



**A N G E L A
M C A R D L E**

FOR LNC CHAIR

STRATEGIC PLAN SUMMARY

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WHY WE NEED A STRATEGIC PLAN

As we reflect on our 50th anniversary, we see that the national party has not produced many measurable achievements in our fight for freedom.

Why is that?

For the last 20 years at least, we have failed to plan for our long term organizational future. Consistent ballot access, debate access, and electoral success remain just out of our grasp.

It's time we develop a long term plan that we can all support - a plan for our long term future that also meets our short term needs. Careful planning can account for both.

By prioritizing our future, we are giving ourselves clear goals to meet in the short term, and something concrete to work towards.

When you don't have any clearly defined goals, it's impossible to fail, but it's also impossible to succeed.

WHAT WILL A STRATEGIC PLAN LOOK LIKE?

Under my direction, the LNC's strategic plan will be a long term vision for the future that has yearly milestones for the national party to meet.

On the surface, we're going to lift up candidates that run bold messaging campaigns in high profile or electable races.

This strategy will help us:

- "Build our own heroes" from within the party (like Spike Cohen and Shane Hazel)
- Satisfy our members who want bold messaging, and
- Satisfy our members who want to focus on elections.

We will work together to create a long term goal (for ex.: in 10 years, 15% in a presidential race & 1 elected libertarian congressional rep) while setting and meeting short term goals along the way.

WHAT WILL A STRATEGIC PLAN LOOK LIKE?

Here's how we'll do it:

We'll amplify the voices of candidates who use bold messaging while running in winnable elections - or high profile elections like Spike Cohen's & Shane Hazel's - and we put the party's resources behind them.

For ex.: the national party's social media, marketing, trainings, and calls to action for volunteers.

We'll build affiliate and candidate support programs designed to grow grassroots movements around our best candidates, and around issue coalitions that our candidates can attach themselves to, or incorporate into their campaigns.

For ex.: Anti-mandate initiatives, Defend the Guard initiatives, and Constitutional carry initiatives.

Issue campaigns create political capital for our candidates, lend credibility to our organization, and help us achieve liberty.

WHAT ELSE WILL A STRATEGIC PLAN DO FOR US?

A strategic plan will help to solve several pain points.

New York and Georgia, for example, need help with ballot access.

The LNC doesn't have the funding (yet) to give every state financial assistance for ballot access, but they do have other resources that will help the ballot access fight.

Media attention is one of those resources. Social media is one of those resources.

When we craft a strategic plan, we'll be able to map out all of the needs of our states, and plan to assist them as much as possible. Essentially, we'll plan out in advance how to best deploy all of our resources so that we can make as many short terms gains as possible while we plan for long term success.

WHAT ELSE WILL A STRATEGIC PLAN DO FOR US?

What else does this plan serve?

We have two different schools of thought in the Libertarian Party: one group wants to educate voters and spread the message of liberty. The other group wants to focus on winning elections. This plan allows both groups to pursue their goals without either goal getting pushed to the side.

It won't heal all of the in-fighting, but it will help a great deal.

If we stick to this plan, eventually fighting in the party will start to shift. People will start to compete internally based upon who has the best skill set and the best track record, instead of 'who said what' on social media.

LP NATIONAL STRATEGIC PLAN

The national Libertarian Party needs a plan for long-term growth that also responds to short-term political issues and candidate election cycles.



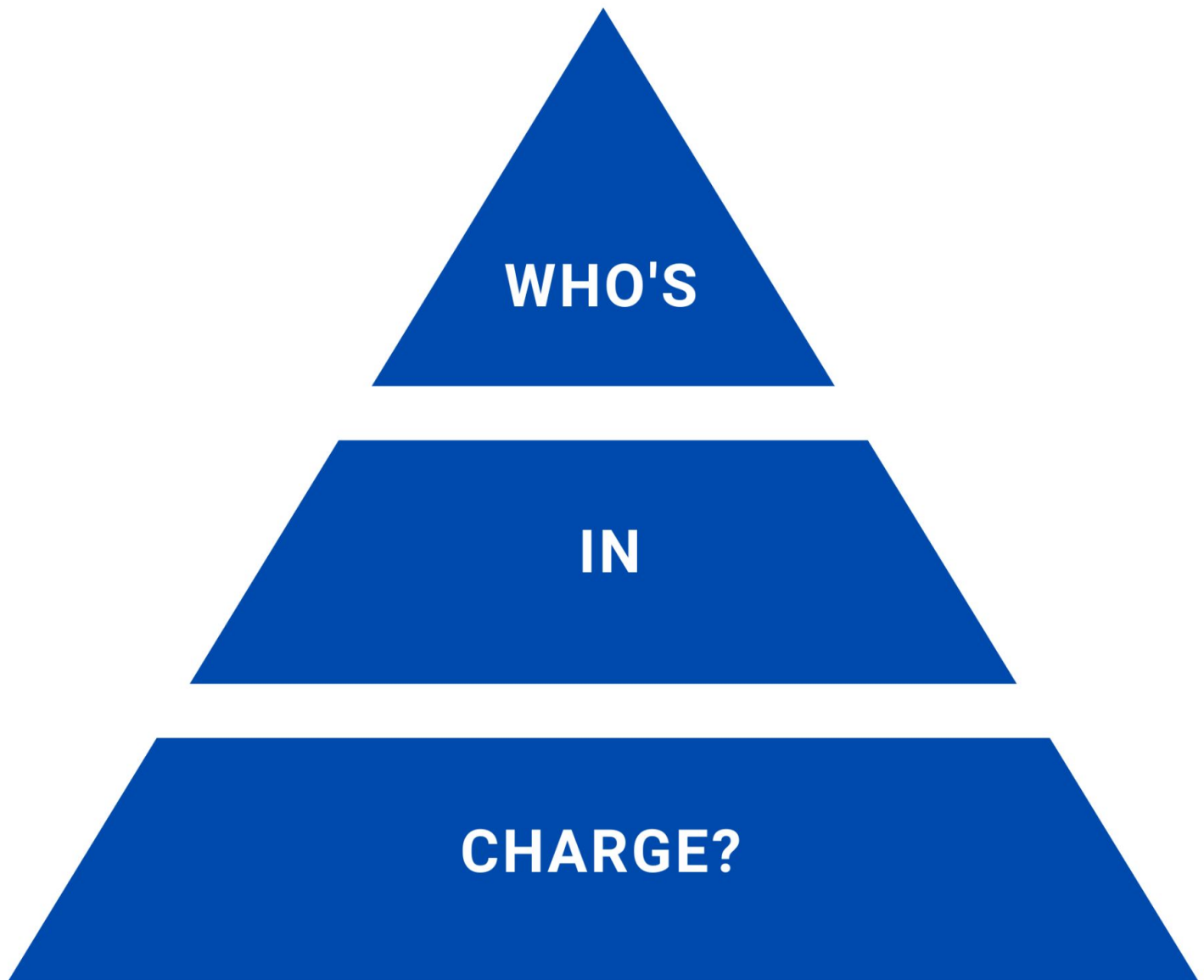
When we back candidates who run bold messaging campaigns in winnable elections, we provide something for everyone in the party to get behind.



angelamcardle.com



ARE WE TOP DOWN OR BOTTOM UP?



“Are we a top down or bottom up organization?”

People always ask this question as a litmus test to see how a potential chair will govern the party. The real answer is “neither”. State affiliates are distinct organizations that affiliate with the national party. The national party is only “top down” in a few ways: most notably, the ability to disaffiliate, and the ability to accept or refuse delegates to the national convention.

We are not an entirely bottom up organization, either, because we are not a true democracy. The states elect LNC members at a national convention, and the LNC hires staff. The states do not manage the daily affairs of the LNC or elect staffers.

I do not intend to be a “top down” or “bottom up” chair. I intend to clarify the relationship between national and the states so that we can have healthy boundaries, so that states can feel secure in their autonomy, and so that we can work together more productively.

ARE WE TOP DOWN OR BOTTOM UP?

The LNC and state affiliates have an interdependent relationship. Interdependency means we don't technically "need" each other, but we are much more effective when we coordinate and work together.

Common questions I'm asked on this topic:

Should affiliates control their own messaging?

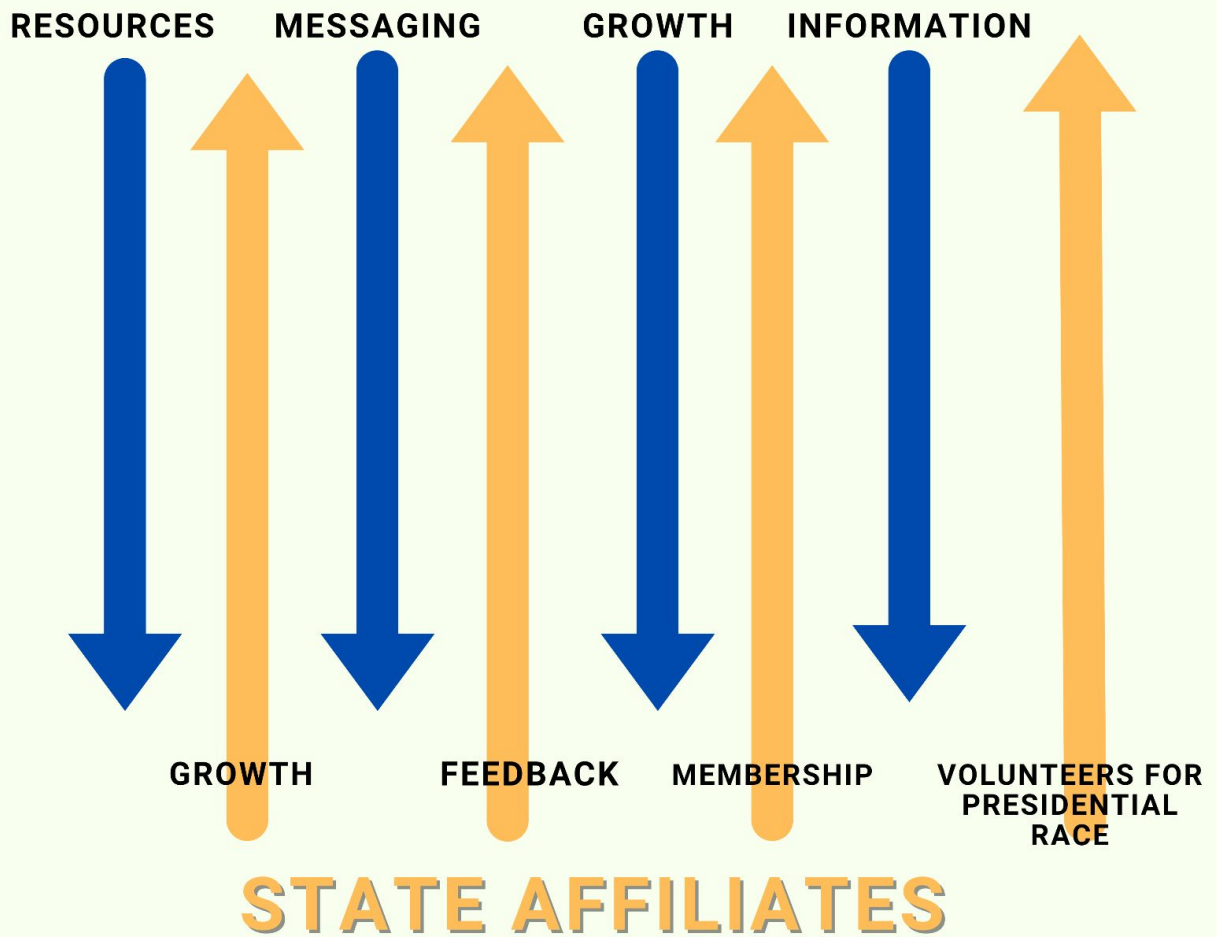
Yes, but the LNC should collaborate with affiliates on viral messaging campaigns, and the LNC should provide affiliates with messaging resources.

Should the LNC interfere with affiliate affairs?

The LNC should hear concerns from affiliates when affiliates petition their grievances, and it should take their concerns seriously. The LNC should not meddle with affiliates unless affiliates specifically request help.

LNC RELATIONSHIP WITH STATE AFFILIATES

LP NATIONAL



THE LNC WORK ENVIRONMENT

The LNC should operate smoothly as an orchestra, with me as a conductor.

Different players will shine during different parts of our song, but there is no cult of personality; there are only good solos that pop up during a masterpiece.

In order to make changes, we need *All Hands On Deck*.

We need people who can work together collaboratively, who communicate with each other, and who are willing to put in the time.

And here's why:

Membership, Development, and Messaging are all interconnected.

So is Affiliate Support, and the Budget.

THE LNC WORK ENVIRONMENT

One of the things we need to shift on the LNC is how committees operate.

Committees, task forces, and staff need to work together.

We need the people who populate these different committees to work together, initially and periodically, so that we're all working to achieve the same goals.

That means every committee needs to buy into a strategic plan and coordinate with other committees ***in the very beginning*** so that their work is complementary and synergistic, so that they're all helping each other out, and so that they're finding new opportunities to fill in any gaps that may appear as we work towards our mutual goals.

THE LNC WORK ENVIRONMENT

For ex.: the Ballot Access Committee:

They need to work with Marketing & Communications so that the needs of state affiliates who are having ballot access battles are being elevated at the national level. All three of those areas are related.

Communications should work with Membership and Development by taking feedback on messaging: What works and what doesn't. What helps us grow. What drives donations, and what drives **away** donations. What gets **new** donors.

These committees and staff positions are like different parts of the same body and they all have to work together so we can smoothly jump over the hurdles set before us.

THE LNC WORK ENVIRONMENT

If any of this sounds overwhelming to you, I promise it's not.

We start with a goal, we build a strategic plan around that goal, and we break down the steps we're going to take to reach that goal through process flow charts.

It's doable and most large, successful organizations already do this.

We're going to do all of this with as little organizational disruption as possible.

That means I'm not going to scrap all the staff and the organizational chart. We're going to shift a few things around so that we can be more strategic, and we're going to work together to accomplish our goals.

FIGHTING ON THE LNC

Part of my job as national chair begins **now**: to suss out the people that I think are collaborative, responsible LNC candidates who will work well together. The same responsibility falls to the delegates at our national convention.

A big part of eliminating LNC fighting is having committee members who are ideologically aligned and trust each other.

When we don't have that second element (trust), it's my job to fill in the gaps, help our board members build trust, and move forward together.

In order for us to succeed, we have to have a functional LNC, which we have not had during the last year.

It's important for the chair to be able to work with the members of the committee. And the committee members have to be able to work with each other. I'm committed to doing everything I can to make this happen.

ENHANCING / ADVANCING NATIONAL SUBCOMMITTEES

In the past, committee applications have been treated like popularity contests, or rewards for long-standing activity in the party. We need to shift towards filling committees with the people who are most qualified for the positions, and who will have the most powerful impact on our organization.

Distributing Skills Across LNC Subcommittees





Committee	Marketer	Strategist	Tech	Writer	Accounting
Bylaws	✓	✓		✓	
Credentials					
Platform	✓			✓	
APRC	✓	✓		✓	
Affiliate Support	✓	✓	✓	✓	
Candidate Support	✓	✓	✓	✓	✓
Convention	✓			✓	✓
Employment Policy				✓	
Advisory					✓
Audit					✓
Awards	✓				
Ballot Access	✓	✓			✓
Historical	✓				
Information Services	✓	✓	✓		
Membership	✓				✓
Budget & Operations		✓			✓
Development	✓	✓		✓	✓
Marketing & Media	✓	✓	✓	✓	
Alternative Voting		✓			

This chart shows the range of skills that need to be represented on each LNC subcommittee.

Some members may have more than one skill set, and some members may have overlapping skill sets. With an entire country of libertarians to choose from, it should be easy to meet these requirements.

STRATEGIC PLAN PROCESS AND IMPLEMENTATION

THE BULK OF THE LNC WILL WORK TOGETHER TO DEVELOP A COMPREHENSIVE, LONG TERM STRATEGIC PLAN THAT ALSO MEETS OUR SHORT TERM NEEDS AND ALLOWS FOR FLEXIBILITY IN THE FUTURE

	MARKETING	AFFILIATE SUPPORT	CANDIDATE SUPPORT	BALLOT ACCESS
	INITIAL STEP Develop a comprehensive marketing plan based on our strategic plan	Develop an affiliate support plan based on our strategic plan	Develop a candidate support plan based on our strategic plan	Develop a ballot access plan based on our strategic plan
	COLLABORATION Collaborate with other committees to develop a plan that everyone can utilize	Collaborate with other committees to develop a plan that everyone can utilize	Collaborate with other committees to develop a plan that everyone can utilize	Collaborate with other committees to develop a plan that everyone can utilize
	FEEDBACK Send a marketing proposal to other committees for feedback	Send an affiliate support proposal to other committees for feedback	Send a candidate support proposal to other committees for feedback	Send a ballot access proposal to other committees for feedback
	IMPLEMENTATION Finalize and implement plan	Finalize and implement plan	Finalize and implement plan	Finalize and implement plan

USEFUL REPORTS

Reports need to be useful. They're often viewed as busy work. They're redundant. They contain data, but no analysis. People don't read them thoroughly.

We need to change the way we generate and look at reports.

For ex.: each Membership report should contain information that's helpful to the Marketing & Communications Committee, the Development, and Budget Committees.

We should eliminate the busy work in reports, and provide useful data and metrics with a collaborative tone.

MARKETING

We don't spend nearly enough time and attention on our marketing.

Who is our target demographic? How, and why did we come to that conclusion?

Have we ever done any major demographics studies?
(No)

Are we working within the framework of reality, or working within an idea of who we *wish* our target demographic was?

Market research is essential if we want to understand why our messaging is or isn't working - what potential voters want, what we need to do to establish or regain trust from people who identify as libertarians - people like entrepreneurs, restaurant owners, nurses, crypto investors, people in the medical freedom community, people in startups, space transportation technology.

MARKETING

We need to project a message and an image that resonates with liberty-minded people - the people who agree with us and who are going to amplify our message through donations, through platforming us, and through helping us grow.

And all of this information can be shared with our affiliates and candidates.

WHY MESSAGING MATTERS

Messaging is the face of the party.

Social media is usually the first thing someone sees when they interact with us as an organization.

Social media has changed the political landscape. The days of “reading about something” have been replaced by the experience of “interacting with something”.

Unfortunately, our messaging at the national level has a very self-conscious tone.

We need to move away from “low self esteem” messaging.

Many of the messages that come from LP National communicate that we are embarrassed to be libertarians, we’re apologetic about our beliefs, and we’re not really trying to convince anyone to be libertarian.

WHY MESSAGING MATTERS

We need to be confident in our principles and our messaging.

We need to do a better job of marketing ourselves.

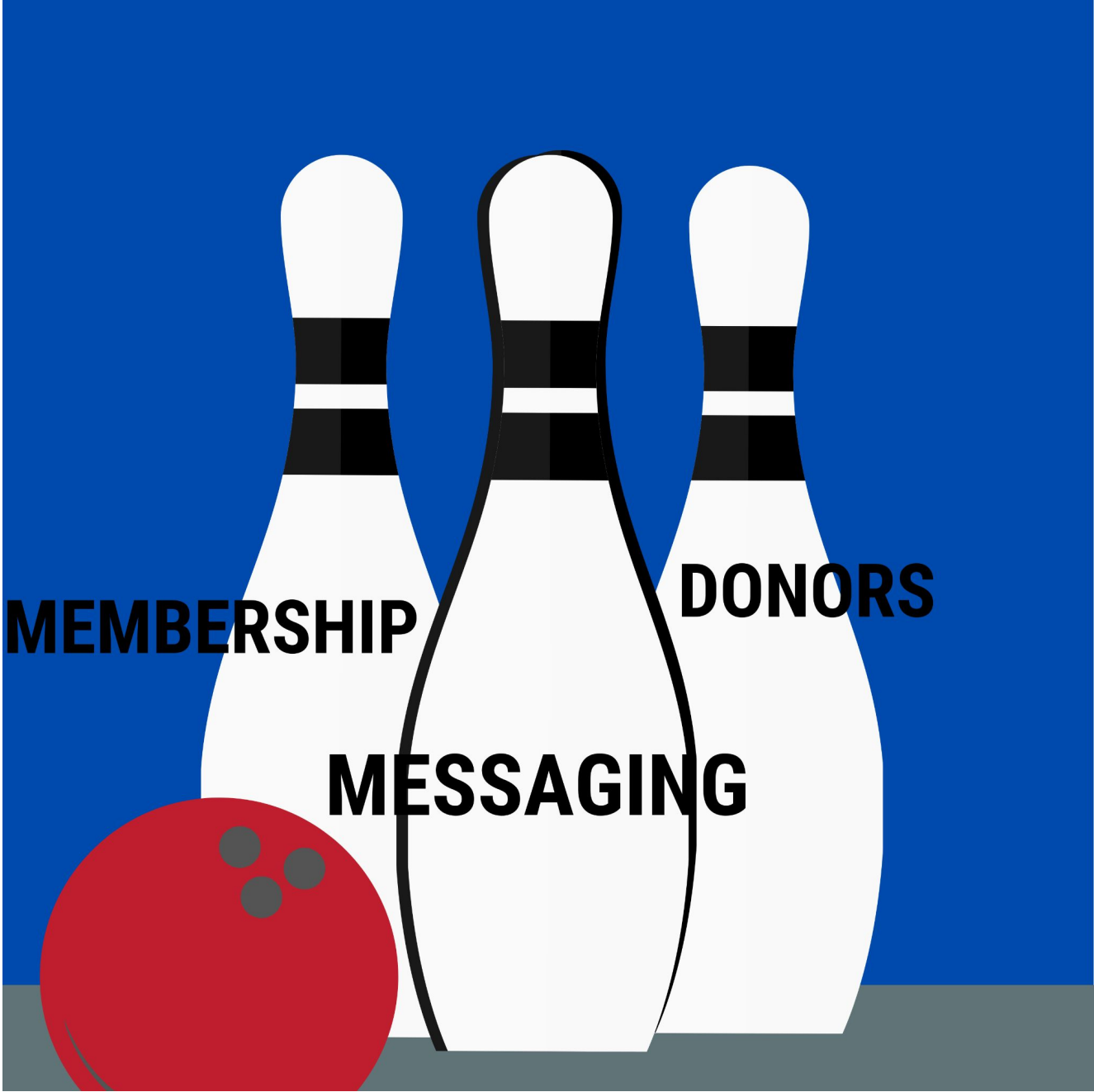
No one wants to buy something if the person selling it doesn't sound confident in the product.

We need to lead with our strongest values so that people who are new to us can quickly and clearly understand what our top priorities are.

Good, strong messaging grows strong libertarians and libertarian affiliates.

Good, strong messaging creates new donors and members. It's like the front pin in a bowling game. If we nail the messaging, we will attract the right people.

We have to resonate with voters in order to gain their support. (Contrast this with Hillary Clinton's & Bloomberg's failed presidential campaigns. They had millions of dollars, but their messaging was unlikeable.)



MEMBERSHIP

DONORS

MESSAGING

WHAT IS BOLD MESSAGING?

Simply put, bold messaging is messaging that is not watered down and does not take an apologizing, embarrassed tone about libertarian topics

Is bold messaging shit posting? No.

Bold messaging is courageous, and it tells the truth.

Examples of bold messaging: Ron Paul's "Guliani Moment", Ron Paul's "decriminalize heroin" moment, and The Unseen documentary.

None of these examples include vulgar language or angry shouting. They communicate libertarian ideals unapologetically without being intentionally inflammatory.

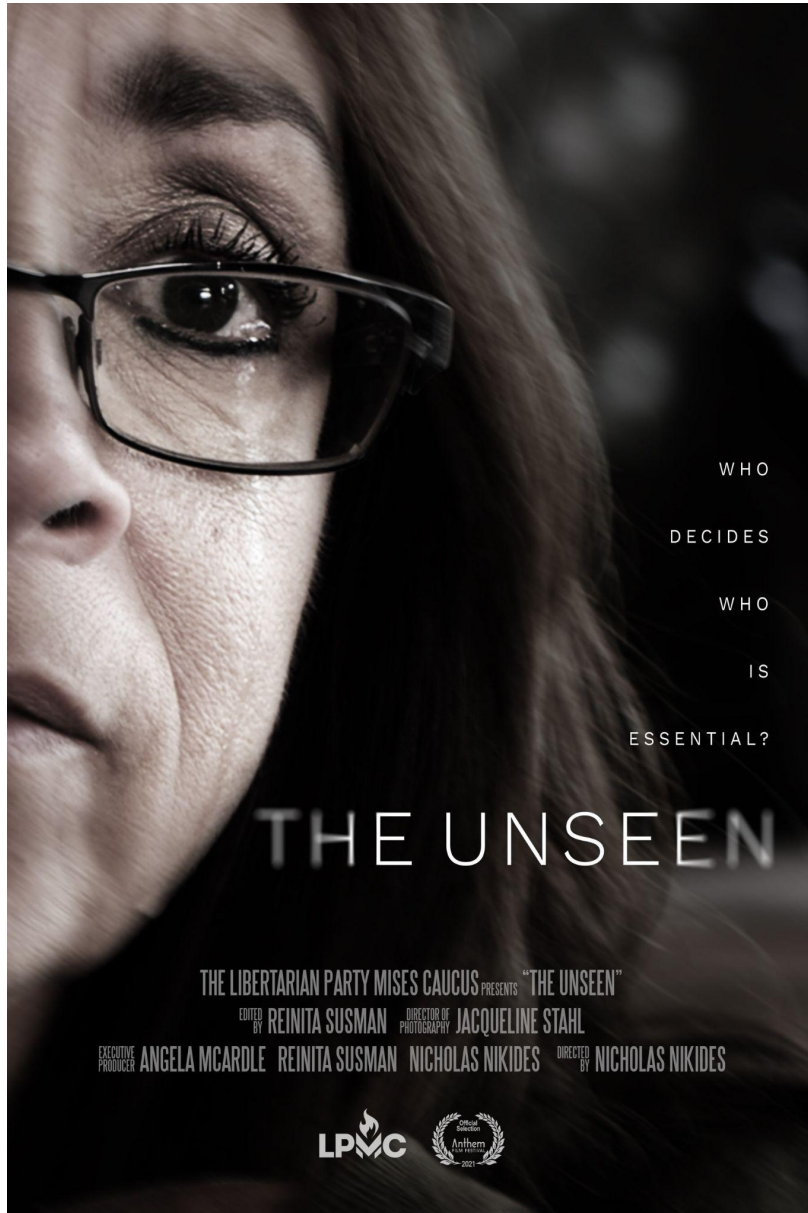
Bold messaging tells the truth. It's unwavering. It's not arrogant, but has self esteem.

Ron Paul said. "truth is treason is an empire of lies." Let's be that truth. Let's be that powerful, dissident voice that rallies the people who are lost in a political wilderness.

“They attack us because we’ve been over there. We’ve been bombing Iraq for 10 years. ... We need to look at what we do from the perspective of what would happen if someone else did it to us.”



“Who Decides Who Is Essential?”





... and dunk on the ATF

Spike Cohen ✓
December 15 at 7:48 PM · 🌐

Hey [ATF](#), your infographic was missing some context, so I re-did it for you.
You're welcome.

HOW ATF TRAFFICS FIREARMS

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    graph TD
      A[Police in the US and Mexico ask us "hey, can you stop cartels from getting guns?"] --> B[We tell the police "alright bet" and get right to work.]
      B --> C[Off to the Bad Ideas Factory we go to come up with the worst possible way to stop cartels from getting guns.]
      C --> D[We authorize firearms dealers to sell guns to straw purchasers who buy them for cartels.]
      D --> E[This way we can track the guns to the cartels and arrest them all!]
      E --> F[That never happens, and the cartels use the guns we trafficked to them to kill 100s of police and civilians.]
      F --> A
  
```

Police in the US and Mexico ask us "hey, can you stop cartels from getting guns?"

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We authorize firearms dealers to sell guns to straw purchasers who buy them for cartels.

This way we can track the guns to the cartels and arrest them all!

That never happens, and the cartels use the guns we trafficked to them to kill 100s of police and civilians.

Example "Operation Fast and Furious" | Don't Switch | Never Consent To a Search Without a Warrant | Never Speak Without a Lawyer Present | SpikeCohen.com

👍 🤔 ❤️ 5.9K

206 Comments 1.5K Shares

MEMBERSHIP MATTERS

In the past, we've had leaders who don't value membership.

Members are:

- Donors
- Candidates
- Party Administrators
- Activists

Membership is important because it means that people “buy-in.” It's a commitment. It strengthens our organization when people feel invested in it.

We need to grow our membership so that we can have more county affiliates established, so that we can get more people to gather signatures and help with ballot access drives, and so that we can recruit people to run at the local level, and spread our message.

MEMBERSHIP MATTERS

There are a lot of easy ways to grow membership. We need to work smarter, not harder.

In the past, we've had leaders complain that it costs too much to work to retain members through affiliate programming. This is why our committees and departments need to work more closely together.

Membership needs to work with IT, budget, and marketing/communications to develop a low cost membership retention plan throughout the different phases of the presidential election cycle.

It's not expensive to have an affiliate link membership program. We just need to market it properly so that we don't waste direct mail resources when certain renewals can easily be captured through influencer, email, or social media renewal campaigns.

CANDIDATE SUPPORT COMMITTEE - COLLABORATION IS KEY

We need a solid candidate support plan that spans several key areas: marketing, information services, and ballot access.

How can the national CSC work smarter so that it meets the needs of more candidates?

- Generate resources for state CSC's to use.
- Work with the Marketing & Communications Committee to generate trainings & best practices for state and county affiliates.
- Disseminate these resources with the help of staff & the Information Services Committee.
- Work to elevate candidates at the national level through social media and earned media appearances.
- Coordinate with the Ballot Access Committee for a synergistic approach.

CANDIDATE SUPPORT COMMITTEE

In addition to political/candidate experience, the CSC be should populated by people who can contribute the following skill sets:

- Marketing. We need someone to do **internal** marketing of the committee's work product so that our members & candidates will utilize our resources.
- Marketing. We need someone experienced in **political** marketing so that we can provide marketing resources & guidance to our candidates.
- Strategist. We need someone who understands political strategy and knows how to successfully implement & execute a candidate training program.
- Tech. We need someone who can interface with the IS committee and help the CSC format their work product in a way that is easily disseminated across online learning platforms.
- Accounting. We need someone who can guide the CSC to work within the parameters of the budget, and explore ways to save money.

AFFILIATE SUPPORT COMMITTEE

The Affiliate Support Committee should work collaboratively, just like the Candidate Support Committee.

- Work with the Marketing & Communications Committee to generate trainings & best practices for state and county affiliates
- Coordinate with the Information Services Committee & staff to get resources widely distributed to affiliates
- Take feedback from state affiliates on what kind of resources/help the states need

WHAT ABOUT THE BUDGET?

Our financials needs some work.

The LNC needs to create more transparency in its financial reports so our members can see how money is being spent.

Like the other committees, the Budget Committee will have to coordinate with Development, and Marketing & Communications to create a fundraising plan that is comprehensive, but flexible, and that utilizes our candidates and elected officials, and legislative and lobbying efforts. (Decrim Nature, Medical Freedom LA, etc.)

Our payment processor is too costly. We need to change services so that we can afford to make text-based microdonation campaigns.

We need to explore getting rid of the (expensive) newsletter, or making the print version much more affordable, and only sending it out to major donors.

DEVELOPMENT

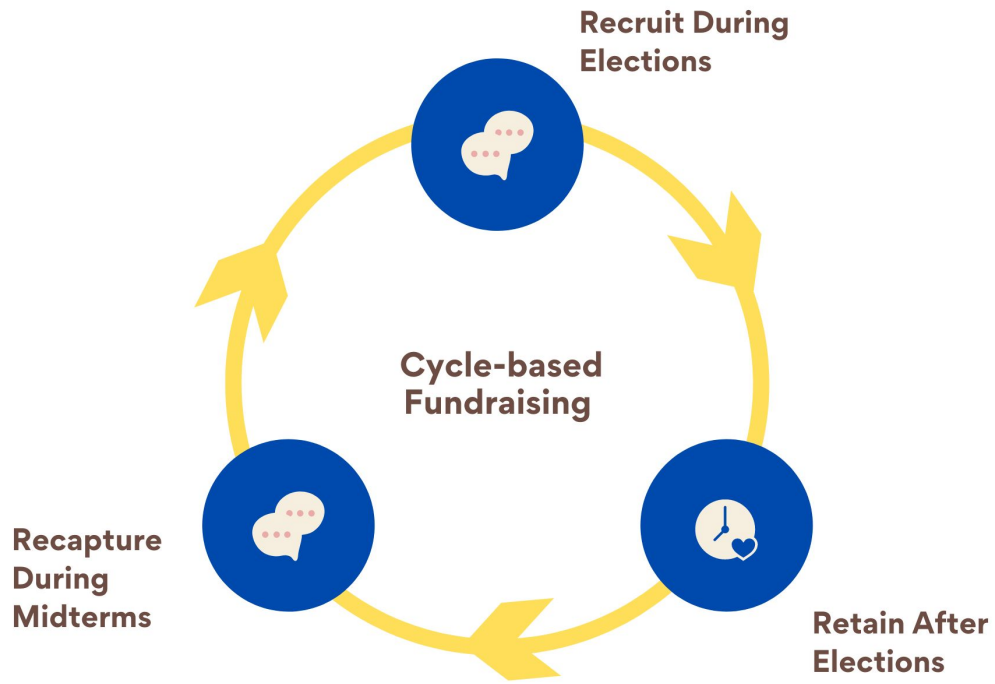
Development is important. It allows us to take on more projects and expand our growth.

I have a good relationship with some of our donors and I have a good relationship with a lot of potential new donors.

I love our donors. I will call them and take good care of them, but we also need new donors if we want to grow and be more successful.

Once we shift our messaging and present potential donors with a vision for the future and our plan to achieve it, we're going to see more large (and consistent) donations.

How Should We Fundraise And Grow Membership?



YOUTH ENGAGEMENT

It's a cheesy slogan, but children ARE the future. More specifically, they are future voters, members, and donors.

I intend to create an ad hoc Youth Engagement Committee, populated by young people and people who are skilled in youth outreach.

Like the other committees, Youth Engagement will work with the Marketing & Communications Committee to develop a youth outreach plan for affiliates to use.

We'll also create a microdonations text fundraising campaign specific to issues that young people care about, like the drug war.

THANK YOU

Thank you for taking the time to look through this Strategic Plan Summary.

The LNC is an incredible tool and I believe it's critical for the LNC to start operating on a professional level so that we achieve real wins in our short and long term futures. We've seen unprecedented government tyranny in the last two years, but we've also seen growth and momentum in our movement. I believe the political landscape is ripe for change. People are searching for freedom and truth, and I'd like us to lead that charge.

If you'd like a more in depth analysis of my plans for the LNC, please reach out to me via email, at angelamcardlelda@gmail.com.