

# Carteret County Democratic Party 2019-2021 Strategic Plan

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## **1 Introduction**

The Carteret County Democratic Party (CCDP) Strategic Plan defines an executable strategy that translates the Party's vision and mission into goals and initiatives that are actionable, measurable, and continuous. This Strategic Plan is a living document, reviewed and updated every two years prior to changeover of the Executive Board, to ensure the CCDP is agile and moving forward to meet the needs of the community and the Party. The Strategic Plan will also be updated by the beginning of the second quarter of 2019 and as needed during that two-year period. The CCDP must focus on more than the next election. We must concentrate on growing our base, engaging our community, and promoting our Democratic values. We believe this plan advances our platform of addressing education, economy (jobs, affordable housing, living wage), a healthy sustainable environment, health and safety, and people (civil rights, voter outreach, representation) by giving us a structure for action.

## **2 Vision, Mission and Goals**

The CCDP vision, mission and goals provide guidance and help to describe and clarify the organization's purpose. The goals and objectives enable the CCDP to assess progress and determine future direction and activities.

### **2.1 Vision**

The CCDP vision is to expand progressive influence in Carteret County to improve quality of life for all its citizens.

### **2.2 Mission**

The CCDP mission is to promote progressive values through education, community engagement and the election of progressive candidates.

### **2.3 Values**

Carteret County Democratic Party (CCDP) believes in a quality public education for our young people, affordable healthcare for everyone, jobs with a living wage, and keeping our coast healthy, beautiful, and free from offshore drilling. We work to ensure that all our voices are heard locally as well as at the state and national level. We encourage all people to vote and endeavor to make the path to the voting booth more accessible. As Democrats, we are traditionally the 'big tent' party that welcomes everyone. All North Carolinians deserve an opportunity for a good life, regardless of their background, where they come from, how much money they have, or who they love. This is something we believe in, and need to continually reaffirm in practice.

### **2.4 Goals and Objectives**

The goals prioritize primary CCDP activities through election cycle 2020. The objectives will be refined as the new strategic plan is executed, and the data can be applied to support reasonable and specific measurable objectives, based on baseline measures. Measures have not been previously captured requiring that, in some cases, baselines will need to be estimated. Developing baselines and refining measures identified in the objectives represents work to be done, and has a

targeted completion date of the end of the first quarter in 2019. The Strategic Plan will be updated during that time period to ensure a clear path early in the plan timeframe.

#### **2.4.1 Organize and expand fundraising to achieve CCDP goals**

CCDP's Fundraising Committee will establish fundraising goals through coordination with and approval by the Executive Board. Funding requirements will be identified to support CCDP and its committee operations and priorities to meet goals and objectives. CCDP will be maturing from ad hoc budgeting and funding to a more deliberate approach, using donor and finance data to support the fundraising necessary to achieve its goals and objectives. The fundraising committee will employ various ways to engage donors and execute fundraising events/activities to meet CCDP needs. The committee will execute a continuous fundraising program that begins early in 2019, and includes solicitation of large donor and sustaining donor relationships. The committee will also encourage in-kind donations such as providing food for an event, commercial space for headquarters, etc.

##### **Objectives**

- Fund and establish year-round CCDP headquarters
- Raise \$35,000 annually to support all CCDP operations and priorities
- Increase number of fundraising events to 6, of which two are the annual dinners
- Conduct two donor drives annually

#### **2.4.2 Grow and empower precincts**

Democratic precincts are the engines of the Party. The CCDP seeks to build on the successful 2018 GOTV effort and empower precinct members to engage in meaningful ways that grow the Democratic base. CCDP will strive for unity of effort between Precinct, County Officers, GOTV and committees. CCDP will encourage and support adjacent precincts to share ideas and create synergy.

##### **Objectives**

- Develop a plan to keep volunteers engaged
- Increase precinct individuals participation by 20%
- Identify, recruit, train, and support precinct leaders for all 28 precincts
- Have all organized precincts commit to performing one or more outreach activities (e.g., phone calls, canvass, postcards, email, gatherings, etc.) at least quarterly to expand base and educate voters
- Increase email contact list by 20% annually
- Contact 90% of all registered Democrats and 20% of unaffiliated voters across all 28 precincts

#### **2.4.3 Recruit and elect qualified Democratic candidates**

Recruiting and supporting viable local candidates is critical to realizing the changes in Carteret County that are necessary to support the needs of its citizens. The CCDP is committed to working to ensure that no Republican goes unopposed, and will leverage lessons learned to maximize the impact of the Party's efforts. The CCDP intends to be more deliberate in ensuring that candidates are trained and mentored through the election process, and that resources are leveraged

effectively and efficiently. This will be accomplished through an ad hoc Candidate Committee, appointed by Executive Board.

### **Objectives**

- Identify candidates for all open and unopposed seats by January 2020
- Identify candidates for all open municipal seats prior to May 2019
- Provide \$1000.00 to each CCDP candidate to seed campaign
- Ensure all candidates have participated or have had the opportunity to participate in training
- Engage at least two candidates from 2018 cycle to share training experience to the 2020 candidates
- Ensure all candidates are exposed to best practices for using media to promote their candidacy
- CCDP sponsored weekly virtual candidate interviews and/or forums, beginning two weeks prior to early voting

#### **2.4.4 Expand Democratic base and promote progressive values through ongoing communication, outreach and voter education**

CCDP needs to develop a sustained and deliberate approach to educating Carteret County citizens, and giving people a reason to vote. The process must be deliberate, smart, and as lightweight as possible; maximizing the use of technology and tools. CCDP seeks to inform and educate the community through a variety of media (email, Facebook, Instagram, Twitter) and events. It must communicate beyond the Democratic base, promoting community activism and messaging opportunities year-round, and engaging families, young democrats, women, minorities, and the LGBTQ community. The precinct members contribute through their relationships with neighbors and important shared conversations. CCDP must simplify its messaging and create a compelling case, and a compelling environment for participation.

- Contact all registered Democrats who do not have a Voter ID, and assist any who need help getting an ID by leveraging existing organizations, such as Spread the Vote and state and national party efforts
- Perform targeted voter registration drives to ensure opportunities in each of the major areas in Carteret County
- Ensure voters understand all ballot choices through at least two forums, email, and media in 2020
- Increase Democratic voter participation to 75% of registered Democrats in 2020.

#### **2.4.5 Increase the number and effectiveness of the volunteers through purposeful management**

CCDP must create a Volunteer Management Committee that oversees recruitment, orientation, training, supervision, evaluation, recognition and retention. CCDP must continue its continuous recruitment of volunteers, but also employ recruitment drives to support ongoing activities. CCDP seeks to empower volunteers, matching individuals to their interest, and facilitate volunteering to make it more compelling, energizing, and for those with limited time, possible.

- Increase number of active volunteers by 140 annually (5 for each precinct)

- Increase volunteer satisfaction by 20% annually, as measured by survey data
- Expand volunteer demographics to include more diversity
- Increase the frequency with which individuals volunteer
- Support precinct volunteers recruitment through at least two training opportunities a year
- Recruit for committee leadership and membership at the Executive Committee meeting in January, the County Convention, Carteret County Democratic Women monthly meetings, direct email campaigns, and other opportunities that occur

#### 2.4.6 Leverage CCDP and Democratic information and data to increase our effectiveness and efficiency

Knowledge and information is power. The CCDP has the tools and resources to consolidate and share information, and data to increase our effectiveness and efficiency. Currently data exists in a variety of places, is not integrated, and is difficult to access. The expectation is that over the next two years, the CCDP will become adept at using its information resources to direct and support its goals and objectives.

- Consolidate existing volunteer data by end of first quarter 2019
- Consolidate donor data by end of first quarter 2019
- Consolidate community resource Information by end of 2019
- Facilitate common access to data and information by end of 2019, including, but not limited to:
  - Sharing data across party leadership and membership
  - Sharing educational, issue-related, and activist information through the CCDP website and other media

### 3 Organizational Framework

#### 3.1 CCDP Board

The CCDP Board meets monthly and provides the link between the State and County Party. The mission of the Board is to provide guidance and support to Precinct Officers to ensure there is unity of effort up and down the organizational chain. The Board consists of six officers, Chair, 1<sup>st</sup> 2<sup>nd</sup>, and 3<sup>rd</sup> Vice Chairs, Secretary and Treasurer. The NC Democratic Party Plan of Organization dictates the required diversity in gender, age, and race as well as the roles and responsibilities of all Party officials and precincts of each Board member, as well as precincts. The Plan of Organization can be found [here](#).

#### 3.2 Precincts

Carteret County has 28 precincts, 24 of which are currently organized. Precincts are the grassroots of political activity, and provide the smallest organizational framework to achieve CCDP political goals. Active, organized precincts are the best way to reach out to voters, and coordinate with the CCDP to ensure unity of effort between the state, county, and local political efforts. Precincts also serve as a source of local information on local issues, helping to build trust and rapport with voters. An active precinct with an outreach plan is key to gaining political influence.

#### 3.3 Standing Committees

Standing committees are permanent committees that provide support to the CCDP in executing Party goals. The committees by definition must coordinate with one another in order to fulfill their responsibilities.

### **3.3.1 Finance Committee**

The duties of the Finance Committee (FC) include budgeting, financial recordkeeping and oversight of fundraising campaigns and events. The committee will provide financial guidance to the Fundraising committee. The committee is led by the CCDP Treasurer, and supported by up to two additional members who are knowledgeable financial managers. The committee reports to the Executive Board at the monthly board meeting.

### **3.3.2 Fundraising Committee**

The Fundraising Committee oversees, initiates, and provides guidance for fundraising campaigns and events. It works closely with the Technology and Data Committee to ensure that an accurate and expansive list of donors is maintained and tracked. Campaigns include membership drives, solicitation of large donor support, and sustaining member support. Fundraising events are broadly defined as any event in which a key impetus is to raise money for the party in general, or to support a specific purpose, e.g., funding Party headquarters. Fundraising may occur as a secondary interest in a broad spectrum of events, such as community forums and socials. The membership will include those individuals with good organizational and presentation skills to be able to plan, facilitate, coordinate, execute and support campaigns and events. Ad hoc committees may be initiated for specific event planning and execution.

The committee will develop and submit to the Executive Board a detailed fundraising plan by end of the first quarter 2019, and a revision submitted by January 31, 2020. The committee will work with the Finance Committee to develop a two-year budget, and will maintain ongoing communication to ensure effective planning.

The committee also works with Voter Outreach and Communications, Volunteer Management and Technology and Data committees to support fundraising activities. The committee reports to the CCDP Treasurer and the Executive Board at the monthly board meeting.

### **3.3.3 Voter Outreach and Communications Committee**

The Voter Outreach and Communication Committee is tasked with ensuring our Party leaders and the electorate understand local, state, and national concerns, as well as candidate and ballot issues. The committee will reach out to various experts in order to promote awareness and understanding of issues relative to political matters. The committee will include engagement of precinct officers to aid in the identification of local community needs and issues, in order to inform candidates and identify the need for new initiatives. The Committee will oversee ad hoc committees engaged in GOTV, Voter rights and voter identification activities. Ad hoc committees such as these will report directly to this committee.

The committee coordinates with the Executive Board and Executive Committee to provide speakers for routine Party meetings, as well as for any special events. The committee will have expertise in communications and excellent writing skills. It will provide content, including messaging, for the Party website, Facebook, Twitter, and Instagram through the Technology Committee.

The committee is also responsible for press releases and advertisements. The committee will incorporate local newspapers, radio, local municipal and subdivision newsletters, and the CCDP newsletters and emails. The Committee will consider using media and marketing benefits through joint ventures and/or memberships with like-minded voting partners, and possibly with non-traditional voting partners.

The Committee coordinates with the Finance and Fundraising committees regarding any fundraising and financing concerns or requirements. The Voter Outreach and Communications Committee reports to the Executive Board the monthly board meeting.

#### **3.3.4 Young Democrats**

The Young Democrats are tasked with organizing, growing, and supporting the Young Democrats program in Carteret County whose mission is to elect Democrats, advocate for progressive issues, and train the next generation of progressive leaders. This committee reports to the 3<sup>rd</sup> Vice Chair of the County Party at the monthly Executive Board meeting and will coordinate with precinct officers and hold events targeted at Young Democrats. This committee will reach out to local high schools and the community college to collaborate and educate where possible.

#### **3.3.5 Technology and Data Committee**

The CCDP's ability to plan, track and execute depends on the quality and completeness of its data. The Technology and Data Committee (TDC) will be responsible for maintaining the website and managing consistent professional communications on Facebook, Instagram, Twitter, and email distributions; as well as managing the Party data. The committee will ensure that the website and social media have consistent documented design and process governing the execution of its responsibilities. The committee will consolidate and organize information to ensure the data is usable and accessible, able to support all facets of the CCDP. Data developed by standing and ad hoc committees will be provided to TDC for consolidation and centralized management.

The committee will explore new outreach tools via Vote Builder, and other technologies, that will facilitate communication and community activism, as well as ensure a Vote Builder data entry process is in place and maintained. The Technology Committee will coordinate with standing committees, ad hoc committees, initiative leaders, and the Vote Builder Administrator to ensure adequate and consistent support. The committee will report to the Board.

#### **3.3.6 Volunteer Management Committee**

The Volunteer Management Committee will create a robust volunteer organization that will address all recruitment, sustainment, requirements, and training of volunteers. The committee will report directly to the Board to ensure there is a centralized effort with decentralized execution. The intent is to foster and energize the volunteer experience, maximizing CCDP effectiveness on an ongoing basis. The committee will include engagement of precinct officers to support growing the volunteer organization. The committee will employ new approaches to outreach that include consideration of skills, leadership, and varied opportunities that will help create a more sustainable volunteer force.

The committee will leverage existing training programs and materials to build on the successful training efforts the CCDP has been employing. The Committee will explore developing a cadre of ambassadors that represent various communities; such as teachers, minorities, youth, families,

churches, and nonpartisan groups; with the intent of both expanding Democratic influence, and broadening CCDP's understanding of community concerns.

The committee reports to the Executive Board at the monthly board meeting.

### **3.4 Ad hoc Committees**

Ad hoc committees are formed for a limited period of time, until they have fulfilled their purpose. The committee may be dissolved upon completion of its objectives, or in the case of GOTV or the Candidate Committee, it may continue to exist in a 'standby' mode for activation during the pre-election or election season. High value committees may be formed for special efforts, such as Voter ID and voter rights needs. The expectation is that all committees will coordinate as required and/or as needed to avoid redundant efforts. Communication is critical to CCDP strategic success. Additionally the expectation is that volunteers will find areas of interest in which they can bring expertise, energy and talent to CCDP efforts in ways that may be new and creative.

#### **3.4.1 Event Specific Committees**

Event specific committees can be formed as needed for specific events that require substantial effort and coordination.

#### **3.4.2 Issues and Initiatives Committees**

Issues and initiative committees are formed as needed to support initiatives that reinforce our Vision, Mission, and Values. Committees may be wholly based within the CCDP or they may partner with nonpartisan efforts that seek the same or similar outcomes. The CCDP seeks to work for the greater good, as well as establish a positive and recognizable presence in Carteret County. The following is a list of local issues and initiatives recommended to study and develop, in order to impact expanding Democratic influence.

#### **Education**

- Meeting the needs of all children
- Evaluate schools and outcomes
- Diversity of professional staff
- Referendum on nonpartisan School Board
- The cost of higher education and burden of student loans

#### **Environment**

- Hurricane Readiness and Preparation
- Offshore drilling and seismic testing
- Development impact on the environment

#### **Healthcare**

- Opioid addiction and mental health of residents
- Medicaid expansion
- Affordable healthcare



## **Economy**

- Living wage jobs
- Affordable housing
- Effects of poverty
- Attracting new business

### **3.4.3 Candidate Committee**

The Candidate Committee will be responsible for recruiting and training candidates, prior to and during election cycle. The committee will report to the Executive Board at least monthly at the board meetings and as needed, in between meetings. The committee will coordinate with Voter Outreach and Communications committee to ensure candidates have access to current issues and initiatives, and coordinate with the Technology and Data Committee; to ensure candidates have adequate technology and data support.

### **3.4.4 Diversity Committee**

The Diversity Committee will focus on outreach to the community, in order to increase the diversity within the active membership of the Party. Increasing diversity increases the likelihood of ensuring that the CCDP better represents the larger community, and provides an opportunity to include individuals with different perspectives, concerns, and life experience. The committee will be responsible for:

- Soliciting minorities to positions in the Party, including the CCDP Board, standing and ad hoc committees, and initiative committees
- Developing activities initiatives to engage minorities
- Developing activities and initiatives suitable for families

### **3.4.5 GOTV Committee**

The GOTV Committee membership will include those individuals able to plan, coordinate, and deliver the Get Out the Vote (GOTV) plan, through organizing and scheduling volunteers for various campaign activities, such as electioneering, canvassing, phone banking, letter writing, and voter registration drives for all campaigns conducted by the Party. This committee coordinates directly with the County 1<sup>st</sup> Vice Chair to ensure unity of effort, and that resources are allocated to support the effort. This committee serves during the election cycle and functions on standby in non-election season; and stands up prior to GOTV execution cycle to allow time for review, to ensure readiness. The committee will coordinate with the standing committees as needed for finance, communications, and technology support.

Ideally each precinct will engage in all forms of GOTV; however, it more expedient to work in larger geographical areas to compensate for less active precincts. During 2018, precincts were divided into 7 GOTV districts, encompassing all 28 Carteret county precincts. Committee members were organized into the following roles:

- County Coordinators (4)
  - County Canvassing Coordinator
  - County Phone banking Coordinator
  - County Letter Writing Coordinator

- Ride Coordinator
- District Captains for each of the 7 GOTV districts for a total of 21 GOTV Captains. Captains receive direction from and report up to their County Coordinator
  - District Canvassing Captain
  - District Phone Banking Captain
  - District Letter Writing Captain
- Early Voting (3)
  - Early Voting Site Coordinators for each of 3 early voting sites for a total of 3 coordinators
  - Early Vote Scheduler
- Precinct Chairs coordinate GOTV with their District Captains (28)