

Libertarian Party of North Carolina

Comprehensive Strategic Plan

2023 Update



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Strategic Planning Committee

Purpose

The purpose of the Strategic Planning Committee (SPC) is to craft, guide, and adapt. The SPC will take stock of the Libertarian Party of North Carolina (LPNC), assess its needs, set goals, and update the LPNC Strategic Plan to efficiently and effectively meet those goals. After crafting a Strategic Plan, the SPC will provide guidance to the Executive Committee (EC) in interpreting and applying the plan. Finally, should the ever-changing North Carolina political climate make it necessary, the SPC, at the request of the EC, will adapt to the political environment by identifying and making necessary adjustments to the Strategic Plan.

Vision

The Strategic Planning Committee acknowledges the importance of building from the ground up. While a good roof is an important final step, it is rendered useless without a strong foundation and walls to support it. It is the belief of this committee that focusing effort and resources on items that provide a strong foundation for the LPNC will lead to an improved ability to affect change in North Carolina politics.

It is the intention of the SPC that all components of this plan, through pursuit of their successful completion, serve to advance other aspects of this plan. It is designed as a comprehensive and cohesive strategy that advances the cause of Liberty with all the parts working together.

The SPC believes that we are strongest working together in unison toward a common goal, but that each individual has different strengths and weaknesses, and to be overly prescriptive is detrimental to the Plan's success. This Plan makes no recommendation or representation of being prescriptive in describing the tactics individuals should use to accomplish the goals defined in the Plan, nor should it be construed as limiting anyone in pursuing the achievement of these strategic goals, except that those tactics must adhere to core principles of the Libertarian Party of North Carolina, and should not violate the non-aggression principle.

Recommendations

This committee recommends a strong focus on growing the resources - financial, volunteer, and other - at the disposal of the LPNC, and also recommends adjustments to the organizational structure should the EC determine them necessary to prioritize this focus. Outside of normal review cycles for specific goals contained in this Plan, this Committee recommends a formal review of the Strategic Plan at the end of the 2024 election cycle.

Methodology

The SPC produced this 2023 revision of the Plan through a detailed combination of legacy work and current-state adjustments. The revised Plan is built on a foundation of the goals and priorities set out in the prior Strategic Plan, which served as the foundation for the revision.

The SPC then completed a comprehensive Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis, specifically of the strengths of the LPNC, the weakness or gaps in our structure and processes, the opportunities available to the LPNC, and any foreseeable threats to advancing the cause of Liberty.

The SPC used this analysis to revise the LPNC's strategic priorities, with care to not make any dramatic changes nor hinder any ongoing efforts. The revised strategic priorities share several characteristics. They are intended to advance the general cause of promoting greater Liberty, including promoting the platform and principles of the Libertarian Party and the LPNC, growing the LPNC in size and scope of impact, influencing government through elections and legislation, and to always provide a counterweight against the relentless uniparty machine and a home for those it has run over.

The strategic priorities listed below were selected because of the way success in one area drives success in another. To evaluate progress, assess effectiveness, and create accountability, each strategic priority has several goals, action items, and milestones, with accompanying metrics that are specific, measurable, achievable, realistic, and timely.

Additional strategic considerations, events, recurring activities, and other ordinary business are covered as part of this plan, and some are detailed following the strategic priorities. Things that are not detailed should not be considered as discarded under this plan.

Strategic Priorities

Candidates

The LPNC will utilize analytics to target winnable races, and provide support and resources for those candidates to win offices, on local levels and then moving up. The LPNC will provide predetermined support for a significant number of candidates in other races where winning is statistically improbable so as to maximize the impact of recognition and message-spreading. The LPNC will work to build the infrastructure to accomplish these goals.

Membership

At its core, the LPNC is a pro-human, grassroots, and volunteer-led organization. To achieve our strategic goals, we need to expand membership, including the number of registered Libertarians, the number of active members in the LPNC, and the number of donors. There are almost 50,000 Libertarians in NC, but the network of people who are involved with the party on a weekly basis is a small fraction of that number. The LPNC will work to grow membership in all these areas, and to have the infrastructure in place to maximize the time and generosity of our people.

Fundraising

The unfortunate but undeniable reality is that any meaningful success in politics requires funding. In North Carolina alone, 2020 saw the two other parties pour nearly a half billion dollars into one of the most expensive Senate races of all time. The LPNC must explore every opportunity to increase current revenue sources or develop new sources.

Organizational Structure

One of the complexities in structuring an organization such as the LPNC is finding a balanced approach. We must find a structure that recognizes and prioritizes the needs of the organization in pursuing our strategic goals, and does not squander the time of our volunteers and the money of our donors. We must also be flexible in structure, both to adjust to changing conditions as they occur, and to remain accommodating to the unique talents and interests of all of our members and volunteers. The structure of the LPNC, and the strategic approach to creating and modifying that structure, should be clearly defined and easy to understand, should accomplish all of these goals, and should encourage people to join and donate their time.

Outreach

If we hope to succeed in any of our goals - successful candidacies, growing membership, significant fundraising, and filling the organization - it requires a successful outreach campaign. The LPNC must pursue an outreach strategy that utilizes all available channels to spread our message, that creates effective messaging for the audience intended for each channel, and that is creative but effective in considering new ways to reach people.

Strategic Goals

Approach

In revising the Strategic Plan for the LPNC, the SPC created five primary strategic goals - Candidates, Membership, Organizational Structure, Fundraising, and Outreach - as described above. Underneath each of those goals, the SPC created a series of “milestones” designed to lay the path forward to achieving those goals. Each milestone is further broken down into a series of “Action Items,” designed to provide guidance and accountability in pursuing the milestone, as well as a suggested “Timeline” for achieving that milestone.

In constructing the goals and the path forward this way, the SPC intended for all deliverables (including the goals and the action items) to be:

- Specific - Each goal and its underlying components should be well defined, clear, and broadly understood, to ensure effective collaboration and efficient pursuit of the goal.
- Measurable - Each goal should have clear benchmarks toward its completion which are easily measurable for feedback, adjustment, and accountability.
- Attainable - Each goal should be practically attainable.
- Relevant - Each goal should be relevant to the cause of Liberty and the promotion of the LPNC, while also loyal to the principles that define us.
- Time-based - Each goal should be subject to time constraints to evaluate our effectiveness in pursuing it and to reconsider or adjust as appropriate.

Goal 1 - Candidates

Milestone 1:

To advance Libertarian candidates in NC, the LPNC will identify local candidates in winnable races and focus volunteer support and other resources on those races.

Metrics:

Ten candidates elected by 2024.

Action Items:

1. Data collection and analysis will be completed to identify vulnerable races.
2. Identify at least one committed candidate in a winnable race per region to fully support and focus resources behind. Resource allocation will be determined based on recommendations from the Candidate Coordinator.
 - a. Timeline for analysis: Identify timelines for partisan and nonpartisan races. Three months prior to the filing deadline.
 - b. Timeline for candidate: Three months prior to the filing deadline.

- c. Final decisions about resource allocation, not to be made until a week after the filing deadline.
- 3. Provide predetermined de minimis support to other candidates with a standard package for each candidate.
 - a. Timeline: End of 2023
- 4. The political and policy team will look for ways to form a network of endorsements.
 - a. Timeline: Plan by June 2023, with a network in place by the end of 2023.
- 5. The volunteer coordinator will prioritize and utilize resources as best applicable for campaign and candidate advancement, per the discretion of the political director.
 - a. Timeline: Plan will be created and approved at least two months prior to candidate filing. Plan implementation in real-time.
- 6. The political and policy team will create a central calendar and channel to help candidates coordinate events and deadlines.
 - a. Timetable: Three-year horizon to achieve goals and re-evaluate.

Milestone 2:

State and federal level candidates will be encouraged to run message spreading campaigns.

Metrics:

75 percent election year-over-year increase in state-level races running a Libertarian candidate.

Action Items:

1. Prior to filing, the affiliate team will survey affiliates across the state to submit names to the state party, and encourage each area to run an appropriate number of candidates.
2. All submitted names will be given to the political and policy team to minimize primary runoffs.
3. The communications division will help coordinate with timing of papers that highlight the issues candidates are messaging on. The political and policy team will work with candidates and communications teams to help candidates flesh out articles they want to author.
4. The social media team will create SOPs for creating and synchronizing social media accounts (business facebook account, twitter account, instagram, youtube and any other social media account). This will be distributed to candidates, and the social media team will field candidate questions.
5. Evaluate successes and adjust ineffective strategies while building out candidate recruitment and training until all 170 General Assembly races, all 10

Council of State races, and both Governor and Lieutenant Governor have Libertarian candidates.

Milestone 3:

The LPNC will support an aggressive and robust gubernatorial campaign to maintain ballot access, spread messaging, and support other candidates.

Goal 2: Membership

Milestone 1:

Increase membership, donors, and volunteers 3x by the end of 2024.

Metrics:

Utilize “the power of three” - Each member will increase her/his footprint X3. Get 3 to join, 3 to donate, 3 to be active, etc.

Action Items:

1. Streamline volunteer onboarding process.
2. Volunteers will be recognized in a variety of ways throughout the year; examples include county affiliate recognition, convention awards, newsletter highlights, etc.

Milestone 2:

The volunteer coordinator will maintain an up-to-date list of positions and who is in them, as well as vacant positions, and an up-to-date list of members who would like to volunteer.

Action Items:

1. Volunteers will identify their primary area of volunteer interest or expertise.
2. Volunteer’s names will be sent to the appropriate director to fill in needed positions.

Milestone 3:

The affiliate team will create a network of people in unaffiliated counties that meet regularly (possibly at a roaming location) who have agreed to affiliate around a district if a Libertarian wins an election or wishes to run a campaign.

Metrics:

The number of people in unaffiliated counties who have agreed to be part of affiliate startups/unaffiliated counties.

Action Items:

1. The affiliate team will focus support on the three largest affiliated counties in each region, in order for them to assist smaller or regional areas around them.

Milestone 4:

Coordinate with active county affiliates to track a regular list of events that are for the purpose of community service in non-elections times for each area.

Metric 1:

Number of events

Metric 2:

The longest time period that passes where there is someone in the state who was not within 50 miles of an event.

Milestone 5:

Create a list of tabling events and open it to all party members with a county sponsor.

Metric 1:

Number of tabling events, Number of Kinds of events ex: Gun, state fair, LGBTQ, music festivals.

Action Items:

1. Create a basic tabling materials packet.
2. The volunteer coordinator will create a standard volunteer sign up sheet for event tabling, which will be sent to the appropriate staff member for follow up.
3. Create tabling materials with QR code that directs people to lpnc.org so we can track engagement from tabling.

Milestone 6:

Expand the list of issue liaisons.

Metrics:

The union of issue coalition contact lists as well as the sum of the number of names.

Action Items:

1. Each issue coalition should have a contact list with other people in other organizations that they actively correspond with.

- a. Timetable: Membership goals and active member levels will be evaluated and re-adjusted annually as part of the strategic planning for the next year.

Goal 3: Fundraising

Milestone 1:

Increase engagement with existing and potential donors.

Metrics:

Number of donors and total donations.

Action Items:

1. Incentive Program - Recognize donors at certain donation levels as part of a comprehensive communication plan for the LPNC to maintain regular contact with donors. (Donors can be recognized in multiple ways, including a pin, a mention on the website, a section in the newsletter, a sponsored event, etc.).
2. Thank you notes will be sent to large and recurring donors at least annually.
3. Periodically, a targeted e-mail will be sent out to members highlighting recent accomplishments (for example, surpassing 50,000 registered libertarians).

Milestone 2:

Hire a professional fundraising coordinator.

Action Items:

1. Add this position, as a paid professional, to the organizational and staff Plans.

Milestone 3:

Significantly increase the number of monthly donors by the end of 2023.

Metrics:

Exact goal will be determined in conjunction with the fundraising coordinator.

Milestone 4:

Plan targeted times for encouraging donations.

Action Items:

1. “Money Bombs”

2. Coordinate an e-mail blast to members prior to election cycles.

Goal 4: Organizational structure

Milestone 1:

The EC will identify the gaps in our current organizational structure relative to our ability to achieve strategic goals and fill or remove roles as needed. This will include prioritizing needs and filling roles based on those priorities, as well as connecting volunteers to roles that fit that volunteer's respective strengths and experience and empowering the volunteers to be successful in each of their respective roles.

Action Items:

1. Identify short-term and medium-term tactical priorities and related needs for the LPNC.
2. Fill out the director roles and committee memberships. Utilize LPNC staff and the affiliate team's regional liaisons when considering roles.

Milestone 2:

Our world moves at the speed of technology. While we are not bound to that pace, we must be able to shift quickly and nimbly when the situation requires, or we will not be able to advance our other interests or goals. IT cohesion, capability and support are paramount to our success. We will identify gaps in our IT approach and improve IT infrastructure, human resources, and technical issues, relying on the input of our IT expert volunteers.

Metrics:

The IT Director will be empowered to form his/her own team, both onboarding and dismissing, with EC approval when necessary. The IT Director may determine changes as needed within the IT structure.

Action Items:

1. The IT Director will identify a secure repository for all logins and passwords, in coordination with the Chair and ED, and maintained by the EC.
2. Fully utilize the IT and data specialists that are at our disposal.
3. Create a committee of IT and data specialists to address the issues with our data.
4. The IT team will choose a primary LPNC chat server, to transition from Slack.

Milestone 3:

Each division director will create his/her own set of goals supporting the LPNC strategic goals, to include team needs, budget, and expectations.

Action Items:

1. Team composition reporting to each director position at the discretion of the respective director.

Milestone 4:

Filling Director and committee roles will be the responsibility of the Chair and ED. They will report to the EC at each EC meeting on open roles and the progress they are making in filling them. Committee roles and other roles supporting specific Directors will be able to be filled by those Directors, pending Chair and ED approval.

Action Items:

1. The Chair/ED will update the EC and membership regularly about any open positions.

Milestone 5:

Robust social structure to broaden the “big tent” approach.

Action Items:

1. Coordinate efforts around targeted communication; e-mail, text, social media, calls, mailers.
2. Direct mass communication options, such as a mass texting tool, will be researched and considered, for coordinating mass messages to membership.

Milestone 6:

The volunteer coordinator and affiliate coordinator will create a list of volunteers who are willing to help counties make “cold calls” to reach out to voters.

Metrics:

The number of contacts made in the last year, and the number of people who have made calls in the last year.

Milestone 7:

The Communications Director will define external communication channels for engagement with registered Libertarians and the broader population.

Metrics:

Number of monthly hours and views on the LPNC’s youtube channel.

Action Items:

1. Create a video team and publications team that focuses on elections during the elections cycle and issues off cycle.

Timetable:

Annual fundraising goals

Timetable:

Foundational organizational structure to be achieved by the end of 2023.

Milestone 8:

The volunteer coordinator will compile a list of volunteers willing to work on campaigns, identifying the following areas: campaign manager, treasurer, canvassing, videographer, social media, election observer, and handing out material at polls.

Milestone 9:

Add dates for document and policy reviews in a shared calendar.

Milestone 10:

Access the current CRM, and clean up current CRM contacts and data for the future transition.

Action Item:

1. Synchronize CRM with NC BOE database

Goal 5: Outreach

Milestone 1:

Host more annual events, comprising, in aggregate, at least two major, twelve minor, six regional, two internal LPNC, one each affiliate.

Metrics:

The number of completed events - including state convention, tabling events, road cleanups, team retreats, social events, etc. - and measured by effect on fundraising, attendance, recruiting, and engagement goals as warranted

Action Items:

1. Plan an appropriate number of events for the year, and determine goals for those events.

2. Have each regional affiliate liaison reach out to counties in their region to try to organize one event per year.

Milestone 2:

Identify and organize around issues worth rallying and protesting about.

Action Items:

1. Form a network with affiliates to identify NC issues to support
2. Identify a regional issue to support in coordination with the affiliate team, with a goal of one per region.

Milestone 3:

The coalition coordinator will work with the political and policy team to form relationships with single issue and special interest groups.

Action Items:

1. Meet people where they are, especially on social media.
2. Organize events (activist, community service, etc.) with special-interest groups and promote accordingly.
3. The coalition coordinator will create a coalition contacts document.
4. Work with allies on specific issues to pass legislation.

Milestone 4:

The content committee will create, and make available, topical materials through a variety of mediums (newsletter, articles, podcast, videos, in-person engagements, etc).

Action Items:

1. Create a robust social media strategy (that includes documentation of tabling).
2. Craft consistent messaging targeted at people not hearing our message, or in order to counter false narratives for disparate groups
 - a. Identify groups receiving no or incorrect messaging about us.
 - b. Craft messaging tailored for each group.
 - c. Determine the best channels for distribution.
3. Document county level events, in coordination with local affiliates.

Milestone 5:

Increase community service events with and without other groups.