

Rebuilding a Majority

Painting a Successful Future Picture for the Philadelphia GOP

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Objective

Outline five (5) initiatives with component tactics in an effort to secure the future viability and success of the Philadelphia Republican Party. Each of the five overriding initiatives will be designed to build a comprehensive strategy

and provide a functioning and effective 21st Century structure for our party. Each of the component parts of the structure will compliment one another and serve as a force multiplier when added to the whole. Technology, Speed of Information and Public Trust will be the hallmarks of each initiative. Each of the major initiatives will be in place or measurably in progress; Project Officers will be designated and funding sources will be identified by 31 December 2007

This is by no means an entirely comprehensive solution and additional ideas are both welcomed and encouraged. Project Officers (PROJO) will be selected by City Committee and assigned responsibility for each Initiative. Each of the five (5) initiatives will be exhaustively designed and scrutinized via an open Mission Planning Session scheduled by the Project Officer. These Mission Planning Sessions will be scheduled in the near future & Project Officers will select their teams. This mission planning session will strive to include as many perspectives and ideas as practical. For each of the five (5) initiatives, a clear, measurable, and achievable objective, which supports the Future Picture, will be formulated and agreed upon. This planning session will:

- Identify current and potential future Resources
- Identify all Controllable and Uncontrollable Threats that could disrupt each initiative
- Incorporate Lessons Learned to avoid repeating past mistakes
- Develop concrete Courses of Action (COAs) with corresponding timelines and Measures of Merit.
- Designate specific individuals or Single Points of Accountability (SPA) for each (COA). The SPAs will be responsible for completing the various (COAs) on time. In no case will an individual serve on more than two (2) initiative teams
- Plan for Contingencies or potential obstacles
- Develop a Final Plan of Action for each initiative

The Final Plan for each of the five (5) initiatives will then be submitted to City Committee for final approval and implementation. Regular follow up and debriefing meetings for the individual teams will serve to keep the initiatives on timeline and budget. Officers of City Committee will be briefed regularly on the progress of each initiative by the designated PROJO and make the necessary course corrections to keep the initiatives moving forward. The frequency of these briefings will be determined by City Committee Leadership but should take place on a monthly basis at a minimum.

Concepts to Consider

The Dynamics of the Debrief

This document is both a look at the past, and a glimpse of a potential future. First we must take an honest look at the past, identify where we failed, and chart a path toward a winning future. Believe it or not, in the Fighter Pilot world, the most important part of every training mission doesn't always happen in the air but takes place on the ground. We have a saying when we conduct the most critical portion of each and every flying mission; the Debrief. The saying is posted above the entrance of the debriefing room as a constant reminder to all and states; ***"It's not about who's right, it's about what's right!"*** When we close the debriefing room door, each and every flight member literally removes the rank from his shoulders and rips the name tag from his chest (this is why the patches are Velcro), before an open and honest debrief begins. The Flight Leader starts by openly admitting the mistakes he made during the various stages of the flight and takes responsibility for those errors by stating, "I'll fix all those mistakes next time, and I'm happy to be here!" In so doing, he maintains the trust and respect of his fellow pilots by recognizing his mistakes (credibility), taking ownership of those mistakes (leadership), and assuring everyone that he will make the necessary changes to eliminate those errors next time (competence & accountability). He then turns to the other flight members and asks, "Now, you tell me what mistakes I made and what I can do better next time." The other pilots then bring to light additional mistakes the Flight Leader may have made and no punches are pulled. The Flight Leader, even though he may disagree, willingly accepts these critiques before moving on with the rest of the debrief.

This practice is not designed to beat up on the Flight Leader; typically the most experienced pilot in the flight, but instead is a technique that sets the climate for a successful debrief. It is designed to show the other pilots that it is OK to admit and own up to mistakes. It also sets a standard of behavior, which in turn creates a culture of honesty and accountability in dealing with problems and failures. When the myriad mistakes of the other pilots are subsequently pointed out (typically the less experienced pilots), they now know that defensiveness, excuses, and whining simply will not be accepted. The more experienced Flight Leader has set the bar. It's not personal and egos are left at the door. Attempts to cover up mistakes or failures will not be tolerated. There won't be retribution for honest errors. All ranks and experience levels comply with the same standard of accountability. In the debrief the General is equal to the 2nd Lt. It has to be this way or we would never get to the truth. Once the debrief is over, the rank goes back on, military courtesies resume, the name tags are back on the chest, and life, rank, experience etc. are back to normal.

An effective debrief builds trust and confidence in all concerned that potentially life threatening (or, in this case, Party threatening) errors are identified and will be corrected. These lessons learned will then become part of Standard Operating Procedures (SOP) moving forward. By doing this, we minimize the chances of repeating the mistakes of the past and increase the likelihood of success in the future. Failure to engage in a critical, open and honest debrief virtually dooms us to repeat past failures. Repeating past failures in politics, just as it does in combat, all but ensures defeat.

The bottom line is this: If we can't deal honestly and openly with our past mistakes and failures, we will never be able to fix those problems, improve and move forward. Just as the stakes are high in combat, the stakes in politics are equally high. In a manner of speaking, **Politics is Combat**. We either learn from our past mistakes and fix them, or we fail. Remember, *"It's not about who's right, it's about what's right!"*

With this in mind, let's make an honest assessment of the challenges facing the Philadelphia GOP. First, we need to understand some terms that will make clear the path to achieving our goal. **Our ultimate goal is to rebuild a Republican majority in Philadelphia**

Past

Strategy vs. Tactics

1. In military usage, a distinction is made between strategy and tactics. Strategy is the utilization, during both peace and war, of all of a nation's forces, through large-scale, long-range planning and development, to ensure security or victory. Tactics deals with the use and deployment of troops in actual combat.

Strategy without tactics is the slowest route to victory. Tactics without strategy is the noise before defeat.

- [Sun Tzu](#) (Chinese General, circa 500 BC)

It is critical for us to understand the difference between Strategy and Tactics. Most people use these terms interchangeably and then employ an endless stream of tactics with no overriding strategy to direct and ensure success.

At the tactical level, during a given citywide election for example, many Ward leaders and volunteers will work tirelessly. Their tactics, however, may be in direct opposition to the tactics being employed only two wards away. In fact, one tactic may indeed be completely nullifying the effect of the other. The lack of an overall coordinated strategy is killing any positive result that may have been derived from all this hard work. It's as if the two Ward Leaders are in a boat rowing as hard as they can but in opposite directions. The net result is that the boat just spins in a circle and never crosses the finish line. Strategy is the overall plan that gets everyone in the boat rowing in the same direction.

Strategy is immutable and long term. Once we decide on the overall strategy, we should be very hesitant to change it. It is the Big Picture look at a problem that focuses on the entire forest and not the individual trees. Concepts such as Objectives, Offensive, Simplicity, Unity of Command, Economy of Force, Maneuver, Surprise, and Security are principles most common to the idea of Strategy.

It's no accident that Sun Tzu's *The Art of War* has been a best seller for thousands of years and translated into every imaginable language. It teaches the principles of Strategy and these lessons are timeless and bound to our very nature as humans.

Tactics vary with circumstances. Registration drives, fundraisers, lawn sign distribution, sample ballots, slogans, commercials etc. are all tactics. Changes in technology, for instance, almost always warrant a change in tactics. It bears mentioning that our tactics as a party have changed very little if at all over the past 50 years. That is a big problem. If I were to teach you how to be a soldier during the American Revolution, you would learn how to form and maneuver in lines, perform the multiple steps in loading and firing a musket, and how to ride and tend a horse. As you can see, yesterday's tactics won't win today's wars – but yesterdays strategies still win today's wars and will continue to win them tomorrow and into the future.

The lack of an overall strategy combined with outdated tactics are the primary reasons for the past failure of the Philadelphia GOP

It's my understanding that there are good faith efforts currently underway, supported financially by several high-ranking elected officials, focused on tactical solutions to our current predicament. While the idea of these ventures should be applauded and are welcomed, the outcome is all but certain. Despite the best intentions and efforts of hard working, intellectually gifted, loyal Republicans with many wonderful ideas; **these tactical initiatives will ultimately fail!** This is not a matter of opinion but a historical fact supported by the last sixty years of the Philadelphia Republican record. While these projects may yield some benefits for individual candidates seeking re-election, the overall long-term health of the GOP, in what is now the 6th largest city in America, will not improve. Like so many other good faith tactical initiatives in the recent past, results will be short lived and lead to further frustration and disappointment. This is in no way an indictment of anyone in particular. However, our limited time, money, effort, and resources must be channeled in the most efficient and productive direction.

An example is in order:

Paul Vallas was appointed as CEO of the Philadelphia School District in July 2002 and was widely heralded as the savior our educational system needed. He undertook sweeping tactical initiatives and implemented District wide reforms but ultimately, for whatever reasons, failed to articulate or implement an overall strategy to fix City schools. While many of his individual initiatives saw measured success, the fact of the matter is we still graduate only approximately 50% of our overall incoming freshman high school students on time. While his tactical reforms may have been revolutionary and are a credit to his abilities, the lack of an overall strategy to deal with 1. An educational system devoid of any true competition, 2. A politically powerful Teacher's Union and 3. A behemoth educational bureaucracy in any substantive way was cause for ultimate failure. We can debate the effectiveness of Mr. Vallas' tenure and how much freedom he was given to implement strategic reforms, but it seems clear that he ultimately fell short of his objectives. You can almost sense his exasperation. *"I'm done," Vallas said in a telephone interview last night. "I made a commitment to stay here five years. I think five years is enough."*

Often our desire to “just do something” about a large and complex problem, leads us to adopt a tactical solution versus what is really needed; a Strategic solution with its corresponding tactical parts. It’s understandable that this happens. We feel overwhelmed at the magnitude of a problem and want to just get busy on what seems to be some action toward a solution. These manageable, bite sized parts we feel compelled to hastily start working on, while they could potentially be part of an overall coordinated solution, rarely fix the problem. The reason these individual actions are often of little utility is because they are not coordinated under the umbrella of an overall strategy. We then get discouraged and frustrated when we see very little net effect for all of our hard work. It’s at this point where most people just flat out give up and quit. If they do stick around they’ll just go through the motions uninspired, cynical and without passion. To a large extent, that’s where we are as a party in Philadelphia. Over the past few decades, countless numbers of well intentioned, smart, hard working members of our party at all levels have tried to turn the tide and fix the problems we face as an organization. That list includes our Chairman and Legal Counsel straight down to the senior citizen Election Day volunteer in the Northeast. We have scores of passionate and incredibly gifted members on our team. What we need is a commitment to bring these people together and explain the overall strategy once established. When everyone is clear on the overall strategy, we then identify those on the team blessed with specific talents and put them to work on implementing our best tactics. We derive these tactics from ideas culled by bringing together our best and brightest at these Mission Planning Sessions.

Let’s make a commitment to understand the difference between Strategy and Tactics. Tactics are the set of actions taken to fulfill a Strategy. This distinction needs to be clear in order to ensure our efforts are not in vain. We must first think like an architect. Step back and envision the entire building down to the smallest detail (Strategy). Once we do that, we can start acting like a bricklayer, getting down to the hard work of placing brick upon brick (Tactics), every once and a while pulling back to make sure our mansion is being built the way we designed it on paper.

Present

Here’s where the conversation gets well...difficult. Remember, the objective is not to assign blame but to map the current system and situation. ***“It’s not about who’s right, it’s about what’s right!”*** Once we understand where we are and why we got here, accept this reality and determine the reasons for it, we’re on the road to recovery. In no particular order here are the most salient of the many challenges we face as a party:

- There are no Republican Wards remaining in Philadelphia – After the May 15th Primary, our last Republican Ward (the 64th) turned Democrat. The reason is simple. Republican voters changed their registration to have a say about who our next Mayor will be. They feel their vote is insignificant and wasted as a registered Republican. They are correct as far as it relates to local politics.
- Registered Democrats outnumber registered Republicans 5-to-1 - About 750K Democrats as compared to 150K Republicans. Even more startling is the fact that new Independent registrations are now outnumbering those for the Republican Party. This trend, if not reversed, threatens our status as the #2 party in the city.
- We lose every City Council Seat except those that are mandated by the City Charter – Councilman Brian O’Neill is the one exception to this reality but faces a very tough

battle in the next election. If this seat is lost, a real possibility, we will hold no Seats other than the At-Large seats mandated by Charter.

- We have not held the Mayor's seat for 56 years – This is over half a century without victory. In complete candor, the 2007 election does not look promising. Had we been prepared, a real opportunity existed given the level of voter discontent this election cycle. On the heels of the largest Democratic corruption scandal in Philadelphia history, with a “manna from heaven” PR piece *The Shame of a City* readily available, our city holding the dubious distinction as the murder rate capitol of the nation, a punishing tax structure, casinos forced down the throats of the public, a failing educational system, and Democratic political king maker Vince Fumo facing Federal indictment, we allowed a 12 year Democrat machine politician to steal the “reform” moniker. Chance favors the prepared mind and the hard fact is we were not prepared by any standard. Opportunities like this don't come often and we blew it.
- Qualified and electable citizens will not run for office as a Republican – They refuse to be embarrassed.
- Our recruiting and candidate development process is non-existent - See above
- Approx. 10 Wards currently have no Ward Leader
- 5 Wards currently have no Committee People
- 3 Wards have leaders in “name only” – Ward Leaders don't live in the Ward or do much of anything; ever. Ward Leaders in name only
- There is a trust issue with respect to fair Ward Leader elections – City Committee failed to certify the winner of a recent Ward Leader election
- We have no Ward Leader or Committeeman training programs
- We have no formal volunteer training programs
- There are no outreach programs of any type – Particularly Hispanic, African American, and Asian outreach programs.
- We have no Republican City Platform
- We have no Policy Committee to form a platform – This despite a By-Law mandate that such a policy committee should exist.
- We have no designated spokesperson – Despite massive corruption and opportunities to propagate a Republican message, no media outlet has any idea who to contact for our party's response.
- We have no standard Election Day base of operations – The wheel continues to be re-invented every election cycle with predictable results.
- There is no communication between numerous Republican organizations and clubs - This is an obvious waste of valuable resources and talent
- We have no Standard Operating Procedures for the election cycle
- We have no designated full-time Chief of Fundraising – If we do, they should be fired. Wealthy potential donors have not contributed to our party because they simply view it as a waste of money. The case is not being made on a state-wide level as to the importance of Philadelphia and how it is critical to surrounding County, State, and Federal elections.
- We do not have a healthy, cooperative, working relationship with Republican parties of surrounding counties

- City Committee Headquarters is poorly located, under utilized, and a waste of party money – We need a new center of operations.

Why this Matters

It matters because our City is in distress. Without going down the entire litany of problems we face as a city, let's pick three. First, our children are murdering one another at a rate higher than anywhere else in the free world.

Second, our educational system is failing an entire generation of children. Our public schools graduate only half of our incoming high school freshman on time (http://www.usatoday.com/news/education/2006-06-20-dropout-rates_x.htm). If you happen to be that kid who drops out and happen to be an African American male, you face 60% unemployment. Studies all come to the same conclusions. Young adults with low education and skill levels are much more likely to live in poverty, receive government assistance, and are staggeringly more likely to foster a child out of wedlock (another huge problem we face with some neighborhoods now at 90% illegitimacy). Furthermore, high school dropouts are much more likely to become involved in crime (<http://www.childtrendsdatbank.org>). There are children born into many of our neighborhoods who simply have no shot at the American dream. This is an absolute disgrace. We have a moral obligation as a party to be part of the solution.

(<http://www.childtrendsdatbank.org/indicators/1HighSchoolDropout.cfm>)

Finally, the tax structure in our city has become so unbearable that literally no medium to large sized companies even consider Philadelphia as a viable place to conduct business. Many small businesses simply cannot continue to function and have gone away never to return. The backbone of our city is being ripped apart.

These dilemmas are huge and systemic. They have all come about primarily as a result of one underlying problem; a total lack of competition. The demise of our party as a political force in this (and other) cities has led to a monopolization by one party which leads to the stagnation of ideas and solutions. There is not a single system that doesn't benefit from the existence of competition. Competition ensures that weak ideas are ultimately discarded, and the best, most effective ideas eventually prevail. Our strength as a party lies in the fundamental superiority of our principles, ideas, and solutions. We have a civic responsibility to rebuild our infrastructure, reformulate our fundamental ideas and policies, propagate those policies, and give the citizens of Philadelphia another choice in government. It's our duty to give Philadelphia voters a reason to register and vote Republican again.

Future

The Right Frame of Mind

If, as you read these proposed initiatives, your first inclination is to say, "This won't work because ..." you are in the wrong frame of mind. Our brains are very effective mechanisms. They do exactly what they're told. If you ask, "Why won't that work?" your brain will give you that answer in very short order. If however, you ask the question, "How do I make that work?" your brain will get busy finding answers to this question and solutions to the problem. Your brain always operates the way you ask it to operate. That's how God made it. In my experience

there are two types of people; those who always ask the former question and focus on the negative, and those who ask the latter question and focus on the positive. Negative thinkers fear change, create little, and wonder how things got so bad. Positive thinkers bring new ideas, envision a better future, create positive change and find solutions. If you find yourself focusing on reasons why these proposals won't work, stop! Instead, force yourself to ask questions such as, "How can we make this initiative successful?" or "What changes can I make to this proposal to make it better? More likely to succeed? More realistic?" This is the only way to tackle such things. Force yourself to think this way. It works.

Finally, if you think the problem lies *out there*, that very thought *is* the problem. We are not powerless in our ability to change the direction of our party. In fact, you probably have no idea how powerful you can be in changing the level of success our party achieves. Nothing happens in a vacuum. The fact that we are outnumbered 5-1, or we get 4% of the African American vote, or that we haven't held the Mayor's seat in 56 years; all these things happened for a reason. We can apply pressure, resources, and energy in a deliberate fashion to reverse these situations and accomplish the things we desire. As Margaret Mead once said so well, "Never doubt that a small group of thoughtful committed citizens can change the world. Indeed, it is the only thing that ever has." Plus, we're smarter and better looking.

The Five (5) Point Plan

The following five (5) initiatives serve to create an improved overall structure for the 21st Century Philadelphia GOP. The creation of this efficient, effective, force multiplying, and technologically superior structure is the backbone of our overall strategy for success. Each one (1) of the individual initiatives compliments the other four (4) and each will be comprised of its component tactical parts. Each tactic within a given initiative will now sustain other synchronized efforts within the same initiative. Individual tactics will also work in conjunction with those taking place throughout the entire organization or strategy. All operations within the system will now support and compliment concurrent efforts happening elsewhere in the overall structure. The final result is that we maximize our limited time, money, and resources for optimum effect.

Initiative #1- Create, Advertise & Fill the new position of Director of Political Operations by 31 July 2007

This position will be full-time and require a very talented and forward thinking individual. The job should be widely advertised to ensure a broad spectrum of potential candidates are interviewed and vetted. A panel formed by City Committee will then select someone who has knowledge of the Philadelphia political scene, sales experience, managerial skills, organizational abilities, and a record of leadership. It is critical that someone who can adroitly and aggressively make the case to potential large donors that the Philadelphia GOP is a wise investment decision fill this position. The Director of Political Operations (DPO) will make the case for a revitalized Philadelphia GOP not only within the confines of the city, but also in the surrounding counties, as well as on the state and national level. The Director will work closely with both Republican State Committee (RSC) and Republican National Committee (RNC) coordinating all local efforts

whenever operating with these organizations. It is imperative that we look to outside sources to financially support many of the initiatives we will undertake. The DPO should make the following case when soliciting support from benefactors:

- On a statewide level, the GOP starts out as much as 400,000 votes in the hole every election cycle once Philadelphia returns are tallied
- This deficit makes success for State and Federal GOP candidates increasingly difficult and ever more unlikely
- Pennsylvania is on the precipice of becoming a permanent Democratic stronghold
- A permanently Blue Pennsylvania could very well determine who leads our country during increasingly dangerous times
- If you don't want to see a Hilary Clinton White House – break out your checkbook!
- We will deliver quantifiable returns on your investment in the Philadelphia GOP
- Use these five (5) initiatives as a selling point. Just like a bank wants to see a business plan, political benefactors want to see a political plan

As a first order of business, the DPO will act as Project Officer for the capital campaign to purchase or build a New *Philadelphia GOP Leadership Institute* (Initiative #2). This campaign will begin immediately with the stated intention of raising \$1.5 – 2.0M dollars for the new building. All aspects of this Initiative #2 will fall under the purview of the DPO. This will provide the DPO with a clear, measurable and achievable objective straight away. It is a massive undertaking but one that will unite the party under a worthy and enduring common goal. The DPO will be tasked with formulating new and innovative fundraising efforts. This project, however, is a tangible, concrete endeavor that will inspire many to contribute if competently promoted and carried out. Some possible fundraising methods should include:

- Working with Sen. Arlen Specter to raise funds. Consider naming the Headquarters after him to preserve his legacy
- Creation of a “Chairman’s Club” with various levels of membership (The Dauphin County Committee raised \$80,000 at their very first \$1000 Chairman’s Club event. Since then they have offered other levels of involvement ranging from \$100 - \$500)
- Promotion of a Benefactor Wall at the entrance of the building
- Host speaking engagements and “invitation only” dinners with GOP celebrity guests supporting the cause
- Work with the RSC / RNC to secure funds and explore opportunities
- Host fundraisers with the expressed purpose of raising funds for the capital campaign

The diverse and novel fundraising activities explored to finance the building should prove invaluable as the party moves forward. Once sufficient contributions have been obtained to purchase or begin construction on the new Headquarters, the DPO will oversee all operations regarding acquisition and build out. He will request pro bono services from members of the party with the skill sets (real estate, building trades, information systems, financing, etc.) to ensure a seamless transition from development to operational mode. The DPO will brief City Committee Leadership on a regular basis as to the status of the ongoing capital campaign. Once the building is operational, the DPO will run the day-to-day operations of the Headquarters.

The position of DPO will initially be funded by City Committee in the amount of \$70,000 / yr. (plus additional benefits TBD) covered by funds raised at an early fall event announcing the new

position. The incorporation of all five (5) initiatives will also be unveiled and articulated by Chairman Canuso at this fundraising event. City Committee will work to promote the event via various channels including the Ward Structure, Young Republicans network, College Republicans, Sen. Arlen Specter, local press outlets, press releases, and all candidates currently running for elected office. The salary for DPO for the month of August will be covered via an early summer fundraising event held by the 5th Ward. City Committee Leadership will diligently explore additional means of initial funding for the DPO position.

Once the DPO is established and operating, he is expected to begin raising funds immediately. These funds will be placed in one of two separate accounts. The first will be a Capital Fund Account opened for the sole purpose of funding the *Philadelphia GOP Leadership Institute*. The second account will be a PAC created to cover the operating expenses incurred as a result of the political activities of the Philadelphia GOP, to include the salary and benefits of the DPO. No funds will be deposited into the Capital Fund Account unless and until the PAC fund is sufficiently subsidized to cover total annual expenses as they relate to the new position (salary and benefits) of the DPO. Once the PAC fund is sufficiently liquid (determined by benchmarks set by City Committee Leadership) contributions to the Capital Fund Account will commence.

It is crucial to tie the personal success of the DPO to the overall success of the Capital Fund and the Philadelphia GOP. To that end, the annual bonus compensation plan for the DPO should be tied directly to his ability to raise funds. We will reward results and not “hard work.” Although the specifics can be determined at the Planning Session for Initiative #1, a possible incentive may be to compensate the DPO by way of an annual bonus in the amount of 12% of all proceeds to the Capital Fund Account in excess of \$200,000. A graduated bonus plan might also be a fair option. The bonus will be paid annually on 31 July as a percentage of current year contributions. All expenditures from both the Capital Fund Account and PAC require the approval and signatures of the DPO, Chairman, and Legal Counsel. All activities, major expenditures, progress, news, fundraising events, and dollars raised to date will be posted on the website <http://www.phillygop.com/> and updated regularly by the DPO.

Once the *Philadelphia GOP Leadership Institute* is open and operating, fundraising efforts will once again be channeled into two (2) distinct accounts. The first will be an account to replace the original Capital Fund Account. This new “Operating Account” will be given priority funding and will pay both the DPO related expenses already mentioned as well as the operating expenses of the Headquarters building. The PAC account will receive funds once the “Operating Account” is sufficiently endowed as determined by City Committee Leadership. The PAC account will be used to support the fundraising and political operations of the DPO as well as other activities deemed appropriate by Leadership.

Quite understandably, the majority of the DPO’s time for the first 1 ½ - 2 years will be focused on fundraising and the Headquarters campaign. Moving forward from there, additional duties will consist of the following:

- Develop and improve the recruitment & endorsement process
 - Identify and recruit potential candidates
 - Work with the Chairman & Executive Board to organize and schedule meetings with potential candidates
 - Organize and schedule endorsement meetings

- Develop a county-wide effort for endorsed Row Officer candidates
 - Work with candidates during election
 - Familiarize them with the services that Headquarters can provide
 - Coordinate volunteer efforts for lit drops, sign postings, recruitment, etc.
- Assist in Grassroots efforts
 - Act as a base of operations / planning center for local ward events
 - Coordinate Voter Registration drives
 - Act as liaison between various Republican organizations / Leaders based at Headquarters
- Run Day to Day Operations
 - Maintain regular office hours
 - Maintain availability / access to HQ to keep election volunteers involved
 - Ensure a constituent services “help line” is manned during business hours
 - Entertain VIPs / Guests / Donors etc.
 - Plan fundraising events / dinners / speaking engagements

As a final thought, wealthy political donors didn't get wealthy by throwing good money after bad. They will contribute and write checks if 1. They believe the person they are giving money to has the authority and ability to deliver results 2. Are convinced that the check they are writing is for a worthy cause 3. They believe they are appreciated and recognized for their generosity. 4. The person trying to convince them to write a check has a legitimate Title and can articulate a vision. There are thousands of Republicans willing to contribute big dollars if the DPO eloquently and convincingly drives our message home.

Quite literally, the Director of Political Operations will be the full-time eyes and ears of the Philadelphia Republican Party and reports directly to Party Leadership.

Initiative #2- Raise funds to Build, or Purchase and Renovate, the new Philadelphia GOP Leadership Institute by 31 Dec 2008

This initiative is the most aggressive of all the proposals but perhaps the most vital to the overall success of our strategy. Outside City Committee, Philadelphia has scores of other GOP organizations and clubs. For far too long, these disparate organizations have had no interconnectivity or working relationship. The primary purpose of a centralized GOP Leadership Institute (LI) is to create a venue for our different organizations to coalesce and unite under one roof. The ancillary benefits of this initiative are almost unlimited.

First, let's try to imagine what it will look like. The (LI) should be centrally but conveniently located within the city. There should be sufficient parking to accommodate those who will utilize the space and it must be accessible. The building should be large enough to function properly with respect to its multiple uses. The Director of Political Operations (DPO) will be responsible for the overall management of the (LI) and have fiduciary responsibility over all funds related to the building. All scheduling functions for common area rooms will be maintained, instantly updated, and posted by the DPO on the City GOP website ([http://www.phillygop.com/.](http://www.phillygop.com/)) The building should be purchased, not leased, with the full expectation that it will become the Headquarters for Philadelphia GOP operations for the next 200 years. Fundraising efforts will be spearheaded by the DPO but shall be a collaborative effort between all organizations that will

call the *Philadelphia Leadership Institute* their base of operations. Pride in ownership will guarantee thriving operations for the foreseeable future and will not limit our ability to renovate the facility to suit our combined purposes. The facility should be adequate to carry out the following functions:

- Serve as a consistent, accessible, technologically superior home base for all Election Cycle and Election Day operations
 - Classroom for all Candidate, Ward Leader, Committeeman, Legal, Poll Watcher and volunteer training
 - All Candidates and their volunteers will be afforded space, as determined by the DPO, during the election cycle
 - Center of Election Day Briefings and Strategy sessions
 - Center for Election Day War Room operations
 - All election supplies (cameras, video cams, cell phones, laptops, etc.) will be tracked by serial # and logged in/out by direction of the DPO or his designated agent. All equipment will be stored at the (LI)
 - Location for all City Committee / Victory / GOP Election Day fund disbursements
 - Post election returns and Victory parties
 - Drop off / pick up site for all election materials
 - Location for all media announcements / press releases

- Function as a Head Office for the Chairman / President of each Republican Club in the city
 - The Chairman or President of the following organizations will maintain an office at the (LI)
 - City Committee
 - Regional Ward Chairs
 - Young Republicans
 - Teenage Republicans
 - College Republicans
 - Penn
 - Temple
 - LaSalle
 - Drexel
 - St. Josephs

Rather than trying to pull together members of these allied organizations with marginal success every election cycle, can you picture how much more efficient we would be if they already functioned under the same roof. The leadership of these clubs would already be established and operating right where you want them. Not only that, but can you just for a moment imagine how

big a deal it will be to a YR or College Republican Chairman to have his own office downtown? That's to say nothing of how excited the Teenage Republicans would be. They'd be out of their minds with excitement. That's a huge perk! In this move alone, we've truly strengthened the individual clubs as well as the overall GOP network. No longer will these groups be begging for space to hold monthly meetings, events, fundraisers, or elections. For the price of a desk and a computer we've made these younger Republicans feel special; like their part of something important, and they are. Every minute they spend at the Leadership Institute their gaining an education they could get nowhere else. They have a chance to learn about how things really work in the party, who's who, what's going on at the deepest levels, learn the intricacies of how a campaign works, meet VIPs who stop by and get their picture taken with Rudy Giuliani, Rick Santorum, Arlen Specter, and on and on it goes. Not only will the various Chairmen be hanging around but also so will the individual members of each group. Is there doubt in anyone's mind as to where the action will be during election season? As it is now, we have to stand up operations at a different location each and every election. By the time a volunteer figures out where headquarters is, the election is usually over and we've lost. Not any more.

By allowing the YR / CR / TR Chairs to be responsible for their own spaces, rivalries will emerge in addition to competition between clubs. In return for the privilege of having an office and scheduled access to the common areas, the individual younger clubs will be accountable to the DPO by way of hours of service per week. Perhaps manning the Constituent Services Hotline or doing paperwork for the (LI).

And guess what? Who do you think (almost by accident and virtually at no cost) will be making our operation the most technologically savvy in the country? That's right, our farm team of future leaders. Of course some will stay and some will go. But some will stick and some will grow. They will move up through the ranks and one day will knock on the GOP Chairman's door asking for permission to run for office. They will be more qualified and politically confident than their opponent could hope to be because they received an education one couldn't get anywhere else. That's how we grow a farm team. That's how we instill loyalty. That's how we build a successful operation. That's how we win!

The fact that the Regional Ward Chairs (initiative #5) and Ward Leaders will have office space in which to work will also prove invaluable. It brings everyone within the party together and makes us much more efficient and effective. Our current crop of leaders is constantly able to impart their experience and wisdom on the next generation of leaders. We can now cultivate and develop our future candidates and leaders up and down the chain. Before we know it the days of election season scrambling and cajoling people to run for office or "take one for the team" are over. The whole of our operation is now stronger than the sum of its component parts. In the military, we call that a Force Multiplier. It's the only way to operate, period.

- Function as a Fundraising, Education, and Entertainment Center
 - The various clubs that utilize the (LI) will be able to invite guest speakers, host educational forums, and hold fundraising and social events
 - Limited Kitchen & Catering facilities will be on site to allow for some in house and outside catering and meal preparation
 - DPO will hold invitation only fundraiser dinners with special VIP guests
 - Speaking Engagements / Book Tours will be hosted
 - National Republican celebrities will be invited to address our membership
 - Philadelphia GOP memorabilia can be purchased as an additional revenue source
 - Short notice GOP Spokesman (initiative #4) media press conference capabilities
 - State of the Art facility
 - Powerful & fast computer network
 - Targeted and maintained e-mail & donor lists
 - Up to date street lists
 - Direct mail capabilities
 - Enhanced and scalable VOIP network
 - Premier audio visual suite
 - Constantly strive to be on the cutting edge of technological advances. We live in an information age and we will dominate and control the flow of political information

Try to imagine what this headquarters will look like 5, 10, 25, or 50 years from now. A mixture of both the old and the new. State of the art facilities and systems surrounded by years of reminiscences and history. Walls covered with the pictures and recollections of thrilling political victories as well as tough defeats. Campaign signs, slogans, plaques, photographs, candidate literature, and memorabilia from generations of GOP friends, foes and allies. A historical record of memories that are distinctively Philadelphia and uniquely Republican. This is a gift we can give to our city, and one day look upon it and be extremely proud.

Initiative #3- Reestablish a Functional Policy Committee no later than 31 July 2007

Without the best ideas, we are finished as a party. As was stated earlier, the real strength of the Republican Party resides in the power and effectiveness of our ideas. The reason most of us are proud to call ourselves Republican is because we believe in the ideals of the Party of Lincoln: In case it's been a while since you thought about it, here's a reminder:

We BELIEVE the strength of our nation lies with the individual and that each person's dignity; freedom, ability and responsibility must be honored.

We BELIEVE in equal rights, equal justice and equal opportunity for all, regardless of race, creed, sex, age or disability.

We BELIEVE free enterprise and encouraging individual initiative have brought this nation opportunity, economic growth and prosperity.

We BELIEVE government must practice fiscal responsibility and allow individuals to keep more of the money they earn.

We BELIEVE the proper role of government is to provide for the people only those critical functions that cannot be performed by individuals or private organizations and that the best government is that which governs least.

We BELIEVE the most effective, responsible and responsive government is government closest to the people.

We BELIEVE Americans must retain the principles that have made us strong while developing new and innovative ideas to meet the challenges of changing times.

We BELIEVE Americans value and should preserve our national strength and pride while working to extend peace, freedom and human rights throughout the world.

FINALLY, we believe the Republican Party is the best vehicle for translating these ideals into positive and successful principles of government.

Sound familiar? If not it's probably because we've done a very poor job formulating our message and presenting it to the citizens of Philadelphia. There are a few reasons we've been so unsuccessful. First, as best anyone can tell, the most recent updates to the party rules are listed below. Now, I'm no stickler for meaningless revisions and updates but.....1966? For heaven's sake, Mike Cibik was still chasing cheerleaders and wearing checkered pants the last time we updated our Standard Operating Procedures (SOP)! A good dusting off and hard look at how we might more effectively be functioning in the 21st Century may be in order.

How we decide to reconstitute the Policy Committee can better be decided during our Mission Planning session for this initiative but here are some things to strongly consider:

- The Rules of the Party state that there “shall” be a Policy Committee. That is not really open to interpretation. We either abide by our own rules or pack it up and fold the party. Without the establishment of, and adherence to the rules, we will never succeed. Our members need to know and trust the rules apply to everyone and that they will be followed. Otherwise, there’s a trust vacuum and chaos ensues.
- The real strength in having a Policy Committee rests in the intelligence, individual expertise, ideas, and independence of its members. For that reason, we should strongly consider changing the percentage of members from outside City Committee to $\frac{3}{4}$ or 75%. This will allow us to choose a wider variety of Subject Matter Experts (SMEs) from all walks of life. We will choose the best and brightest from every profession and organization.
- In addition to the categories of members mentioned above, we should give strong consideration to adding former Police Officers & Fireman to our list. We should strive to appoint as diverse a membership as possible to the Policy Committee.

- Immediate Benefits to the GOP as a result of reconstituting the Policy Committee
 - Continuity of message to members, constituents, and Philadelphia voters
 - Ready supply of editorial and media contributors
 - Speed of message and communication on “hot button” issues
 - Asset to candidates seeking policy positions for election
 - Consistency of message between City Committee Leadership and GOP Spokesperson (initiative #4)
 - Immediate source of expertise on a wide variety of issues
 - Ability to constantly refine and improve the quality of message to voters
 - Gives the appearance of a professional organization that moves skillfully as circumstances change
 - Committee will invite experts from various fields to brief them on complex issues or subjects outside their area of expertise

Finally, we will work hard to make sure the best and brightest are invited to serve on the GOP Policy Committee. They will meet on a regular basis and have a recall procedure for emergency situations. The ability to craft our message faster and with a better degree of clarity and political wisdom than our opponents will begin to pay dividends immediately. Working in concert with the GOP Spokesperson (initiative #4) and under the guidance of City Committee Leadership will allow us to function at a much higher and faster level than the Democrats. In an Information Age we will have the ability to shape, control, and deliver our message at the speed of change. We will make the Democrats continually react to the message we are controlling and shaping. Every media outlet will understand that when an issue arises, the Republicans will have a response and more than likely, the best solution.

A position on the Policy Committee will be a title of respect within the party. The reputation of its members will be beyond reproach and appointments will not be made frivolously. Underneath the long inventory of accomplishments on each member’s resume, they will be proud to list ***Philadelphia GOP Policy Expert Board.***

Initiative #4- Appoint an Official Philadelphia GOP Spokesperson

When an issue arises, or an indictment comes down, or the Mayor’s brother gets a City contract, etc, the first phone call any media outlet dials should be the *Philadelphia GOP Leadership Institute* (initiative #2) where they will be transferred to the cell phone of the GOP Spokesperson for official comment. If it’s a “no-brainer” the press will have their comment. If it’s a complex or politically sensitive issue, the communication will be that “a comment will be forthcoming shortly.” The Spokesperson will immediately call the Subject Matter Expert (SME) on the Policy Committee (initiative #3) and discuss the nuances and particulars of the given issue. If more clarification is needed, the Policy Committee can call an impromptu emergency meeting or teleconference. The issue, response and political implications will be debated and considered. Once a consensus is reached, the Spokesperson will be briefed and cleared to issue a statement and give commentary. As the situation develops, the Spokesperson will give clarification and further statements as required or politically desired.

- Considerations when appointing the Spokesperson
 - Prior to announcing the appointment, the nominee will attend *The Leadership Institute* for public relations and media training <http://www.leadershipinstitute.org/> paid for by City Committee
 - A press release announcing the appointment will be forwarded to all local media outlets
 - The Spokesperson will be a permanent member of the Policy Committee (initiative #3) and attend regular meetings
 - Special consideration should be given to appointing an individual with realistic expectations of a future run for elected office
 - The Spokesperson's full time occupation should allow for a reasonable expectation of availability on short notice
 - The Spokesperson will communicate on a regular basis with City Committee Leadership and continuously keep them apprised of the content and substance of any and all public comments
 - If the Spokesperson will be indisposed for any considerable amount of time, an approved alternate Spokesperson will be briefed and brought up to speed on all issues and official positions

- The Spokesperson will be personable, friendly, polished, well spoken and very well informed. They will never appear scripted or spoon-fed information. They will be given broad range to develop their own style and public persona
- The Spokesperson must reside in Philadelphia
- The Spokesperson will have a very good working knowledge of all Philadelphia neighborhoods and make every attempt to be a very visible and public figure
- Every attempt will be made to make regular appearances on local radio, television program, and news programs. Letters to the editor and regular opinion column pieces will be submitted.
- A working relationship with local media personalities should quickly be initiated and maintained
- A regular spot on weekly television programs such as *Inside Story* should be pursued

***Initiative #5-Design and Implement a Regionalized Ward Structure NLT
31August 2007. Return to Bi-Annual City Committee Elections ASAP***

The Ward system in Philadelphia is broken and antiquated. Ideally, we would disband the entire system and rebuild a more efficient 21st Century organization that could better react to the speed of change in an information age. While serious deliberation should be given to this idea in the near future, practical considerations prevent its implementation at this time. Assuming the “clay” we have to work with is the current Ward system, the following changes should be made to immediately improve results:

Two (2) year terms for City Committee – Until recently, we circulated petitions for committee positions every two years. Whatever the personal reasons for the change to a (4) year election cycle, it was a terrible **mistake** and should be changed back to a (2) year cycle: This change back to a (2) year cycle will:

- Encourage competition and create opportunities for a new generation of leaders
- Replace ineffective Ward Leaders
- Create a buzz and momentum within the party during off year election cycles
- Ensure leadership at all levels are held accountable for their performance
- Energize a stagnant system

Regionalized Ward Structure- The Ward System will be broken down into intermediate Regions to facilitate effective management of designated segments of the City. Each Region will be run by an elected Regional Ward Leader and serve as such for terms lasting two (2) years to coincide with City Committee elections. Each Regional Ward Leader will maintain an office at the GOP Leadership Institute (LI) once it is functional.

The following is a suggested plan for Regionalization based on demographics, localities, issues, and strength of current leadership: The final plan will be submitted to City Committee by the Project Officer (PROJO) after all factors are taken into consideration during the Planning Session.

- **Region 1** – 58, 63, 56, 53, 54, 35
NE Philly West of Blvd
- **Region 2** – 66, 57, 64, 65, 55, 62, 41
NE Philly East of Blvd
- **Region 3** – 23, 33, 45, 25, 31, 18
River Wards
- **Region 4** – 15, 14, 2, 5, 8, 30
Center City

- **Region 5** – 1, 39, 26, 40, 48, 36
South/Southwest Philly

- **Region 6** – 3, 4, 6, 24, 27,34, 44,46, 51,52,60
West Philly

- **Region 7** – 11,13,16,28,29,32,47
North Philly West of Broad

- **Region 8** – 9,10,12,17,21,22,50,59, 38
Northwest Philly

- **Region 9** – 7,19,20,37,42,43,49,61
North Philly East of Broad

Regional Ward Leader Elections- Each region will elect a regional leader one week following the ward leader election. The longest serving ward leader in the group will call the election.

Regional Ward Planning / Briefings – At a minimum, Regional Ward Leaders will call and preside over the following meetings:

- Winter – Pre-petition
- Spring – Pre-primary
- Summer – Pre-labor day
- Fall – Pre-general election.

Each Region will hold a yearly fundraiser to help defray expenses for Election Day operations and help take the onus off of Republican City Committee. Such fundraisers will be held at the discretion of the Regional leader.

The Regional Ward Leader will also act as spokesperson for events, issues, and concerns in their region. The Regional Ward Leader will work with the GOP Spokesperson to answer any questions that might deal with news worthy events happening in or around their area.

Each region should encourage all members to get involved in their local civic associations. The Regional Ward Leader shall highly encourage one ward associate to become a member of every civic, neighbor association, or town watch in his or her respective communities. In doing so, we begin grooming community leaders and subject matter experts from within our ranks.

Ward Leaders within the respective region will collaborate to build and refine e-mail lists, databases, websites, bulletin boards, newsletters, phone banks, weekly or bi monthly

canvasses, etc. The best new ideas will be recognized and shared at citywide RCC meetings.

Election Board Workers – Each Ward Leader shall stay focused on the health and viability of their election boards. These are jobs that are beneficial to everyday Republicans and are waiting TO BE FILLED. Their respective Regional Ward Leader will give specific goals and expectations to Ward Leaders. Lists will be updated at regular intervals and the Regional Ward Leader will monitor progress. Regional Ward Leaders will be accountable to City Committee Leadership for the overall health of their region and brief leadership on a monthly basis. Accurate lists will be tabbed and collated through the Blue Card System.

Each Ward Chairman or other appointed official will be designated by the Ward Leader to identify the areas where the Republican Party has no current representation and move quickly to fill those locations.

State Committeemen – For years we have had State Committee men and women who have not been active. Regional Ward Leaders will actively encourage people to run for these seats. These seats are politically valuable and give us a much-needed voice in Harrisburg. Philadelphia will be better represented in Harrisburg once Ward Leadership actively recruits candidates for these positions.

Delegates to the National Convention – This is another area where we will foster competition and reward results. Regional Ward Leaders will meet in sufficient time prior to the National Primary to nominate and vote on those within the Ward structure deserving of the party endorsement for these positions. Delegates will be selected based on their contributions and work in furthering the health and strength of the Philadelphia Republican Party. This is a tool we must utilize to reward those who are truly deserving of this honor.

Conclusion

A regionalized Ward Structure would prove beneficial over time and strengthen the overall health and effectiveness of the current system. By way of analogy:

If you think back to High School or College, try to remember the different ways you would study for exams. For example, think for a moment about a group of 6 friends who are in the same class and need to study for a test the following day. If they each studied by themselves the night prior, their exam results would most likely differ dramatically assuming the usual difference in academic abilities or skills in a certain subject. One friend might get a grade of 99, another a 76, another a score of 80 and so on. If instead however, they all studied the same test material as a group, odds are the disparity between grades would be far less. You would most likely expect to see grades of 99, 96, 95, 100 etc. We've all probably experienced this very phenomenon first hand. The reason is simple and intuitive. By studying with the stronger students, the weaker students were able to elevate their performance and achieve a much better result. The stronger students were able to either explain the material in a clearer way, provide some mental tricks to recall information, or quickly teach the poorer students an easier way to think about the problems. Generally speaking, when people of different abilities and skill levels work together, the stronger leaders typically enhance and improve the results of the weaker players. The performance of the group as a whole is increased. Also, the fact that everyone finds themselves in the same set of challenging circumstances (in this case, all

are under the stress of taking the same test the next day), builds camaraderie and a better working relationship. The same will hold true with respect to Ward Leaders. The weaker performers will benefit from the guidance and mentorship of the more successful Ward Leaders; thus increasing our overall performance as a party.

We vs. I, Her & Him

Developing Courses of Action (COA)

As we discussed Strategy, you may have noticed the word “we” was used quite a bit. “We” will do this and “We” will do that and so on. Well, the word “we” is fine when discussing a big picture overall strategy. The problem with the term “We” however, is that it carries with it almost no accountability in most cases. We’ve all been in meetings where the ideas are really flying around fast and furious. Everyone in the room seems to be brainstorming at an astonishing rate and all the worlds’ ills are being fixed before everyone’s very eyes. “We should do this” and “We should think about this, that and the other thing.” Once the hour long diatribe is over, everyone feels great about how much we accomplished in such a short time. “We” decide to call it a day and get together next week for another meeting. Fast-forward to the next week and “shockingly”, nothing’s been done. Incredibly, in most cases, the very same “We should” type meeting starts all over again. And round and round it goes. In the military it’s called “mental masturbation.” It might make you feel good but in the end it accomplishes nothing.

The “We will / should / could / might think about” phase is over once the strategy is accepted. Once the initiative formulation and implementation phase gets underway, the “we” is quickly replaced with “I” and other proper names. The individually numbered Initiatives will be assigned a Project Officer who has a real name. That Project Officer will set a time and date for a Mission Planning Session with his team to thoroughly flush out the particulars of their Initiative. Once that is done, the Courses of Action (COAs) for each Initiative will be mapped out. A (COA) consists of a statement that details **Who? (a proper name) Is going to do What? (a specific task or action) By When? (a time & date) and How do we measure success? (a Metric)** For example:

Who	What	When	Metric
*Joe DeFelice	Create a regionalized Ward map with color coded regions, names of Ward Leaders, and Regional Ward Leader election dates	NLT 4:00 pm 1 July 2007	Map is completed and approved by City Committee

Kevin Kelly	Outline of proposed Regional Ward Election Procedures	15 June 2007	Outline is submitted to City Committee for approval
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***The Project Officers (Projo) is expected to update the matrix, hold team members accountable to the timeline, and update City Committee Leadership on the progress of the Initiative. The Project Officer is ultimately responsible for the success of the individual Initiative.**

Fixing the Broken Sieve

Just as a broken sieve is unable to filter out the valuable material that is poured through it, our city party in its current condition is unable to filter out and utilize the jewels that continue to be poured through it. Despite the best efforts of our most talented members through tactical initiative after tactical initiative, we never seem able to filter out and retain the gems that should be produced by such efforts. If you think about it for a second, you realize that each and every election is merely a tactical endeavor. Individual races come and go over the years with some resulting in victory, others in defeat. The structure of the party however, should not only remain in tact but be strengthened by the experience of each and every election. Without a functioning structure in place (a functioning sieve), we lose all of the valuable kernels of knowledge, outstanding performers, revenue streams, volunteer networks, operating systems, contact #s, etc., etc. etc. The structure of the Philadelphia Republican Party must continually be the catch basin for all of this newfound treasure. ***Our Party is the one and only constant that remains candidate after candidate, election after election, year after year, and decade after decade.*** Unless we concentrate on rebuilding the structure through the above Five (5) Initiatives, we will continue to act as the broken sieve that simply doesn't function. No matter how much material, resources, experiences, elections, money, people, or talented hard work we pour through it, nothing of value is ever captured and our coffers remain essentially empty.

A recent example is the 7000 registrations we lost in the most recent primary. Are we going to get those back? Who knows? I'm sure we will try but, given our lack of an overall strategy, it's truly an uphill battle.

If we had a functioning structure in place last primary, a strong case could be made that we would have never lost those registrations. That being said, our current ability to retrieve those members would be enhanced significantly with a strong and sound structure in place.

Think about it. The GOP Spokesperson would launch into action May 16th with the support of the Policy Committee helping him to develop an effective message. Regional and local Ward leaders would refine and tailor that message for their respective neighborhoods; creating mailers, organizing registration drives and calling already established pools of volunteers to action in an effort to quickly cull our members back into the fold. The Spokesperson would immediately be on every conceivable media outlet making the case for our people to “come home” to the party of Lincoln for the General election. The DPO would be coordinating efforts at the Training Institute, activating our already established volunteer networks and so on and so on. The different pieces of the overall strategy and structure would be working in concert to maximize our tactic of re-registering Republicans. Who knows? We might even pick off a few Democrats in the process. It would have already been up and operating had it been in place. Without beating the proverbial “dead horse”, another example of the broken sieve is the utter lack of anything of value left after the multiple Katz campaigns. Despite millions of dollars and thousands of dedicated volunteers, we have absolutely nothing at all to show for the tens of thousands of man-hours committed to those campaigns. A true shame in every respect. That should never happen again!

An outstanding method of capturing these valuable Lessons Learned (jewels if you will) is by way of a post-election cycle **Debrief**. The purpose of this debrief is not only to identify and correct past mistakes, but also to identify those areas in which we excelled or surpassed expectations. *What are we doing wrong and how do we avoid repeating those mistakes? What are we doing right? How do we leverage these good things and eliminate the bad things? Who was a superior leader in the past election? How do we reward superior performance and make that person more effective?* These are the questions we must ask in the debrief. **These Lessons Learned are then incorporated into our Standard Operating Procedures (SOP)** to ensure that the same mistakes are not made again in the next election cycle. They become part and parcel to all future planning. Everyone in a leadership position within the party will be required to know and

understand the SOP. A working knowledge of Philadelphia GOP Standard Operating Procedure (SOP) is required for all Ward Leaders; it will be in the actual job description. This will allow us to operate quickly and effectively because everyone knows how we operate; unless otherwise stated, “It’s standard!” We only have to discuss and brief the things that are different from the SOP for every event, fundraiser, meeting, etc. These Standard Operating Procedures (SOP) should be very detailed and updated every year to ensure currency and efficacy. Every recurring,

mundane, predictable, day-to-day operation becomes “Philadelphia GOP standard.” We do it the same way, every time unless the particular circumstances dictate a certain change is required. Everything is “standard” today except X, Y and Z. Once we start operating this way we will save untold hours of everyone’s valuable time and energy. Let’s face it; most of our people are volunteers with limited time to commit. We need to respect and leverage that time to the maximum extent. They’ll appreciate it.

As it now stands, our SOP hasn’t been updated since 1966. Yikes!

We should eventually be in the habit of debriefing every election, project, tactical initiative, fundraiser, etc. The fundamental purpose is to determine the following three things. What should we **start** doing tomorrow? What should we **stop** doing tomorrow? What should we **continue** doing tomorrow?

These are winning ideas we must start implementing because:

“The Future is not an optional event, everyone will be in attendance.”

Summary

- We need to visualize the way the Future Party will look and then work backward from there
- The overall Goal is to rebuild a majority for the Philadelphia GOP
- It’s not about Who’s right, it’s about What’s right
- Understand Strategy vs. Tactics
- Understand our Current Situation
- What we are doing Really Matters!
- Always ask yourself, “How can I make this work?” – Have the right frame of mind
- Our Strategy = Building a superior Structure
- Building our superior Structure = Five (5) Initiatives
- Each Initiative will have a Project Officer and be fully mapped out during a Mission Planning Session
- The Five (5) Initiatives

- Hire a *Director of Political Operations (DPO)* by 31 July 2007
 - Build the *Philadelphia GOP Leadership Institute* by 31 Dec 2008
 - Reestablish a functioning *Policy Committee*
 - Appoint an official *GOP Spokesperson*
 - *Regionalize the Ward Structure*
- We vs. I – Develop a Courses of Action (COA) matrix
 - We must fix the Broken Sieve!

“A pessimist sees the difficulty in every opportunity; an optimist sees the opportunity in every difficulty.”

~Winston Churchill~

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