



DPVA Strategic Plan 2010

Strategic Planning Committee Report

June 11, 2010

Introduction

The purpose of this document is to lay out in detail the suggestions for growth and improvement made by the Strategic Planning Committee to the Democratic Party of Virginia during its meetings between January and June of 2010. Breakout groups addressed the topics below, and the ideas proposed should be viewed as consensus of the planning committee.

Mission Statement

Year in and year out, the DPVA should be a resource for campaigns. From communications tools to outreach and fundraising help to electronic and office infrastructure, the party should always have in mind how to improve the operations of campaigns and help make them more effective. To get there, the party itself must focus not only on how to become more consistently effective and streamlined, but also on how to show campaigns that it can be a reliable source of political and material help. The party must view itself as an extra-campaign entity—i.e. one that is not subject to the whims of each election cycle. To that end, this document seeks to strengthen the party's organizational structure, name substantive resources the party can provide, and define exactly how and on what timeline these changes should occur.

The goals of the plan are as follows:

- Create a more reliable, fluid structure for Democratic party activities that is less subject than at present to the urgency of all state and federal campaigns;
- Devise a strong brand that can drive party communications, encourage members to more strongly identify with the party, and aid candidates in shaping their own messages;
- Provide resources to campaigns that an established organization can offer more easily than the temporary structures of political campaigns;
- Develop a knowledge base of materials that adds longitudinal value to the party;
- Stay on top of present modes of communication so that the party can foster more relevant and strategic outreach

Effort has been made to ensure that the items in this memo are all actionable, which is why in many places a specific staff position or Party Vice Chair is named as the responsible entity. Action items are listed at the bottom of each section, according to two phases. Phase I items should be completed within a quarter after adoption of the plan; Phase II are long-term goals and can span six months or more. Priority deliverables are outlined at the end of the document to offer a clear path.

It is also the recommendation of this committee that every four years, after the central committee reorganizes, the State Steering Committee create a new Strategic Planning Committee to hold the current plan accountable and create new goals and objectives for the coming election cycles. This process was last conducted when Mark Warner was chair and revisited with Ken Plum, but it is a recommendation that this process becomes institutionalized.

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Political Infrastructure

To foster active Democratic engagement across the state, there needs to be more systematic communication between the political director and the following groups:

- DPVA staff
- Elected officials
- Local committees
- Congressional district chairs
- Young Democrats
- Liaisons to state/federal officials
- Coordinated campaigns

These relationships should be approached strategically and efficiently so that the political director is working proactively rather than reactively; in other words,

communication with groups should be guided by a plan so the political director doesn't spend his entire day answering the phone. The political department will ask for periodic updates from CD Chairs and the VA Association of Democratic Chairs to distribute to the list above. Along with check-ins, the political director, in conjunction with the DPVA chairman and executive director, should establish a set of political asks for some of these groups (e.g. YDs) so that their work is measurably affecting and improving the work of the party.

The Executive Director and Political Director will establish monthly standing conference calls throughout the year with local committee chairs and congressional district chairs. They will also establish mid-quarterly conference calls with the steering committee and other Democratic principals, and a call with VA Democratic elected officials.

Along those lines, the party office should be run more like a business. Staff must be hired with a clear job description; they should be vetted carefully and then offered professional development so they might be retained. Party employees should be encouraged to join campaigns temporarily (for instance in the final 1-2 months of an election cycle) to try out jobs that either might enhance their current work and professional growth.

In addition, the political director should appoint regional representatives to help update him/her on goings-on in the region. This does not need to be a hired position, but a formalized title and job description (biweekly check-ins, media updates, communication about important events) would ensure the usefulness of this. These regional representatives should be designated first in the urban crescent (Tidewater-Richmond-Northern Virginia) and later built out to other fast-growing regions (Albemarle, etc.) to ensure prioritization of high-population areas. When regional political directors are hired, they will work closely with the representatives, and prioritize goals and objectives with help from the Political Director.

The top priority, though, is to bring in regional paid staff. Regional political directors will be hired in a tiered manner. Budget permitting, Northern VA, Hampton Roads, and Southwest VA/ Roanoke would be the first regions to receive a staffer. Then, Northern VA and Hampton Roads would get a second staffer, and Richmond/Central VA would get a staffer. The third tier would be luxury staff support and would include having staffers based out of Charlottesville, Martinsville/Danville, and Harrisonburg.

A sample job description for regional political directors can be found in the appendix.

Action Items/Political Infrastructure:
Phase I:

1. Political Director meets with/speaks to each of the groups listed above to define how they can and want to better assist the party
2. Political Director codifies assignments for and recruits regional representatives to assist with above, as described
3. Executive Director considers whether deputy political director should be hired; if so, writes job description and begins recruiting for the position
4. In coordination with Executive Director and the chairman, Political Director puts in writing his job description and priorities; tasks that currently fall to him but are not reflected in those priorities should be delegated to other DPVA staff.

Communications and New Media

The party needs to build a stronger brand for voters to identify with. The communications team should be on better offense. Since the party is not affiliated with a single candidate, it has the opportunity to drive the agenda and push media focus on its own terms, instead of just being reactive. This agenda should involve but not be limited to the issues being discussed in local, state and federal races, and but these issues should always be part of a coherent message, not one-offs.

The DPVA should operate using several core strategic communications goals. These goals will have the following effect:

- 1) To help give Democratic Candidates the edge in any election by arming them with a message they can use to win
- 2) To establish a strong contrast between the beliefs, actions, and policies of the incumbent administration and the DPVA that will properly frame the two parties in the minds of Virginia voters
- 3) Energize and motivate our base by articulating the core beliefs of all Democrats, giving our activists a sense of what they are fighting to achieve

To fulfill those strategic goals, the DPVA should focus on the following message framework:

Oppose McDonnell/Cuccinelli/Bolling Agenda

The DPVA should adopt and maintain the posture of a party out of power. The main voice of the organization should be one of responsible and consistent opposition to the McDonnell/Bolling/Cuccinelli agenda.

In all messaging the DPVA should look for opportunities to reinforce the following key points about the current administration:

- The McDonnell/Bolling/Cuccinelli Administration has the wrong priorities for Virginia
- Warner/Kaine/Virginia Democratic leadership = national acclaim for results

- McDonnell/Cuccinelli /Bolling = national embarrassment for wrong priorities
- Because of these embarrassments and wrong priorities, Virginia's future is at risk

This basic framework can be used to structure criticism of almost any bad policy or objectionable action taken by the Governor, Lt. Governor, or Attorney General.

The Cuccinelli Brush

The Attorney General has demonstrated willingness to go-it-alone on controversial issues that have caused significant outrage among most independents and all Democrats. Governor McDonnell and Lt. Governor Bolling seem more interested in keeping the political water calm, and are therefore more likely to apologize, withdraw, or alter their position to suit public opinion.

For this reason the DPVA should adopt a separate but complimentary message framework for dealing specifically with the actions of the Attorney General. This can be described as the "Cuccinelli Brush" meaning a message that we can paint any Republican with who refuses to denounce the AG:

- Attorney General Cuccinelli is using his office as a personal piggy bank to pursue an agenda that recklessly wastes tax payer money
- He does not care that Virginia is a national laughing stock because of his actions
- *Any Republican who does not denounce these actions will be seen as a tacit supporter of the Cuccinelli's behavior.*

Support Legislative Initiatives

It is not the role of the DPVA to advocate on behalf of specific policies to elected officials. However, the DPVA should maintain a strong communications partnership with the House and Senate Caucuses. These legislators are often on the front lines of our political fights, especially when the legislature is in session. By working together, the DPVA can deliver a strong political voice to either support or oppose a measure.

In instances where the two caucuses cannot agree, the DPVA should avoid choosing sides and instead remain focused on opposing the Administration.

Support Core Issues

Our party is a big tent, where disagreements on the specifics of policy are common. There are however some core issue beliefs and values that all Democrats share.

Examples of those values are:

- Support for a K-12 Public Education system

- Support for a Public Higher Education system
- Opposition to discrimination
- Support for clean air, clean water, and land conservation
- Support for Veterans and Active Military

Drive Positive Democratic Narrative

The DPVA needs to maintain a strong driving narrative about why being a Democrat and supporting Democrats will improve Virginia. This is a straight positive narrative that will help us grow our party, win over independents, and win more elections.

The DPVA should provide basic literature and Internet resources that cover what the policy decisions of the Warner/Kaine years have done for different regions of the state.

Balancing National and State Message

The DPVA has entered a new communications era for two major reasons. First, and most obviously, we are without a Governor for the first time in 8 years. Second, our state party has gone national. In the past, it was easy to create a “brand” for the Virginia Democratic Party that shunned the influence of Washington, and actively criticized President Bush. That political road is no longer available to us, due to the elevation of Governor Kaine to DNC Chairman, Virginia’s role in the election of Barack Obama as President, and the election of Governor Warner to the United States Senate. It is now extremely difficult, and largely counter-productive, to attempt to distance the state party’s message from these national figures.

We would be better served by embracing support of Senators Webb and Warner, President Obama, and Governor Kaine – and contrasting their record with the McDonnell/Cuccinelli/Bolling record.

Communications Structure

The following office holders and staff should be intimately involved in the DPVA Communications Structure:

- Party Chairman
- Executive Director
- Communications Director
- Research Director
- New Media Director

To implement the above, a deputy communications and research director needs to be hired underneath the communications director, budget permitting. Duties would be to constantly update the web site and start a blog that is dynamic, highly active, and that keeps DPVA on the offense on policy and politics. The Executive Director

and Chair have final say on all posts and message decisions. Posts and communications combine opposition research from sources like the DCCC, links to active Democratic blogs, and communications with campaigns.

Strengthen New Media Outreach

In an effort to strengthen communication via new media, it is recommended that the DPVA conduct regular sessions with bloggers and new media experts. This not only helps the party with relationships with those who help to carry and drive the message, but to get ideas on how to improve the Party's new media strategy.

Action Items/Communications and New Media:

Phase I:

1. Write a clear communications plan—can be in process but should be at least in nascent stages before a communications director is hired so that the plan can be part of the job description. At the very least, define narratives and provide language for use by county chairs
2. Hire a communications director
3. Once new communications director gets his/her bearings, hire a deputy communications and research director.
4. Work to swap email lists with state and federal campaigns
5. Hold meetings with bloggers/ new media experts to get feedback.

Phase II:

1. Create message calendar for issues by month to keep track of the big picture. Revisit this calendar daily to make sure that the broader agenda is always being driven even within the daily hits.
2. Designate super vols in key regions who will run LTE campaigns/contribute to blogs and work with communications director to drive message
3. Set goals for list building and the amount of money/signups web ads should generate (in conjunction with finance director)

Finance

In conjunction with a broadened communications plan, the finance plan should be reconsidered and built up with more methods of fundraising. The plan should incorporate, for instance, more low donor outreach and more delegation of responsibility to outside actors and volunteers. Not only can the JJ Dinner no longer be relied on to provide the DPVA 80% of its annual budget, but more consistent donor outreach (at any level of giving) will yield increased numbers of donors and cultivate groups and individuals for the long term. Surrogates should be recruited to make fundraising calls and/or put on events.

Big donors (\$5k-10k levels) should be cultivated not just for their annual donation but also for input in big decisions like the strategic plan and long-term goals. The question for them isn't just, "where is my money going," but also "where is this money taking the party, the candidates, the infrastructure, etc."

Constituency groups and Democratic groups should be given annual goals for fundraising. This will have the dual benefit of making them feel more engaged/needed and building a sustainable list of donors and raisers. Targeted low donor fundraising in rural areas can help spread the DPVA brand into regions that may not naturally align themselves with the Democratic Party agenda; the path to making that agenda exciting (or just plain palatable) is necessarily incremental, so why not start with modest goals in those areas and build some financial representation in non-intuitive regions of Virginia.

To accomplish the above, a finance committee should be set up—in a few phases—to empower people to raise money into the party. These should be regional in scope and staggered accordingly. Local committee chairs should be trained in fundraising with a rural plan and an urban plan; this is almost a one-stop shop, but not quite. Local committees should appoint finance chairs to manage goals.

Other ideas:

- Create a Major Donor Program (Chairman's Circle)
 - Involve Dick Cranwell
 - Come up with an incentive program such as investment reports to maintain longevity
- Reach out to issue groups and caucuses affiliated with the Democratic Party in order for them to build an investment in DPVA
- Work with local committees to put on regional galas (like JJ but for specific regions)
- Look at ways that successful State parties are raising money for new ideas
- Look at incentives for finance staff retention
- Create fundraiser communities with low donor groups, i.e students, that could eventually become high donor groups, i.e. lawyers
- Consider asking for dues from elected officials not in competitive races (similar to caucus dues)

Action Items/Finance:

Phase I:

1. Write one-year finance plan to meet budget goals and incorporate some of the above ideas
2. Create a one-pager for finance committee members—that can be tailored per person—so people know what's expected of them
3. Begin reaching out regionally to build finance committee
4. Compile training documents for short, clear finance trainings for chairs and others
5. Recruit regional finance directors to work with chairs and finance committee members on fundraising, customized for their area

Phase II:

1. Begin to involve chairs in fundraising and agree on goals (by fundraising quarter?)
2. Execute inaugural finance committee meeting; finance director is ultimately responsible for keeping people on track with their goals but this can be delegated to regional finance directors

Outreach

Outreach should go hand in hand with communications; where communications is controlled centrally, outreach should start locally. To that end, all local committees should create an Outreach Vice Chair position that would fall under the jurisdiction of the State Outreach committee and Vice Chair. For each respective local committee, the Outreach Vice Chair would be responsible for involving more people in party activities by focusing on potential groups in his/her area. As the committees grow locally, a regional committee can be created consisting of representatives from various affinity groups. As mentioned earlier under Political Infrastructure, this should initially be prioritized in the urban crescent, and then worked out to highly populated and growing suburban areas.

A regional outreach plan should be created so that the party can conduct trainings for the Outreach Vice Chair. The party should create an Outreach Director position under the Political Director.

Standing conference calls will be established for various Democratic- friendly groups on a quarterly basis, then monthly when Election Day nears to continue to foster relationships with Grasstops leaders in crucial voting blocks.

A focus of the Party in outreach efforts will also be voter engagement. This means putting together a voter registration drive, working with candidates and local committees on targeting and execution every year. Also, the Party will be responsible for helping raise money into and executing a robust Absentee in Person and Absentee by Mail program. The Political Director will work key campaign staff and local committee activists on writing a plan year to year for registration and absentee efforts.

Another important component to outreach on the local level is working in the community on a non-political level. The DPVA will be in charge of working with local committees to hold community action days, where local committees work in their communities to do things such as work at a food pantry, collect toys during the Holidays, and other public service work that showcases our Democratic values in action.

Action Items/Outreach:

Phase I:

1. Deputy Political Director to write plan for outreach at the local level, with input from chairs

2. Local chairs begin recruiting for Outreach Vice Chair position and putting together ideas for affinity groups the chair might create
3. Deputy Political Director or regional representative for DPVA, in concert with local chairs, issues goals for outreach by region
4. Political Director works with campaigns, key individuals to draft the Voter Registration and Absentee Program.

Phase II:

1. Create and implement a document to help local committee identify and execute events for public service in their backyards.
2. Identify affinity group leaders and begin establishing standing conference calls.

Precinct Operations

The party should have two versions of the model precinct operations manual; it should be updated regularly—or at least every two years when local committees reorganize—and it should be on the internal website for local chairs. One version should be for rural committees and another for urban. A set of best practices should be solicited from local committees and compiled.

DPVA should offer trainings annually (or more frequently), as soon as possible when the committees reorganize, and then a refresher course in off years. These trainings should include:

- Basics of precinct operations
- Use of the VAN
- Best outreach practices
- GOTV training

The party, with help from the local committees, should identify local committees with weak precinct operations and provide assistance.

Action Items/Precinct Operations

Phase I:

1. Political Director to update model precinct operations manual
2. DPVA to schedule training for committee chairs
3. Find volunteers in regions who are willing to offer VAN trainings.

Constitutional Officers and Local Elected Officials

While many local elected officials and constitutional officers self-identify as independents, the party needs to obtain better information on who leans Democrat. Critical to Democratic Party success in Virginia at every level is support for locally elected officials. Many have their own political support structures, relationships with business and community leaders, and know the political lay of the land in a given area. The Democratic Party of VA needs to organize and cultivate strong

relationships with and among these officials. This would be the mission of a revamped LEAD (Locally Elected Association of Democrats) program.

In order to create and keep a self-sustaining, vibrant organization, the party has to rethink LEAD from the ground up and create a new body to house Democratic activity for local elected officials. First, the organization will be an action-oriented organization. Within the program, there will be resources for local elected officials including press kits, a forum to share ideas, contact list to reach out to labor, environmental, and other affinity groups. Second, members will be able to choose participation in coordinated activities aimed at issues that are appropriate for their constituencies. Third, the rebuilt organization will provide a single point-of-contact for advocacy groups that would otherwise be unable to reach enough local Democratic officials to justify the time required to convey their messages. Finally, by coordinating action among local electeds, the new organization will multiply the effect of isolated municipal ordinances, resolutions, and votes, making otherwise unnoticed governmental events into wide-spread, news-worthy action by the party.

Action items/ LEAD

0-3 Months- Create a steering Committee or 6-8 Local elected officials committed to organizing the program. Begin to reach out to party leaders to get buy in and ideas. Identify and flush out Democratic Locally Elected Officials and Constitutional Officers.

3-6 Months- Create bylaws, mission statement, etc... Be recognized as a group by the DPVA Central Committee. Begin membership drive. Create the Press Kits, build a website, begin to advertise.

6-9 Months- Hold a fundraiser, launch programs.

Candidate Recruitment and Training

Local committees should take the lead in helping the state party recruit candidates, and they can do this easily with just a bit of guidance from the DPVA. The Political Director should offer guidance on how to look for suitable candidates consistently so that the process isn't an urgent one leading up to the filing deadline, and then should be responsible for updating committees on what elections with open seats might be coming up.

County chairs or their designee should attend neighborhood association, board of supervisors and city council meetings to find engaged citizens who might be willing/interested in running for office. Women and minority candidates should be recruited to run for local office; this entails better outreach on the committee level to increase involvement of different demographics. Local representatives should be considered and encouraged for moving up to higher offices.

Action Items/Candidate Recruitment and Training:

Phase I:

1. Political Director creates one-pager on ideas for recruiting candidates, for general committee chair information
2. Political Director creates database to retain information across cycles
3. Regional representatives report to PD with information on what seats are open/elections are coming up so DPVA can keep track of all races

Phase II:

1. Build database of potential candidates; focus on women/minorities and deputize local chairs or other activists to involve them further in Democratic activities and continue to assess potential interest/suitability

Building Resources

Both to better serve campaigns and to build credibility for being a useful resource, the DPVA needs to put some simple structures in place that will provide concrete value to campaigns. For instance, designate a storage space in each region, or congressional district manned by the CD chair or designees. After each election—local, state, or federal—collect yard sign wickets and keep them there. Within just a year, these will offer real cost-saving measures to the campaigns that get to use them. The DPVA will institute a yard sign size standard and this process will save campaigns thousands of dollars almost immediately.

Also, designate a member of the data team to create an inventory (Google Doc or the like) to keep track of computers, phones, printers, and other electronics that could be lent out to campaigns. By creating a good system, the party could again provide concrete items to campaigns to save them time. Like good data, it is seriously detrimental to let all this stuff go to waste year in and year out.

There are tons of other ways to provide resources: keeping an *up-to-date* resume bank for interested campaign staffers; keeping a store of pre-paid cell phones for use in GOTV; running in-kind donation drives every few months to build and keep stores of office supplies, desks, etc.

The point is just to pick a few things and do them consistently enough; add value and show very clearly how you are adding value.

VAN

Perhaps the most important thing housed at the DPVA is the Voterfile. Every competitive campaign, most local committees, and activists all over the state use it on almost a day-to-day basis. Data is critical to winning elections and continuing to put money and work into maintaining its integrity is integral. The DPVA, budget permitting, should bring on a Deputy Technology Director to help manage all the VAN accounts that the Party houses and also conduct regular trainings with local chairs and campaign staff to get the most out of it.

Policy Resources

Another valuable resource that the Party can provide to candidates and campaigns

is as a policy resource. The party should create a think tank/ idea lab that does not advocate for policy positions, but rather serve as a resource for candidates to come and get white papers/ policy docs to help them formulate their own platforms. This can also function as potential way to have large donors give to the party to get this off the ground and make it sustainable. It must be clear that this resource would not be an advocacy body, but rather a tool to help candidates advocate for issues they are passionate about. This also gives our local activists and party leaders a political outlet for their areas of policy expertise.

New Staff Positions

These are potential hires as suggested by the committee. They should be put in priority level and hiring decisions should be made in consultation with the budget. Slashing certain positions means slashing certain goals of this document, at least for now, which is of course fine and reasonable but should be reflected by changes to the document so that the goals in the above are indeed obtainable.

1. Communications Director
2. Deputy political Director
3. Finance Director

Priority Goals

Suggestions for how to move forward on the above have been listed throughout the document; below is a one-year timeline for putting best structure in place for fulfilling the mission described throughout this document.

By end of July 2010:

1. Finalize budget and decide which staff positions suggested above will get hired and on what timeline. From there, pare down the actual goals of the new strategic plan to reflect what is actually obtainable given what the staff will look like.
2. Walk all stakeholders (committee chairs, local electeds, etc.) through the plan to get their buy-in.
3. Executive Director and Political Director to write job descriptions for new staff, as well as for regional representatives (and other unpaid positions)
4. Write phasing documents for new outreach and communications protocols, as well as plan for web site and any blogging additions, etc.
5. Complete messaging plan for staying current, staying on offense, and attacking Cuccinelli (or administration in general)

By end of October 2010:

1. Revamp web site completely, with RSS feed for blogs (or whatever we decide)
2. Put new political plan in place in urban crescent (this should serve as a model for the rest of the state)
3. Finance director to start growing finance committee across urban crescent
4. Grow outreach plan

5. Send out progress update to all stakeholders and strategic planning steering committee

By end of January 2011:

1. Execute new outreach and political plans, including working with regional representatives
2. Execute high-dollar fundraising events in three new communities
3. Have all databases up and running and begin providing this kind of information/material to campaigns.

Appendix

- I. Data Analysis
- II. Dep Pol. Director Job Description
- III. Standing Calls- Sample Month.
- IV. Sample Quarterly Training Schedule.

I. Data Analysis for 2008-2009 Virginia General Elections

The two most recent general elections through their stark contrasts show how much Virginia has changed and how much it hasn't.

In 2008 a highly motivated electorate, a groundbreaking campaign, and a stellar candidate brought about an historic win. A year later election fatigue, a number of factors brought about a record Democratic defeat.

Isolated from the national campaign, 2008 in Virginia could be seen as the crest of a wave that began with Mark Warner's 2001 win. If the Democratic electorate had not been so hungry for a win, or so motivated by Obama himself, or if the campaign had not been so thorough, so disciplined, and so visionary, Virginia could have gone for McCain. It took all three factors: candidate, campaign, and electorate.

The question for 2009 might be whether a change in any of those three factors could have brought a win, or if it was a perfect storm in the other direction. But more importantly, the DPVA needs to begin thinking about 2013.

The most obvious numerical change from 2005 to 2009 is in raw turnout figures. After discounting absentee precincts, precincts that split, and precincts that merged, there are 2,387 precincts roughly comparable between the two gubernatorial elections. Of those, 1,450 saw an actual drop in the number of people voting. Not percentage, but raw numbers dropped in 61 percent of the precincts in Virginia. Statewide, the voter turnout was within a rounding error of being less in raw

numbers than in 2005.

Analysis of correlation coefficients shows that when voter turnout drops, Democrats do worse. That does not mean that Republicans do better. They get about the same number of votes regardless. But there are two ways to look at the Republican advantage. One is that the people who vote every time, rain or shine, low turnout or high, are mostly Republican. The other is that the low turnout demographics are mostly Democratic. If 100 Virginians go to the polls, 53 of them are Republicans. If 120 Virginians go to the polls, 53 of them are Republicans.

Same 53. In short, if nothing happens, Republicans win. Figuratively and literally, Democrats have to make something happen to win in Virginia. With a couple of exceptions (Falwell's precinct, for instance), the bulk of precincts that saw the largest Democratic drops in 2009 over 2005 were in majority black cities, poorer rural counties, and Southwest Virginia. In 2005, 12 of Virginia's 134 localities had voter turnout below 40 percent. In 2009, 55 localities, comprising more than half the state's population, had turnout below 40 percent.

Frank B. Atkinson wrote that if Virginia politics were football, it would be played between the 47-yard lines. With the political climate in 2009, it is debatable if any Democrat could have captured that middle. But the slippery middle only accounted for half of the party's loss. The other half was Democrats who didn't turn out or weren't turned out.

But back to the 2008 versus 2009 comparison, which leads to a similar conclusion about the gubernatorial year.

Voter analysis in Virginia is a weird mix of conventional wisdom, counter-intuitive guesses, inexplicable uniquenesses, and unmatched data. True wonks should of course read Sabato's Virginia Votes at centerforpolitics.org, the most detailed journalistic/academic view of the data. Others may look here for a conclusion. Reiterating, Democrats didn't vote in 2009. The data discussed here are posted at <http://groups.google.com/group/dpvastrategicdata/files>, not always in finished form.

Presidential years are apples to gubernatorial years' oranges. Comparing 2005 to 2009, the electorate in 2009 came within a few hundred votes of being smaller than four years earlier, not just in turnout percentage but in raw numbers, despite a population increase of a third of a million or so.

The committee has run checks for relationships on all of the data in the table Locality Comparisons on the google groups site for strategic planning. Because the localities and the precincts vary so widely, conclusions about the state as a whole are difficult to find using data that granular. It is with exit poll data from CNN for the entire state that an uncomfortable truth emerges. Practically every demographic group that went for Obama in 2008 comprised a smaller percentage of the

electorate in 2009. Voters over 65, for instance, went from 11 percent of the electorate in 2008 to 18 percent in 2009. Black males went from 10 percent in 2008 to only 6 percent in 2009. (Although black males went for Deeds by a statistically marginal 2 points more than for Obama). All of the demographic groups decreased in raw numbers by a third to a half (or three-quarters for the youngest) except over-65 voters, 87 percent of whom voted both years. But the shrinkage in raw numbers is irrelevant in choosing the winner. Decisions are made by those who show up, and we need to worry about how to make our people show up next time.

Another shift in the electorate between the two years was a decrease from 21 to 18 percent in the number of voters identifying themselves as liberal, and a drop from 46 to 42 in the group calling themselves moderate. The shift is almost certainly in who turned out, but leaves open the question of a change in self-identification. Regardless, it meant a seven-point increase, from 33 to 40 percent, in those who identified themselves as conservatives. Not our base.

In party identification, Democrats dropped, Republicans increased, and independents, while only increasing three points in the electorate, went 66 percent for McDonnell, versus only 48 percent for McCain, a shift of eighteen brutal points. Evangelicals increased by 6 points, going from 28 to 34 percent of the electorate. Education levels remained steady, with only postgraduates increasing by three points (with other groups making it up with single-point shifts).

While most of these changes can be explained by the fact of people staying home, the fact remains that, first, they showed up for Mark Warner and Barack Obama and, second, like it or not, this was the electorate in 2009.

Submitted by the Data Analysis Committee- Joseph Fitzgerald, Tim Supler, and Jerry Welch

II. Sample Deputy Political Director Job Description

DPVA Regional Organizer: Position Description

MISSION: Act as a liaison and trainer among DPVA, elected officials, Democratic Congressional District (CD) Committees, local Democratic committees, Virginia Young Democrats (VAYD), Coordinated Campaigns, OFA-VA, and other appropriate organizations to build stronger grass roots capacities for Virginia Democrats.

PRIORITIES: The priorities for building stronger grass-roots capacities will vary widely from region to region and from locality to locality. Therefore, priority assignments (and the time spent on them) also will vary widely among regions. DPVA and each DPVA Regional Organizer will develop an annual customized priority work plan for each region. That plan needs to be flexible enough to be easily adjusted when unforeseen circumstances develop, but specific enough so that performance under the plan can be fairly judged. DPVA staff will conduct regular conference calls with its regional organizers.

TENURE: Each DPVA Regional Organizer will commit to work in this role for a minimum of 2 years. In hiring, DPVA will grant preference to regional organizer candidates with prior knowledge and experience in the region.

WORK: Some examples of the kinds of work in which DPVA Regional Organizers are most likely to engage are listed below:

- ✓ Conduct assessments of the most important things that could be done in each locality to improve Democratic electoral performance.
- ✓ Promote plans to implement the most important things to improve Democratic electoral performance.
- ✓ Facilitate publicity regarding “best local Democratic committee practices”.
- ✓ Act as an informational resource for candidates and campaign managers regarding “what they need to know” to win their campaigns.
- ✓ Organize training sessions for local committees and activists with technical assistance and support from DPVA.
- ✓ Propose suggestions for “local committee initiative of the month” for posting on the DPVA website.
- ✓ Encourage local Democratic committees to reach out to all appropriate organizations and individuals to publicize opportunities to get involved with their local Democratic committee.

- ✓ Be a contact person for candidate recruitment efforts.
- ✓ Assist local committees in conducting and participating with other groups in voter registration efforts.
- ✓ Assist local committees in voter identification activities, including working with the VAN and other databases and technologies.
- ✓ Assist local committees and identify resources to assist in updating their new media/communication efforts, including local party websites.
- ✓ Attend CD and local committee meetings and help develop local committees in areas in which they need strengthening.
- ✓ Assist local committees with fundraising ideas and facilitate cooperative fundraising efforts among committees.
- ✓ Help coordinate GOTV efforts by and among local committees, DPVA, and campaigns.

Submitted by Peter Rousselot, member Political Infrastructure Committee

III. Sample Standing Calls (Month)

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1	2 Coordinated Campaign Call	3	4	5	6
7	8 Local Comm. Chairs Call	9	10 CD Chairs Call	11 Affinity Group Call	12	13
14	15 Elected Officials Call	16	17 Steering/ Principals Call	18 Affinity Group Call	19	20
21	22	23 Donors Call	24	25 Affinity Group Call	26	27
28	29	30				

IV. Sample Quarterly Training Schedule

Jan- March- Operations/ Finance Training at JJ, Central VAN training
April- June- Regional Grassroots Trainings- Precinct Ops and Outreach
July- September- Working with your campaign/ More VAN trainings/ Field Operations