



# 2020 Strategic Plan

SPECIAL REPORT TO  
THE EXECUTIVE COMMITTEE

SUBMITTED BY

LPNC Strategic Planning Committee  
23 August 2014



# LPNC 2020 Strategic Plan

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## Background

### Committee Formation

At its July 12, 2014 meeting, the Executive Committee created a Strategic Planning Committee with a charter to establish and document strategic goals for the next six years (until 2020.) This committee was the formal recognition of a group that had been working on developing outbound communication to major donors.

The committee was comprised of:

- **J.J. Summerell**, LPNC Chair
- **Alex Vuchnich**, LPNC Vice-Chair
- **Brad Hessel**, LPNC Executive Director
- **Bjorn Pedersen**, LPNC Political Director
- **Brian Irving**, LPNC Communications Director
- **Jason Melehani**
- **Kenneth Penkowski**, LPNC Executive Committee Member-At-Large and Chair of the Strategic Planning Committee

Over subsequent weeks, the committee met periodically to discuss the issues mandated by our charter.

### Recommendations

The committee submits the following report of findings to the Executive Committee. Implied with this report is the recommendation that the Executive Committee adopt these findings, in their entirety, as our strategic direction moving toward 2020, the planning horizon considered here.

While the submission of this report and subsequent adoption of these findings represent the fulfillment of the mandate given by the Executive Committee, there are two areas where the continuation of this committee would provide additional benefit to the organization:

- Defining the human resource needs required in the fulfillment of these findings. This includes the development of role requirements for Directors and teams within the organization.
- Periodic review of the findings in light of evolving challenges and opportunities that will, invariably, present themselves. And, proposal of changes to the strategic direction outlined here.

As a separate recommendation to the Executive Committee, this committee will ask that its charter be extended to include these functions.



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## Key Considerations

The future is unknowable. There will be specific challenges and opportunities that simply could not have been predicted by this or any committee in developing general courses of action for the future. That does not invalidate this effort or these results.

It is fully expected that this plan will evolve and adapt to changing circumstances while maintaining the core values it represents.

During our work on developing these findings, the committee utilized broadly accepted and proven strategic planning and business analysis processes designed to focus thinking and develop actionable findings.

These findings were tested for alignment with foundational documents, such as the LPNC platform and bylaws.



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## Vision

Organizations that enjoy enduring success have a compelling vision of a world made better through their efforts. This vision remains fixed while the strategies and tactics employed to achieve it adapt endlessly to a changing world.

This vision may not be uniquely ours. Hopefully, we will share our vision with more and more people.

Our vision serves as our North Star, reminding us of our purpose and guiding every aspect of our organization. Our vision is:

**A free, peaceful and prosperous North Carolina  
where every individual has the opportunity to pursue  
their unique vision of a rewarding and enriching life.**

## Mission

There are many facets to the liberty movement. While admirable organizations focus on education, issue-based activism, investigative journalism or philosophical exploration, the LPNC is uniquely positioned to affect positive change through direct intervention in electoral politics.

Our mission statement defines the contribution that our organization will make in realizing our vision of a free, peaceful and prosperous North Carolina. Our mission is to:

**Leverage our political influence at the state and  
local levels to promote candidates and policy  
consistent with our platform.**



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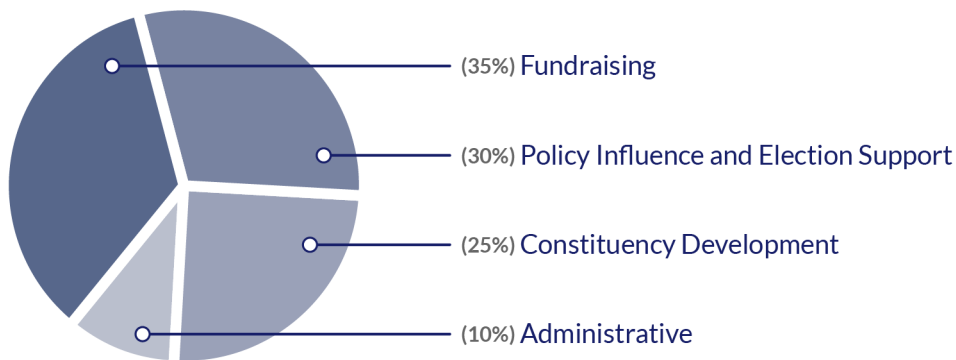
## Defining our Strategies, Goals and Objectives

Every organization has a finite amount of human, financial and time resources with which to do the most it can. Ours is no different. How we utilize those resources should be carefully considered in both the short and long terms. Defining and weighting how we should be utilizing resources keeps us focused on the important and helps us properly manage the urgent.

Each of our four strategic priorities are summarized here and detailed in the pages that follow.

## Strategic Priorities

In what high-level areas should we allocate resources to achieve our mission?



### Fundraising

Developing diverse, predictable and robust revenue streams will allow us to be effective in fulfilling our mission.

**Fundraising accounts for 35% of our strategic plan.**



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## Policy Influence and Election Support

The strategy most directly related to our mission, influencing state and local policy, supporting and nurturing candidates, and advocating election participation that gives voters in North Carolina the choices they deserve.

**Policy Influence and Election Support accounts for 30% of our strategic plan.**

## Constituency Development

Communicating with and mobilizing voters and supporters is critical to our effectiveness as an organization. Developing a robust constituency, in both number and passion, relies on engaging them directly and through affiliated organizations.

**Constituency Development accounts for 25% of our strategic plan.**

## Administration

Unless our organization can achieve the high levels of internal operational excellence needed to effectively manage internal collaboration, budgeting and accounting, our external efforts will be hampered.

**Administration accounts for 10% of our strategic plan.**

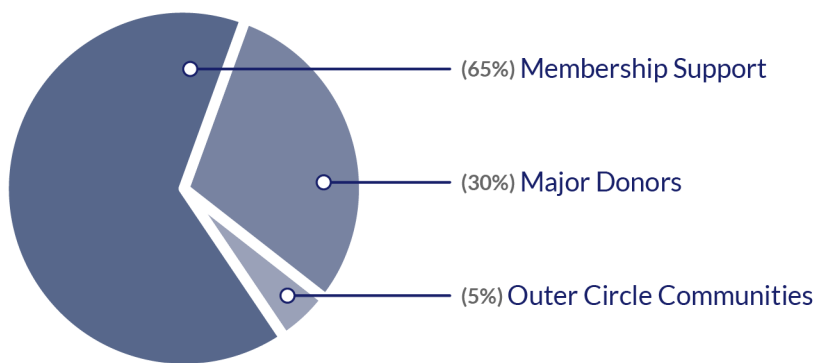


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## Strategies

Strategy: Fundraising



### 1. Membership Support

Revenue generated from current membership

#### a. Membership Campaigns

##### Key Performance Indicators

	2014	2016	2020
	250 Donors	1,500 Donors	10,000 Donors
	\$30,000 Annual Revenue	\$185,000 Annual Revenue	\$1.2M Annual Revenue

##### Initiatives

- Revise Membership/Donor program to simplify and clarify support levels
- Develop an email and/or direct mail campaign to solicit membership/donors
- Develop a strong renewal campaign for membership/donors

#### b. Focus Campaigns





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## Key Performance Indicators

2014	2016	2020
\$5,000 Annual Revenue	\$15,000 Annual Revenue	\$30,000 Annual Revenue

## Initiatives

- Optimize direct mail campaigns
- Develop social media and digital marketing campaigns

### c. Special Programs

## Key Performance Indicators

2014	2016	2020
n/a	\$10,000 Revenue	\$100,000 Revenue

## Initiatives

- Host high-profile conventions in presidential election years
- Host profitable conventions in mid-term and off-cycle years

## 2. Major Donors

Generate revenue from individuals with a significant capacity to give

### a. Chair and Executive Committee Outreach

## Key Performance Indicators

2014	2016	2020
\$15,000 Annual Revenue	\$50,000 Annual Revenue	\$100,000 Annual Revenue

## Initiatives

- Identify and build relationships with potential donors throughout North Carolina

## 3. Outer Circle Communities

Generate revenue from organizations and events outside of “libertarian” activities

### a. Special Interest, Grassroots and PAC Relationship Development



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## Key Performance Indicators

2014	2016	2020
\$3,000 Annual Revenue	\$10,000 Annual Revenue	\$30,000 Annual Revenue

## Initiatives

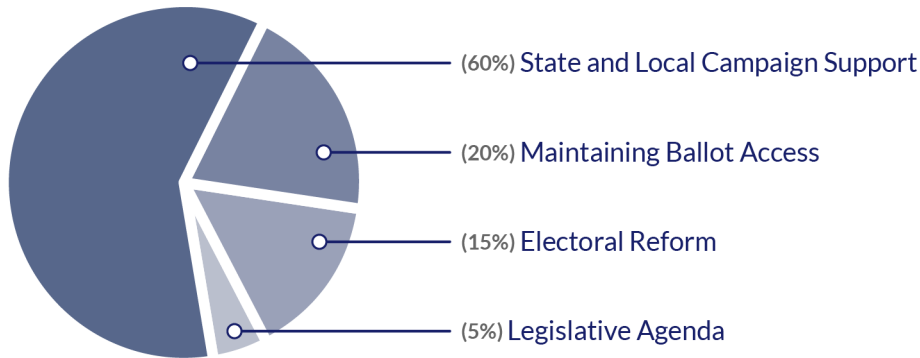
- Develop issue-based fundraising programs consistent with our platform and policy initiative



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## Strategy: Policy Influence and Election Support



### 1. State and Local Campaign Support

Support successful campaigns for state and local office

- a. Develop the organizational and tactical resources to recruit, train and run strong state candidates and campaign committees.

#### Key Performance Indicators

2014	2016	2020
Develop and maintain a tactical plan for races	2% of votes in Gubernatorial Race	10% of votes in Gubernatorial Race
Win 1 State House/Senate Seat	Win 3 State House/Senate Seat	Win 14 State House/Senate Seat

#### Initiatives

- Develop an Election Strategy identifying focus races across NC
  - Implement a Candidate Recruitment Plan
  - Implement a plan for stronger integration of state party and candidate campaigns
- b. Develop the organizational and tactical resources to recruit, train and run strong local candidates.

#### Key Performance Indicators

2014	2016	2020
Develop and maintain a tactical plan for races	2% of votes in Gubernatorial Race	10% of votes in Gubernatorial Race



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Win 1 State  
House/Senate Seat

Win 3 State  
House/Senate Seat

Win 14 State  
House/Senate Seat

## Initiatives

- (None currently identified)

## 2. Ballot Access

Maintain recognition as a political party by the NC State Board of Elections

- Run an effective campaign for Governor

### Key Performance Indicators

2014	2016	2020
Develop and maintain a tactical plan for races	2% of votes in Gubernatorial Race	10% of votes in Gubernatorial Race

## Initiatives

- Develop and test GOTV tactics and infrastructure (volunteers, IT, etc.) to support them.

## 3. Electoral Reform

Reform NC election laws to eliminate the systemic disadvantage to smaller parties

- Implement the legislative changes needed to open ballot access to smaller parties

### Key Performance Indicators

2014	2016	2020
Present potential courses of action to the Executive Committee for review and selection	Select a primary course of action and establish a tactical plan for implementation	Legislative adoption and SBoE Implementation of electoral policy congruent with our chosen course of action

## Initiatives

- Research and document potential and courses of action
- Build a coalition of key stakeholders and grassroots communities
- Develop an implementation strategy
- Mobilize resources to achieve the strategy



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## 4. Legislative Agenda

Advance Key Legislative Initiatives Consistent with Our Platform

- a. Develop a policy agenda

### Key Performance Indicators

2014	2016	2020
Publish 2 policy papers	Publish 4 policy papers	Publish 6 policy papers
n/a	Advance 4 legislative proposals	Advance 4 legislative proposals

### Initiatives

- (None currently identified)

- b. Build coalitions to advance our policy agenda

### Key Performance Indicators

2014	2016	2020
n/a	n/a	n/a

### Initiatives

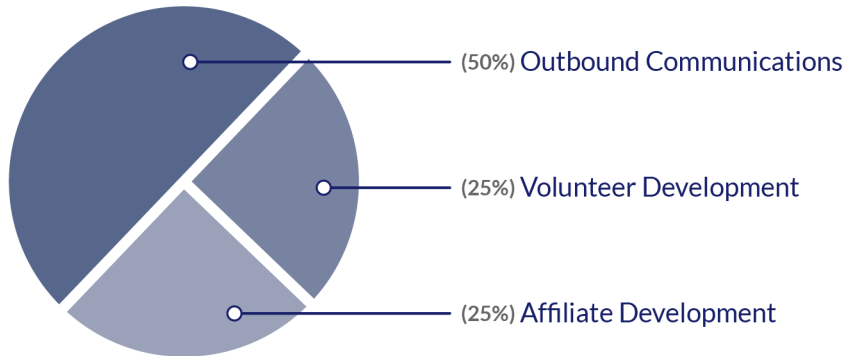
- Identify sympathetic Assembly Members and profile potential intersections of interest
- Develop strong relationships with sympathetic Assembly Members



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## Strategy: Constituency Development



### 1. Outbound Communications

Develop and execute an effective communications strategy

- a. Organize and enhance the Communications Team

#### Key Performance Indicators

2014	2016	2020
Director and team lead positions staffed	Essential staff for each communications team	Extended staff for each communications team
Resource library with essential assets	Resource library with enhanced assets	n/a

#### Initiatives

- Develop the Creative Services team
- Develop the Content Marketing team
- Enhance the Digital/Social Media team
- Develop an online resource library

- b. Manage a content publishing calendar

#### Key Performance Indicators

2014	2016	2020
Publish 3 position papers	Publish 6 position papers	Publish 12 position papers
Bi-weekly blogging	Weekly blogging	< weekly blogging



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Publish 3 op-eds in major markets

Publish 6 op-eds in major markets

Publish 12 op-eds in major markets

## Initiatives

- Identify position paper and Op-ed subjects and staff writers
- Develop a blogging strategy and staff
- Develop a social media plan for state party and affiliates
- Develop an online communications resource library

c. Develop strong media relations

## Key Performance Indicators

2014	2016	2020
Cited in 10 articles in NC major markets	Cited in 48 articles in NC major markets	Cited in 100 articles in NC major markets

## Initiatives

- Develop reporter relationships in major markets
- Develop crisis/opportunity communications capabilities

d. Enhance community outreach programs

## Key Performance Indicators

2014	2016	2020
Featured speaker, tabling opportunities, or presence at 4 community events	Featured speaker, tabling opportunities, or presence at 8 community events	Featured speaker, tabling opportunities, or presence at 16 community events

## Initiatives

- Identify opportunities and relationships for event appearances

## 2. Volunteer Development

Develop a robust and organized volunteer pool

e. Engage volunteers in productive areas of the party

## Key Performance Indicators

2014	2016	2020
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10 active volunteers in team roles

30 active volunteers in team roles

100 active volunteers in team roles

## Initiatives

- Identify and publish volunteer opportunities
- Begin volunteer outreach and engagement program

### 3. Affiliate Development

Develop and assist county affiliates, local interests and affinity groups in organizing

- f. Organize and Activate County Affiliates

#### Key Performance Indicators

2014	2016	2020
20 counties in organized affiliates	40 counties in organized affiliates	100 counties in organized affiliates
n/a	12 active county affiliates	60 active county affiliates

## Initiatives

- Develop and Implement an Affiliate Policy and Affiliate Development Plan
- Develop and implement an Affiliate Resource and Coordination Plan

- g. Organize and Activate Campus Organizations

#### Key Performance Indicators

2014	2016	2020
2 active campus organizations	4 active campus organizations	10 active campus organizations

## Initiatives

- Implement a Campus Affiliate Development Plan
- Staff a Campus Affiliate Coordinator and individual Campus Liaisons

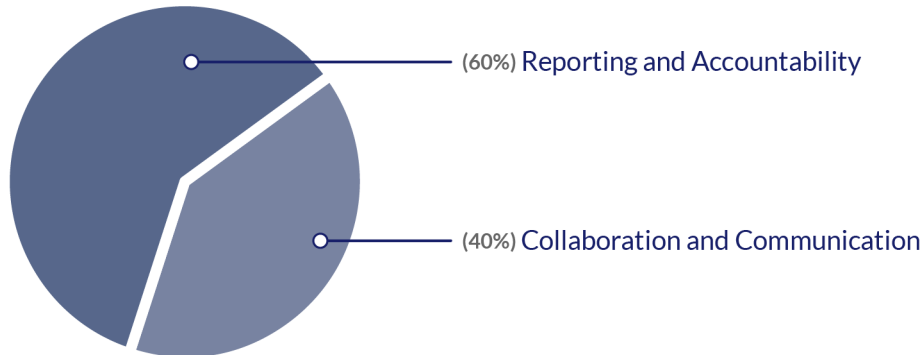




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## Strategy: Administration



### 1. Reporting and Accountability

Develop organizational and reporting systems that communicate the health of the organization

#### a. Administrative Resource Capacity

##### Key Performance Indicators

2014	2016	2020
Increase active engagement with registered Libertarians from 5% to 20%	Increase active engagement with registered voters from under 1% to 2%	Increase active engagement with registered voters from 2% to 10%

##### Initiatives

- Develop additional paid staff or consultants in administration and event coordination

#### b. Financial/Accounting Resource Capacity

##### Key Performance Indicators

2014	2016	2020
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Delivery of Comprehensive Financial Reporting at Each Executive Committee Meeting	Develop of a 4-Year Strategic Financial Plan	n/a
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## Initiatives

- Engage a Consultant in Bookkeeping, Accounting and Financial Reporting

## 2. Collaboration and Communications

Develop information resources that promote internal communication and collaboration

- Enable the LPNC to operate effectively as a virtual organization

### Key Performance Indicators

2014	2016	2020
One satisfactory hybrid-virtual Executive Committee Meeting	n/a	n/a

## Initiatives

- Consistently deliver the technical resources needed for virtual and hybrid-virtual meetings
- Refine collaboration tools for both internal LPNC and LPNC to Affiliate communications

- Implement an Efficient and Comprehensive IT Resource Management Plan

### Key Performance Indicators

2014	2016	2020
2 Affiliate Sub-Nations	6 Affiliate Sub-Nations	12 Affiliate Sub-Nations

## Initiatives

- Implement a Website Resource Plan
- Implement an Email Resource Plan