

Pinellas County Democratic Party

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MISSION STATEMENT

The mission of the Long Term Planning Committee is to formulate a Plan which will develop and define the role of the PCDEC in electing Democrats to local, state, and national offices.

To: PCDEC Board of Directors

First Draft - Submitted March 28, 2008
Plan Sections – Approved July 18, 2008

Executive Summary
Democratic Message
District Development & Appendix A
Precinct Development & Appendices B, C & D
Campaign Planning Committee
Get Out The Vote
Volunteers & Volunteer Procedures
Implementation

PCDEC – Approved August 20, 2008

PCDEC Board of Directors
Plan Section – Approved October 11, 2008
Fundraising

PCDEC – Approved: October 22, 2008

From: Long Term Planning Committee

John W. Olson, Chair

Long-Term Plan Executive Summary

The Long Term Planning Committee was created to review all operations of the PCDEC for ways to improve our election outcomes in the future. The resulting Plan is based on an assessment of our strengths and weaknesses, with the ultimate goal of building a strong organization to help elect and retain Democrats in public office and to promote Democratic principles. The final Plan will reflect the long-term goals and policies of PCDEC.

The PCDEC is the governing body of the County Democratic Party and our governing responsibilities are contained in the Bylaws. The Plan addresses our operations and calls for expanding and developing the operational role of the Districts, but the governing structure remains unchanged. Thus, the Long Term Plan, along with our Bylaws, will address both our operations and the governance of the County Party organization.

Operations

The Plan envisions building our Party organization into a grassroots organization of 8,000 to 10,000 operatives over the next five years. The requisite organizational adjustments needed to accommodate an organization of that size are built into the Plan. The final Plan will include date-specific goals, objectives, and strategies. In brief, the Plan calls for the following changes:

The role of the Districts is expanded in order to more effectively implement PCDEC policies, strengthen our precinct organization, and carry out campaign activities. Each District Chair is asked to present an Action Plan to the Board, along the lines provided in the Plan, designed to address carrying out District responsibilities. PCDEC will assist Districts to expand their fundraising capabilities, to help fill their Precinct Committeeperson positions with training and a Precinct Development Coordinator, and to assist in candidate search efforts. The Plan also calls for DEC meetings by Districts in alternate months.

In Precinct Development, the Plan provides a timeline and goals for filling Precinct Committeeperson positions and a program for supporting them. The Plan clarifies their two types of responsibilities (i.e., organizing their precincts as Precinct Captains, and service to the DEC), and provides help with additional skills for developing and managing teams of volunteers. It calls for a Block Captain program to enable the Pinellas Democratic Party to have neighbor-to-neighbor contact with all registered Democrats, and ultimately with non-affiliated voters as well, at least twice yearly. And the Plan provides for the fact that not all Precinct Committeepersons are expected to do the Precinct Captain job themselves in addition to their other DEC responsibilities. At-Large Members, Associate Members, or Precinct Volunteers may be enlisted to carry out the Precinct Captain function.

The Plan calls for separating the responsibilities of the Campaign Planning Committee into its three main parts by adding two subcommittees: (1) The Campaign Committee is responsible for developing and executing the Pinellas Democratic Party campaign plan in election years; (2) a Search Subcommittee, to operate continuously, is responsible for recruiting candidates and for working with District Leaders to find prospective candidates; and (3) a Candidate Support Subcommittee, is responsible for consulting with prospective candidates, as needed, about the

requirements and demands of campaigning and office-holding.

To support the volunteer effort required to sustain a large grassroots organization, the Plan calls for a Volunteer Coordinator, responsible for designing volunteer recruiting activities and working with the Districts, and for building volunteer systems and procedures for recruiting, training, and recognition, which will remain in place beyond election cycles.

The LTPC is addressing, but has not completed, the following additional sections of the Plan: Fundraising; Public Relations; Culture & Ethos; Outreach & Affirmative Action. We will also submit sections on PCDEC Operations; Headquarters; Communications; Issues & Framing; Young Democrats. Job Descriptions for all County officers and County committee chairs will be part of the final Plan.

This Plan envisions the building of a successful grassroots organization which will give us the local thrust needed to achieve victories year after year.

Implementation

Implementation of the Plan can begin immediately upon adoption. Indeed parts of the Plan are already in place. The County Chair appoints additional Committee Chairs and/or Coordinators called for in the Plan.

The County Chair will receive Action Plans from the District Chairs with respect to Precinct Development, including target dates for filling vacant precincts and dates when District Committees will be established. The completion dates will be agreed upon by both the District and County Chairs, and will have to be reasonable and achievable.

Precinct Captains will submit their Precinct Action Plans for precinct development to their District Chairs. These plans will include target dates for staffing their precinct teams. Again, these Action Plans will have achievable objectives, agreed upon by the Precinct Captains and District Chair.

Implementation will proceed in a reasonable time frame, and in all cases, will utilize the Management by Agreed-Upon Objective (MBAO) technique. We are all volunteers and have a right to expect agreed-upon objectives as the basis for accepting our responsibilities. We are building a permanent grassroots organization. Finding, training, and supporting the needed people is the first order of business for all of us.

The Plan will provide means for measuring efforts and results, which will provide a roadmap for future improvements. Target Dates called for in all our plans may need adjustment from time to time. Action Plans and the Long Term Plan itself will be monitored and modified as necessary. With the Long-Term Plan in place, and with an established Timeline containing all of the County and Districts' target completion dates, monitored by the Proactive Parliamentarian, we will all be aware of our progress and we can modify our plans as necessary.

As we all remain aware of our specific responsibilities and the dates by which we are expected to have met them, our tasks become clear and more enjoyable.

Pinellas County Long Term Plan Democratic Message

Problem: *It is unclear to many voters what the Democratic Party stands for, and our message is often fragmented.*

Goal: To develop a clear, concise statement of our core values which will serve to differentiate us from other parties, and to consistently disseminate that message.

Action 1: The objective of the Pinellas Democratic Party, ascribed to it through its Bylaws, is to support and promote the ideals of the Democratic Party and to elect Democrats to public office. PCDEC shall agree, by January 31 of even-numbered years, which core values are to be the focus of the Democratic Party message in Pinellas County.

Our message should carry a broad vision statement along the following lines:

The Pinellas County Democratic Party believes that responsible government requires long-range planning for and investment in our community. We must have leaders who will fight for effective governance that serves the needs of everyone and protects their rights as Americans - one voter at a time.

The message statement may also carry the following elements:

- a. Our leaders should work to serve our residents to enhance the Quality of Life issues that affect them each and every day.
- b. Every voter is important in every election, and this is why our Party encourages every citizen to exercise his or her right to vote.
- c. Good governance from the local level to the federal level is essential to ensure that this community remains safe, productive, attractive, tolerant and sustainable for all citizens of Pinellas County.
- d. The Pinellas Democratic Party cares about people, our resources and our country.
- e. Democrats work to draw all people together, regardless of race, ethnic origin, sexual orientation, to solve the problems that affect our communities.

Action 2: To be more effective in promoting the Democratic message, the PCDEC should prioritize the message and consistently promulgate it.

- 2.1 Appoint a Public Relations Committee in accordance with Bylaws Article X, Section 2, Subsection 2.11, to develop contacts with media and keep the Democratic Party activities and message publicized. See Public Relations section of this Plan.
- 2.2 To avoid contradictory messages, the County Chair (or his/her designee), as sole spokesperson for the PCDEC, should work closely with the Public Relations Committee Chair in promulgating the Democratic message.
- 2.3 The Public Relations Chair should develop a plan to ensure that every Democratic Party operative is aware of our message. See the Public Relations section of this Plan.

- 2.4 It is recognized that the Democratic Party accommodates a diversity of people with many views on various issues. To avoid fragmenting our message, it should become PCDEC policy that working for issues which arouse passionately held, divergent views should be pursued in other venues, as, for example, individual election campaigns, clubs, caucuses, issues-related organizations.
- 2.4 Appoint an Issues Committee Chair by January 31 of even-numbered years, in accordance with Bylaws Article X, Section 2, Subsection 2.10, to act as liaison with different groups organized around issues of importance to PCDEC, and to be sure there is a PCDEC presence at their events. See Public Relations section of this Plan.

Pinellas County Long Term Plan District Development

Districts are defined and empowered by PCDEC Bylaws to organize, elect officers, and carry out certain responsibilities, including implementing the policies of PCDEC, strengthening the precinct organization within each District, and carrying out the campaign activities developed by the PCDEC Campaign Planning Committee.

Problem: *The Pinellas Democratic Party (PDP) is not sufficiently organized through its Districts for maximum effectiveness in electing Democrats to local, state, and national offices.*

GOAL: To strengthen the Pinellas Democratic Party by building strong District organizations in order to increase the numbers of people engaged in Party activities to be able to better support candidates, undertake GOTV activities, and carry out responsibilities cascaded to Districts from the PCDEC.

Action 1: Require each District Chair to present to the Board of Directors of PCDEC by March 1 following their election a Strategic Plan along the lines of an Action Plan provided in general form by PCDEC and designed to address carrying out District responsibilities as outlined in the PCDEC Bylaws. The District Plans should address the items listed in **Appendix A.**

Action 2: Assist Districts in developing their fundraising capabilities, for their own operations and for PCDEC activities as set forth in the Fundraising Section of this Plan.

- 2.1 Establish procedures for managing District funds and coordinating District fundraising efforts with PCDEC efforts.
- 2.2 Establish agreed-upon fundraising goals with each District to be used for PCDEC purposes.

Action 3: Help Districts fill their Precinct Committeeperson positions, in numbers and areas agreed upon with each District Chair, to achieve the following result: Increasing the ranks of PC's countywide to 50% of precincts covered by December, 2011, to 75% by the end of 2012, and to 100% by the end of 2014.

- 3.1 Appoint a Precinct Development Coordinator by June 30, 2008, to work with each District's Precinct Development Chair in organizing and carrying out a District program to fill vacant precinct positions.
- 3.2 Develop a training program for District Leaders and Precinct Development Chairs to help their recruiting efforts and team management skills.
- 3.3 Develop clear procedures, job descriptions, and list of resources available to help District Leaders, Precinct Captains, and precinct volunteers carry out their responsibilities.

Action 4: Change the PCDEC meeting requirements as follows, beginning September, 2008: Bimonthly PCDEC meetings to address countywide business, to alternate with bimonthly District meetings where all PC's will meet in their Districts to address each District's business; countywide meetings to take place in even-numbered months, Districts to meet in odd-numbered months.

It may become necessary over time to accommodate the increased activities of the Districts with monthly meetings (which requires no Bylaws change), and this may mean the PCDEC meeting requirements can be reduced to quarterly, at which time amendment to the Bylaws should be requested.

Pinellas County Long Term Plan Appendix A

District Development Action Plan

GOAL: To strengthen the Pinellas County Democratic Party by building a strong District organization in order to increase the numbers of people engaged in Party activities to be able to better support candidates, undertake GOTV activities, and carry out responsibilities cascaded to Districts from the PCDEC.

- 1.1 Fill Precinct Committeeperson vacancies for precincts in the District and retain PC's.
 - 1.1.1 Appoint a District Precinct Development Chair to coordinate and work with the PCDEC Precinct Development Chair.
 - 1.1.2 Appoint Zone Captains by June 1, 2009, in numbers sufficient to maintain a span of communication no greater than twelve to one (12 to 1) between Precinct Captains and the District Chair.
- 1.2 Increase the number of precinct volunteers to assist Precinct Captains, as for example, by using the Block Captain program.
- 1.3 Recruit and develop a strong base of volunteers available to carry out GOTV activities in the District.
 - 1.3.1 Appoint a District Volunteer Chair to coordinate and work with the PCDEC Volunteer Coordinator.
- 1.4 Increase fundraising activities to raise money for District operations, for County GOTV efforts or other specific purposes.
 - 1.4.1 Appoint District Fundraising Chair to coordinate and work with the PCDEC Finance Committee and/or Fundraising Chair.
- 1.5 Assist the Candidate Search efforts of PCDEC with efforts to identify, recruit, and nurture potential candidates in the District.
 - 1.5.1 Establish a District Candidate Search Committee to identify potential candidates for those offices designated by the PCDEC Candidate Search Committee.
- 1.6 Provide a list to the PCDEC Public Relations Coordinator of all community functions in the District so PCDP can have a representative in attendance.

- 1.7 Identify for the PCDEC Campaign Committee, target constituencies and issues of local importance to help in winning elections.
- 1.8 Hold bimonthly meetings to monitor the progress in precinct development and to provide programs of interest to aid in precinct development and/or recruiting and training of volunteers.
 - 1.8.1 Appoint a Program Chair to work with the PCDEC Public Relations Committee and other County organization resources to present programs at District Meetings.
- 1.9 Assist in GOTV efforts and other election cycle plans of the PCDEC Campaign Planning Committee.
- 1.10 Cooperate with and participate in County events and activities as requested, as for example, in voter registration drives, GOTV efforts, and campaign activities.
- 1.11 Work with Outreach, Affirmative Action, and Young Democrat Committees of PCDEC, as well as with clubs and caucuses active in each District.

Pinellas County Long Term Plan Precinct Development

Problem: *The Democratic Party in Pinellas County is not sufficiently effective in helping to elect Democrats to office on the local, state, and national levels.*

GOAL: **To build a strong local Democratic Party Organization by the 2012 Elections by increasing the numbers of people engaged in Party activities to be able to effectively support candidates and undertake Get-Out-The-Vote (GOTV) activities.**

Action 1: Fill the Precinct Committeeperson positions for all precincts by December, 2014, by increasing the ranks of PC's to 50% of allotted PC's by December, 2011, to 75% of allotted coverage by the end of 2012, and increasing to 100% of allotted PC's by Dec., 2014.

- 1.1 Appoint a PC Development Coordinator for Pinellas County by January 15, 2009, to organize and carry out a program in conjunction with each District to fill vacant Precinct positions.
 - 1.1.1 Identify targeted precincts, from State Party needs and PCDEC Campaign Committee needs, to concentrate efforts on a priority basis.
 - 1.1.2 Establish a Recruitment Training program and coordinate recruitment activities with the Districts.
 - 1.1.3 Develop a plan to work with Democratic Clubs and Caucuses in identifying and recruiting precinct volunteers.

Action 2: Retain and support Precinct Committeepersons. This is the responsibility of the PC Development Coordinator for PCDEC.

- 2.1 Extend Precinct Committeeperson training which clarifies their two types of responsibilities (i.e., responsibility for organizing their precincts as Precinct Captains, and service to PCDEC), and provide help with additional skills for developing and managing teams of volunteers.
 - 2.1.1 Conduct regular PC Training Sessions, for all PC's, and precinct volunteers, beginning June, 2008.
 - 2.1.1(a) Develop a standard PC Training Curriculum by June, 2008, to be revised annually as needed.
 - 2.1.1(b) Develop a program for training PC Trainers and Support Staff for Districts and Precinct Captains.
 - 2.1.1(c) Develop a Precinct Captain Procedures Manual, to be included in a packet of materials given to and reviewed with every PC at the beginning of the PC's term.
 - 2.1.1(d) Include in training and Procedures Manual that PCDEC officers and Committee Chairs, while still responsible for seeing that their

precincts are organized, are not expected to do the Precinct Captain job themselves in addition to their other responsibilities. At-Large Members, Associate Members, or Precinct Volunteers may be enlisted to carry out the Precinct Captain function.

- 2.2 Institute, develop, and support a Block Captain program throughout the County to enable the Pinellas Democratic Party to have neighbor-to-neighbor contact with all registered Democrats, and ultimately with non-affiliated voters as well, at least twice yearly. See **Appendix B**.

- 2.2.1 Increase the number of precinct volunteers, in accordance with the District Action Plans, to the following levels:

- 2,000 precinct volunteers by December, 2008; increase by 2,000 more each year to a total of 10,000 by the end of 2012.

- 2.3 Establish job descriptions and procedures for Precinct Committeepersons, including their responsibilities as Precinct Captains. See **Appendix C**.
- 2.4 Create a Precinct Profile Form for gathering essential data from each precinct and distribute it for use by all Precinct Captains. See **Appendix D**.

Pinellas County Long Term Plan Precinct Development

Appendix B Block Captain Program

This program is a tool to help Precinct Captains meet their precinct organization responsibilities by developing and supporting a team of volunteers who will establish the relationship between their neighbors and the Democratic Party. The program begins with dividing a precinct into areas of responsibility and focus, finding and training volunteers as Block Captains, monitoring results and follow-up actions.

Each Block Captain is responsible for interacting with a group of no more than 40 voters, including both registered Democrats and non-affiliated voters, twice a year. By keeping the number of targeted contacts small, we can ensure that there is neighbor-to-neighbor contact from the Pinellas County Democratic Party.

The objective for the precinct team is to help turn out the vote and elect more Democrats. The Block Captains will contact their targeted voters at least twice a year, and they will gather current information for the Precinct Captain, who will relay it to Headquarters for updating Party records.

It is anticipated that Precinct Captains will soon have large enough precinct teams that it will be necessary to use Area Captains among the Block Captains so as to maintain a span of communication and support that remains no greater than twelve to one (12 to 1).

An additional advantage of this process is that we are recruiting new people to do Democratic Party work at an entry level task, some of whom will develop into future members of the DEC. Another advantage of the Block Captain contacts is that we are able to update the information in the *Vote Builder* database.

The Precinct Captain is responsible for the following activities relating to the Block Captain program:

1. Recruiting, training and supporting the team;
2. Monitoring the results of the voter contacts and advising HQ of changes;
3. Providing information to Block Captains on all Democratic candidates;
4. Providing up to date election information to Block Captains.

(Please refer to the Block Captain Training Materials for Precinct Captains.)

Pinellas County Long Term Plan Precinct Development

Appendix C Responsibilities of Precinct Captains

1. Organize the precinct and see that all registered Democrats and non-affiliated voters are contacted by the Pinellas County Democratic Party at least twice a year.
2. Submit to the District Chair your Action Plan with timelines for accomplishing agreed-upon objectives for covering your precinct.
3. Participate in County and District voter registration drives, and oversee voter registration of new arrivals in your precinct.
4. Participate in the County and District GOTV activities.
5. Gather candidate petition signatures as requested by the candidates through your District Chair.
6. Know the layout and particulars of your precinct.
7. Identify places in your precinct for activities such as telephone banking, voter registration, sign waving, etc., and identify areas where access is limited or restricted.
8. Identify places for yard signs.
9. Know the past voting history, including trends in voter turn-out, of your precinct.
10. Maintain a list of all elected officials serving your precinct.
11. Maintain all current election information for your precinct, such as polling places and times, last dates for voter registration, dates and places for early voting, local election dates, etc.
12. Hold training sessions for your team members or see to their attendance at County and District training opportunities.
13. Arrange speaking opportunities, house parties, and social events, as requested by candidates through your District Chair.
14. Assist your District Chair in carrying out district responsibilities.
15. Attend District and County DEC meetings.

Pinellas County Long Term Plan
Precinct Development
Appendix D
Precinct Profile Information

County Chair – Name, phone, email

District Number – chair name, phone, email

Precinct Number – Precinct Committeeman – Precinct Committeewoman

Voter Information (from Supervisor of Elections):

Total No. of Registered Voters - Demographics

No. of Registered Democrats - Demographics

No. of Registered NPAs - Demographics

No. of Registered Republicans - Demographics

Precinct Boundaries – description (location; major arteries; parks)

Locations of points of interest:

Senior Center/Community Center

Assisted Living facilities

Churches

Schools

Catering Halls/Restaurants

Democrat-owned businesses

Name & Address – all gated communities

Name & Address & numbers of homes – Mobile Home Parks

Name & Address of Apartment Buildings (more than 15 units)

Names of Neighborhood Associations & Contact Person(s) info

Locations for displaying large signs

Locations for sign-waving

Phone Banking opportunities – name, address, no. of phones

All elected officials residing in precinct – names, phones, emails

PCDEC officers living in precinct

Other Party operatives living in precinct

Precinct Analysis of Voter Turnout - (Supervisor of Elections information)

[Attach your Precinct Turnout Analysis Review Form, as supplied by your District Chair.]

Elective Offices coming up for elections pertaining to precinct – list of candidates, incumbents.

Precinct Polling Place – location and times open

Upcoming Elections - dates

Last date for VBM applications – when will VBM Ballots go out

Early Voting locations and dates

Voter Registration deadline for specific elections

Pinellas County Long Term Plan Campaign Planning Committee

Problem: *The Democratic Party in Pinellas County needs to be more effective in helping to elect Democrats to office on the local, state, and national levels.*

GOAL: To strengthen the implementation of Campaign Committee activities sufficiently effectively to more successfully support Democratic candidates.

Action 1: The Campaign Committee Chair is responsible for developing and executing the Pinellas Democratic Party campaign plan in election years. The campaign plan is to be presented to the Board of Directors of PCDEC by April 1 of odd-numbered years, updated as needed, and should include the following items.

- 1.1 A list of targeted offices for which we seek candidates;
- 1.2 A list of targeted precincts for GOTV activities;
- 1.3 Timelines for various phases of the election campaign;
- 1.4 Estimate of funding required for activities.

Action 2: The Campaign Committee Chair should appoint a Search Subcommittee by April 1 of odd-numbered years, which shall be responsible for the recruitment of candidates within Pinellas County and for working with District Leaders to find prospective candidates.

Action 3: The Campaign Committee Chair should appoint a Candidate Support Subcommittee by April 1 of odd-numbered years, which shall be responsible for consulting with prospective candidates, as needed, about the requirements and constraints of campaigning and office-holding. Since a successful campaign depends on a well-run campaign team, the Candidate Support Subcommittee should assist and work with the candidate to find candidate campaign staff.

Action 4: Appoint a GOTV Coordinator by April 1 of odd-numbered years, who is to provide an Action Plan to the Campaign Committee for GOTV activities, updated quarterly. See following **GOTV section** of the Long Term Plan.

Pinellas County Long Term Plan Get Out The Vote

Problem: *The Democratic Party in Pinellas County needs to be more effective in helping to elect Democrats to office on the local, state, and national levels.*

GOAL: **To organize and implement Get-Out-The-Vote (GOTV) activities sufficiently effectively to more successfully support Democratic candidates.**

Action 1: The Campaign Planning Committee Chair shall appoint a GOTV Subcommittee Chair by April 1 of odd-numbered years, who is to provide an Action Plan, updated quarterly, addressing the following areas:

- 1.1 Increase total Democratic voter turn-out using State Party and PCDEC Campaign Committee plans, including Vote By Mail (VBM) and Early Voting to supplement State and PCDEC plans.
- 2.1 Develop, implement and promote the GOTV plan, incorporating the precincts with Precinct Captains and Block Captains, as well as precincts without such operatives. Ultimately, the County GOTV Coordinator is responsible for effective overall precinct operations to turn out an army of Democratic voters, through the coordination of efforts with GOTV leaders at the District and Precinct levels and overseeing their activities. See GOTV Procedures.
 - 2.1.1 Train and support the District GOTV Coordinators in their efforts to build precinct teams. This could involve training in the use of the *Vote Builder* database, training precinct teams, organizing phone teams, directing precinct canvassing, and working with candidate organizations.
 - 2.1.2 Organize canvassing efforts for targeted precincts which are not covered by Precinct Captains and Block Captains.
 - 2.1.3 Prioritize resources for use in targeted precincts using State Party goals and Campaign Committee plans.
 - 2.1.4 Identify swing voters, by precinct, and advise District Chairs.
 - 2.1.5 Organize county-wide events involving all precinct teams working together. Such events could be Precinct Canvassing Days, or workshops on 'volunteerism' and precinct planning, or county-wide projects such as finding and/or training poll greeters or poll watchers.
 - 2.1.6 Obtain tools and materials for the District Coordinators.

- 2.1.7 Keep all Party leadership (DEC, Headquarters Managers, District Chairs) updated on precinct operations. The coordinator should work closely with headquarters managers to assure a smooth interface between headquarters and precinct operations.
- 2.1.8 Participate in Volunteer Appreciation activities after election.
- 2.1.9 Delivering information on all volunteers who have participated to the Volunteer Coordinator.

Pinellas County Long Term Plan Volunteers

Problem: *The Democratic Party in Pinellas County does not have enough people to do Party work, and those we have are overworked, especially during election cycles.*

GOAL: **To build a strong local Democratic Party Organization by the 2012 Elections by increasing the numbers of volunteers engaged in Party activities to be able to effectively support candidates and undertake Get-Out-The-Vote (GOTV) activities.**

Action 1: By May 1, 2008, establish and fill the position of Volunteer Coordinator, to keep our volunteers committed and productive. See Volunteer Coordinator Procedures Manual attached. The Volunteer Coordinator, appointed by the County Chair, will have responsibility for the following items.

- 1.1 Determine the volunteers needed from PCDEC and all its committees.
- 1.2 Design volunteer recruiting activities.
- 1.3 Build volunteer systems and procedures for recruiting, training, and recognition, which will remain in place beyond election cycles.
- 1.4 Develop clear job descriptions, including skills needed, for all volunteer positions.
- 1.5 Maintain a database of all volunteers and their skills.
- 1.6 Keep a list of available volunteer jobs, so that new volunteers can immediately be given something to do.
- 1.7 Establish procedures to ensure that HQ staff immediately communicates the contact information for any new or potential volunteer to the Volunteer Coordinator.
- 1.8 Build and maintain relationships with Clubs and Caucuses as a source of recruiting volunteers, especially when there is a specific project.
- 1.9 Design a system of volunteer recognition activities and special volunteer appreciation events to maintain and recruit volunteers.
- 1.10 Submit an annual Action Plan to the PCDEC Board of Directors by February 1, each year, or within 30 days of appointment as Volunteer Coordinator, covering overall recruiting, managing a recruitment team, working with District Volunteer Coordinators, training volunteers, and recognition activities.

Volunteers - Where Victory Begins

Procedures Manual

For Volunteer Coordinator

Purpose: To identify goals -- both long and short term -- for recruitment, skills assessment, training, and development for all volunteers working for PCDEC, and some suggested actions to attain said goals.

Introduction: Volunteers are the single most important element of developing a functioning political machine to insure Democratic Party dominance in Pinellas County, both in total elected officials and in total registered voters.

Recruitment:

1. This can be more important than any of the other steps, especially given the transient population in Pinellas. Volunteer recruitment training and/or information should be made available to all DEC members.
2. Every contact with every person should be seen as an opportunity to recruit a volunteer. Every member of PCDEC should be considered part of the Volunteer Coordinator's recruitment team.
3. Every person who calls or comes into the office or attends a Democratic Party event should be asked to volunteer.
4. Every outreach opportunity we have -- tabling, working polls, walking a neighborhood, or making a call -- should have a Volunteer-Ask component, the degree of subtlety dependent on the type of call.
5. Offer a prize for signing up to volunteer. (Possibly a pen or pin that we ask them to bring the next time we see them.)
6. Copious records should be kept. All volunteers, their skills and interests, should immediately be put into the database.
7. Actively recruit sales people, Real Estate sales people, And entrepreneurs -- especially store owners who can get you good deals on materials; hair salons; restaurants; night clubs; local grocery stores; etc.
8. When you buy a large ticket item, you hand them your Pinellas Democratic Party card, and leave your card with your tip at restaurants.

Skills Assessment:

1. Don't place volunteers into a job they don't want to do.
2. Make and keep volunteers more productive by providing a clear job description, including results expected, and providing them the tools they need.
3. Provide a simple skills assessment form for volunteers to fill out; online is best. If at the HQ office, this is easily done on our computers, but if you have a laptop with you at events, you can sign people up on the spot.

Sample Questions which might be included:

- 1) Have you ever volunteered before? Details.
- 2) What do you like to do? (If not effective, give them two choices - the two things most needed.) Don't insist people do jobs they don't want, but let them know about red flag projects.
- 3) Categories:
 - a) Office work: Try desperately to find someone able and willing to anchor, with 5 volunteers for one day a week; or 10 volunteers for a half-day a week.

Alternatively, find enough volunteers willing to do 3-hour shifts, twice a month.

- b) Outreach. Block Captain in their immediate neighborhood; campaign activities - phone-banking, neighborhood walking, flyer distribution, party hosting, tabling events. This is our sales force, the core.
- c) Animate Signage – sign-waving at corners. Ask them to deliver signs, too.
- d) Facilities or materials donation: Do they have connection to a large home or meeting
- e) Special Skills: Technical, other. Computer skills; carpenters to make large signage; media folks who can write.

Training:

1. A Packet of information and/or materials should be given to all new volunteers, outlining the structure of the Pinellas Democratic Party, the HQ office hours and numbers, their particular job description(s), and an invitation to a meeting or event.
2. Brief but clear job descriptions should be developed for each task.
3. Volunteers should be given at least 1 training session or supervised work session.
4. Assign a committee representative or a Precinct Captain or District Leader, as appropriate, as mentor. Stay in monthly contact and see volunteers are invited to District or DEC meetings.
5. Conduct performance evaluation after the second task is completed.
6. Featured successes can be announced at District or DEC meetings.

Volunteer Recognition:

It is important to be sure the volunteers feel appreciated and recognition events or opportunities should be planned for them. There should especially be an appreciation event following the election year campaigning activities.

Development: From Volunteer to Elected Official.

- Stage 1: Introduction to first completed volunteer exercise: attending a meeting or event.
- Stage 2: Becomes multiple participant.
- Stage 3: Takes an outreach position: "talking to people".
- Stage 4: Block Captain.
- Stage 5: Takes multiple outreach positions in addition to Block Captain calls.
- Stage 6: Precinct Captain: replaces him/herself with a new block captain recruit.
- Stage 7: District Leader.
- Stage 8: Board Member/Fundraiser.
- Stage 9: Chair/Vice Chair/Candidate/Fundraiser.
- Stage 10: Elected Official/DEC Member/Mentor/Fundraiser.

Pinellas County Long Term Plan Implementation

Problem: *The Long Term Plan, along with the Bylaws, provides the method of operation on a permanent basis of the Pinellas Democratic Party. While the people involved will change, as will the political realities of the County, and emphasis and priorities will change, the structure remains in place. Bylaws and Plans will be reviewed and modified as necessary, but it is essential that neither the Plan nor the Bylaws be ignored.*

GOAL: To carry out Get-Out-The-Vote (GOTV) activities effectively and to successfully support more Democratic candidates in accordance with the Bylaws and the Long Term Plan.

The Long Term Plan outlines the structure and organization necessary to manage a team of operatives effectively, from County Chair to Block Captain, an organization that will be large enough for the Democratic Party in Pinellas County to make a twice yearly, person-to-person contact by a close neighbor with every registered Democrat and every registered voter with No Party Affiliation, who resides in the County. This personal contact, by a close neighbor, has proven to be the most effective way to get out the vote. At the same time, this structure is designed to allow the County organization to field candidates for every elective office, and to carry out a program for financing the operation, as well as to conduct the needed Public Relations programs.

Action 1: Proactive Parliamentarian

Since Plans and bylaws are useful only if they are followed, and modified as necessary, by the responsible governing body, all actions of the Democratic Party in Pinellas County are to be monitored by the Parliamentarian to identify any activities which are not in compliance with the County Bylaws, or whenever the Long Term Plan and the attending Action Plans and Timelines are not on target. Whenever, in the opinion of the Parliamentarian, such should occur, the Parliamentarian will report this condition to the Executive Board at its next meeting.

This will not only assure that we are in compliance with the Bylaws and on target with the Long Term Plan, but will also identify areas of the Bylaws and the Plan that may need modification or adjustment.

This active monitoring and reporting function is in addition to the normal function of a Parliamentarian with respect to applying the Parliamentary Authority to meetings. It should be understood that the function of the Parliamentarian is limited to monitoring and reporting, and is in no way to conflict with the normal functions of the Grievance Committee.

Action 2: Span of Communication

In organizations, it is recognized that the maximum effective span of communication is 15 to 1;

that is, 15 people reporting to and being supported by 1 person. With the current structure, a District with a full complement of Precinct Committeemen and Precinct Committeewomen would result in a Span of Communication of over 100 to 1. Such a ratio is not workable and leads to burn-out of operatives.

To maintain an effective Span of Communication in our organization, will require us to create Zone and Area responsibilities as we grow. (See District Development Action Plan-Appendix A.)

Action 3: Leadership Skills

The Long Term Plan calls for extensive use of the District and Precinct offices, while overall governance remains with the PCDEC. The leadership responsibilities of the County Chair, the District Chairs, and the Precinct Captains, will require skills in empowering people as well as empowering people who can empower other people. We will need at least 6,000 people to fully implement the Plan. Therefore, it is necessary to incorporate management and leadership skills into the training programs for Party operatives. (See County Development Section.)

Pinellas County Long Term Plan Fundraising

Problem: The Pinellas Democratic Party does not have enough funds to successfully carry out its operations and plans.

Goal: To raise enough funds to achieve PDP goals.

Action 1: Make it mandatory rather than optional that a Finance Committee and Chair be appointed; see *Bylaws Article X, Section 2.7*. The Finance Committee is charged through the Bylaws with developing a Financial Plan for the ensuing two years, to be presented to the County Chair by October in odd-numbered years. This biennial plan becomes the basis for the annual budget.

The Financial Plan should include the fundraising goals for each year, the expected revenue sources with dollar-amount goals for each, the fundraising mechanisms and methods required to reach the revenue sources, and the projected financial needs of all DEC operations, including Campaign Committee plans.

Action 2: The Finance Committee has responsibility for overseeing and coordinating all fundraising activities; see *Bylaws*.

The Finance Committee Chair should assist Districts in developing their fundraising capabilities, for their own operations and for PCDEC activities, especially with respect to the following:

2.3 Establish procedures for managing District funds and coordinating District fundraising efforts with PCDEC efforts.

2.4 Establish agreed-upon fundraising goals and targeted efforts with each District with respect to funds to be used for PCDEC purposes.

Action 3: The County Chair will appoint a Fundraising Chair, who will be part of the Finance Committee, and who will be the person charged with responsibility for submitting a plan (different from the Financial Plan) to accomplish the fundraising goals of the organization. [See *Appendix E*.] This fundraising plan will address the part of the Financial Plan noted above outlining the mechanisms to achieve the fundraising goals. The Fundraising Chair will also have the responsibility for putting the plans into action, but each fundraising event is to have its own Chair, or person in charge.

Action 4: Develop permanent, on-going fundraising events which do not have to be reinvented by each new Finance Chair, both large and small scale. For example, these events might include the following:

- 4.1 An annual, large-scale celebration designed for a large fundraising goal, as, for example, a Presidents Day event. This will also serve to enhance the Democratic Party presence in Pinellas County.
- 4.2 A permanent Sustaining Fund, seeking small annual donations and/or monthly automatic contributions from all supporters to fund HQ operations.

Action 5: Develop training for fundraising operatives so there is a coordinated approach to all types of donors.

Fundraising Plan

Appendix E

DEC Fundraising Goals: \$150,000 for 2010 & \$250,000 for 2012
(From Finance Committee-Financial Plan)

Revenue Resources

- Individuals (2010 Goal: \$30,000 - 2012 Goal: \$50,000)
 - DEC Elected Members
 - DEC Appointed Members
 - Associate Members
 - All Other Democratic supporters
- PACs & Targeted Groups (2010 Goal: \$60,000 - 2012 Goal: \$100,000)
- Corporations (2010 Goal: \$60,000 - 2012 Goal: \$100,000)

Fundraising Mechanisms

- Phone Solicitation
- One-on-One meetings
- Presentations
- DEC sponsored events
- Gala Dinner/Presidents Day Celebration
- House Parties
- Sale Items; (T-shirts, posters, bumper stickers, buttons, etc)
- Sustaining Fund(s)
- DEC Membership pledges
- Online Solicitation
- District fundraising events
- Hiring Professional Fundraiser(s)