



December 11, 2019

To Whom It May Concern:

The Deval Patrick campaign is committed to the Washington Democratic Party's Delegate Selection Process goals for an Affirmative Action Plan that includes an equal number of men and women as determined by gender self-identification. The Deval Patrick campaign will also use its best efforts at the district-level to approve delegate and alternate candidates who meet applicable equal division and affirmative action goals.

To ensure we are meeting these goals, our delegate selection process will include:

1. Proactive tracking and vetting of local supporters and volunteers as delegate candidates who meet the above criteria.
2. Working with the Washington Democratic Party, County Democratic Committees, and Local Town and City Democratic Committees to identify delegate prospects that meet the aforementioned criteria.
3. A commitment to ensuring delegates include Washington Democratic Party leaders who reflect the gender and diversity of Washington and the country.
4. Ensuring all of the above delegate candidates reflect — to the best of their abilities and the best of our knowledge — the values of the Democratic Party as stated in the Washington Democratic Party's 2020 Delegate Selection plan.
5. Consulting with local elected and community leaders with expertise and understanding of equal opportunity and diversity, and who have an intimate knowledge of delegate candidates

that may reflect those values and represent Deval Patrick, the Washington Democratic Party, and the Democratic National Committee well on a national stage.

Sincerely,

A handwritten signature in black ink, appearing to read 'C. Ugarte', with a long horizontal flourish extending to the right.

Cecilia Ugarte Baldwin
Deputy Director, Ballot Access and Delegates
Affirmative Action Outreach Coordinator