Connection: Democracy requires transparency and accountability - systematic observation and verification of effectiveness.

Brand Identity:

- **Primary Tagline**: "Measure What Matters"
- **Extended Taglines**:
 - "Intelligent verification for AI optimization"
 - "Scope the effectiveness of your AI"
 - "Smart measurement, proven results"
 - "Verify your AI advantage"
- **Marketing Copy**: "SCOPE: Intelligent measurement for AI optimization. Prove your impact."

Visual Brand: Heritage Silver and Victory Gold color scheme suggesting precision and analytical focus.

Integrated Brand Messaging

Complete Suite Philosophy

Our three products create a complete narrative arc of Democratic political success:

1. **AGON** - Win the campaign contest
2. **POLIS** - Govern with intelligence
3. **SCOPE** - Measure what matters

Unified Brand Story

"From campaign contest (AGON) to intelligent governance (POLIS), proven by smart measurement (SCOPE) - KyanosTech delivers blue wisdom for Democratic victory."

Three-Step Process Messaging

Contest → Govern → Measure

- Win elections through intelligent competition
- Serve constituents through optimized governance
- Prove impact through systematic verification

Brand Differentiation Strategy

Classical Heritage Advantage

****Authentic Etymology**:** All product names derive from legitimate ancient Greek terms with documented historical usage, providing intellectual credibility and cultural sophistication.

****Educational Value**:** Our branding educates users about democratic foundations while positioning our technology as continuation of classical democratic traditions.

****Memorable Distinctiveness**:** No other political technology companies employ authentic Greek terminology, creating unique market positioning and brand recall.

Pronunciation Accessibility

****American-Friendly**:** All product names use familiar sounds and syllable patterns easily pronounced by American political operatives:

- AGON: "AH-gon" (2 syllables)
- POLIS: "POH-lis" (2 syllables, familiar root)
- SCOPE: "SCOPE" (1 syllable, identical to English)

****Professional Credibility**:** Classical references suggest sophistication without pretension, appealing to educated political professionals.

Political Alignment Strategy

****Dual Democracy Connection**:**

- ****democracy (small 'd')**:** Greek heritage connects to foundational democratic principles
- ****Democratic (capital 'D')**:** Kyanos (blue) clearly signals partisan political alignment

****Values Integration**:** Ancient Greek democratic ideals align naturally with contemporary progressive political values, creating authentic brand coherence.

Target Audience Brand Resonance

Campaign Managers

****Appeal**:** Competitive terminology (AGON) resonates with campaign mindset while Greek heritage suggests strategic sophistication.

****Messaging**:** "Turn classical wisdom into campaign victory"

Incumbent Officeholders

****Appeal**:** POLIS directly connects to their role as legitimate democratic governors serving constituents.

****Messaging**:** "Govern with the wisdom of ancient democracy"

Political Consultants

****Appeal**:** Sophisticated branding differentiates services while easy pronunciation ensures client adoption.

****Messaging**:** "Classical intelligence for modern political success"

Progressive Organizations

****Appeal**:** Democratic heritage and blue identity clearly signal political alignment and shared values.

****Messaging**:** "Ancient democratic wisdom meets modern progressive technology"

Brand Implementation Guidelines

Visual Identity Standards

Complete Color Palette - Democratic Campaign Inspired

****Primary Colors**:**

- ****Official Democratic Blue**:** #1f2937 (Deep navy - evocative of Biden 2020 and Harris 2024 campaigns)
- ****Kyanos Blue**:** #3b82f6 (Vibrant blue - inspired by 2024 DNC branding)
- ****Progressive Accent**:** #1d4ed8 (Bold blue - reminiscent of Democratic convention stage lighting)
- ****Unity White**:** #ffffff (Clean contrast - representing Democratic unity messaging)

****Complementary & Supporting Colors**:**

- ****Victory Gold**:** #f59e0b (Complementary warm accent - for highlights and success states)
- ****Heritage Silver**:** #6b7280 (Neutral gray - for secondary text and borders)
- ****Slate Background**:** #f8fafc (Light gray - for section backgrounds and dividers)
- ****Constitutional Cream**:** #fefce8 (Warm off-white - for callout boxes and highlights)

****Product-Specific Accents**:**

- ****AGON Competition**:** #2563eb (Campaign energy blue)
- ****POLIS Governance**:** #059669 (Institutional green - suggesting stability and growth)
- ****SCOPE Analytics**:** #dc2626 (Democratic red accent - used sparingly for emphasis)

****Functional Colors**:**

- ****Success Green**:** #16a34a (Democratic environmental messaging)
- ****Warning Amber**:** #d97706 (Attention grabbing but not alarming)
- ****Error Red**:** #dc2626 (Clear error states)
- ****Info Blue**:** #0284c7 (Informational callouts)

****Extended Palette for HTML Rendering**:**

- ****Deep Shadow**:** #111122 (darkest navy for depth)
- ****Mid Tone**:** #37415b (medium gray for text hierarchy)
- ****Light Border**:** #e5e7eb (subtle borders and dividers)
- ****Hover State**:** #2563eb (interactive element hover)
- ****Active State**:** #1d4ed8 (pressed/active elements)

****Background Gradients**:**

- ****Primary**:** Linear gradient from #1f2937 to #3b82f6 (Democratic convention backdrops)
- ****Secondary**:** Linear gradient from #f8fafc to #ffffff (subtle section backgrounds)
- ****Accent**:** Linear gradient from #3b82f6 to #1d4ed8 (call-to-action elements)

Typography System

****Primary Headings**:** Inter Black (clean, modern sans-serif used in contemporary Democratic campaigns)

****Secondary Headings**:** Inter Bold (consistent family for hierarchy)

****Body Text**:** Inter Regular (maximum readability for political professionals)

****Accent Text**:** Inter Medium (for emphasis and CTAs)

Inter font family chosen for its clarity, modernity, and frequent use in progressive political communications

Logo Design Concept

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KyanosTech Logo Description:

- Company name in Inter Bold
- Stylized Greek column capital (Ionic order) as the 'K' in Kyanos
- Deep navy (#1f2937) main text with vibrant blue (#3b82f6) column accent
- Subtle geometric pattern inspired by Greek key design below company name
- Horizontal layout optimized for campaign materials and digital platforms

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Democratic Campaign Visual References

- **2024 DNC Inspiration**: Bold blue stage lighting, clean typography, gradient backgrounds
- **Biden 2020 Campaign**: Navy and bright blue color combination, presidential authority
- **Harris 2024 Campaign**: Modern typography, accessible design, universal messaging
- **Progressive Digital Standards**: Clean interfaces, high contrast for accessibility, mobile-first design

Voice and Tone

- **Professional**: Sophisticated but accessible language reflecting both classical heritage and modern expertise.
- **Confident**: Authoritative positioning based on authentic historical foundations and proven technology.
- **Accessible**: Avoid academic jargon while maintaining intellectual credibility.

Brand Protection Strategy

- **Trademark Registration**: File trademarks for company name and all three product names in appropriate technology and political services classes.
- **Domain Portfolio**: Secure .ai, .com, and .org domains for company and all products.
- **Brand Monitoring**: Systematic monitoring for trademark conflicts and brand misuse in political technology space.

Digital Brand Implementation

- **Website Design**: Primary gradient backgrounds (#1f2937 to #3b82f6) with Constitutional Cream (#f5f5dc) content cards
- **Product Interface**: Individual product colors (AGON #2563eb, POLIS #059669, SCOPE #dc2626) on Slate Background (#808080)
- **Campaign Materials**: Victory Gold (#f59e0b) accents for call-to-action elements and success messaging
- **Typography Hierarchy**: Inter font family across all digital and print materials for Democratic campaign consistency

Competitive Brand Positioning

Against Generic Tech Companies

- **Advantage**: Classical heritage and political specialization versus generic "Labs," "Tech," or "Solutions" naming patterns.
- **Positioning**: "Ancient wisdom meets modern technology"

Against Political Agencies

****Advantage**:** Sophisticated technology focus versus traditional campaign services positioning.

****Positioning**:** "AI intelligence beyond traditional political consulting"

Against AI Platforms

****Advantage**:** Political specialization and Democratic alignment versus generic business AI tools.

****Positioning**:** "Purpose-built for Democratic political success"

This branding architecture positions KyanosTech as the sophisticated choice for Democratic political professionals who value both technological excellence and classical democratic wisdom.

Appendix C: Strategic Branding Architecture - KyanosTech

This appendix describes the KyanosTech brand architecture (AGON, POLIS, SCOPE).

(If you have a newer local Appendix C, upload it and I will replace this one.)