

**A Strategic Plan for the Libertarian Party,
Affiliated State Parties,
and their Affiliates**

LNC - Strategic Planning Team

September 12, 2001

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Introduction

In December 2000 the Libertarian National Committee (LNC) formed a Strategic Planning Team (SPT) for the purpose of developing and recommending both short-term and long-term strategic plans for the Libertarian Party (LP).

To define the scope and expectations of the strategic planning process, the LNC adopted the SPT mission statement (Appendix #1).

The following individuals were appointed to the SPT:

Joseph Cadrin	Lois Kaneshiki
Ronald Crickenberger	James W. Lark, III
Stephen Dasbach	Deryl Martin
Joseph W. Dehn, III	Phillip Miller
Michael Dixon	Carl Milsted, Jr.
Daniel Fylstra	Mark Nelson
Michael "MG" Gilson de Lemos	Mary Ruwart
Donald Gorman	Benjamin Scherrey
Edward Hoch	Mark Tuniewicz
Lorenzo Gaztanaga	James Turney
Elias Israel	Daniel Wisnosky.
Daniel Karlan	

Steven Givot was appointed SPT facilitator.

SPT convened for seven meetings:

- February 10-11 in Indianapolis
- March 10-11 in Chicago
- April 22 in Washington
- May 5-6 in Durham
- June 16-17 at Dallas/Ft. Worth Airport
- July 14-15 in Houston
- July 28-29 in Seattle

The state chairs, executive directors, and activists attending the joint SPT/State Chairs meeting included¹ (names to be provided by Dasbach):

Al Anders, AK Membership Chair
Mark Bodenhause, AL Chair
Peter Schmerl, AZ Chair
Gerhard Langguth, AK Chair
Robert Reed, AK
Mark Hinkle, CA Chair
Carol Moore, DC Chair
Lisa Bullion, FL Chair
Mark Mosley, GA ED
Cindy Powell, HI Chair
Rich Moroney, IA Chair
Ryan Davidson, ID Chair
Ted Dunlap, ID ED
Rhys Read, IL
Bill Stevens, IL
Mark Rutherford, IN Chair
Brad Klopfenstein, IN ED
Donna Mancini, KY Chair
Mark Cenci, ME Chair
Fred Staples, ME ED
Steve Boone, MD Chair
Nick Sarwark, MD
Kamal Jain, MA Vice Chair

Stacey Van Oast, MI Chair
Tim O'Brien, MI ED
Bob Smith, MN Vice Chair
Bob Sullentrup, MO Vice Chair
Greg Tlapek, MO ED
Mike Fellows, MT Chair
Barbara Howe, NC Chair
Sean Haugh, NE Chair
Jeff Zweber, OH Chair
Richard Prawdzienski, OK
Adam Mayer, OR Chair
John Famularo, PA Chair
Chuck Williams, SC Chair
Richard Pearl, TN Chair
Geoffrey Neale, TX Chair
Jim Dexter, UT Chair
Marc Montoni, VA ED
Joceyln Langlois, WA Chair
Jacqueline Passey Bartels, WA ED
Richard Kerr, WV Chair
Bob Collison, WI Chair
Dennis Brossman, WY Chair

SPT gratefully acknowledges the assistance of the following volunteers who assisted SPT at its joint meeting with state chairs in Indianapolis in February:

Winnie Baughn
James Baughn
Cindy Kirkpatrick
Robbin Stewart
Sam Goldstein

Jame Goldstein
John Taylor
Valerie Hurd
Carl Waters

¹This list is believed to be complete. We apologize if any names were omitted.

Executive Summary

SPT recommends that the LNC adopt a multi-year strategic plan for the purpose of achieving progress toward six goals in support of the LP's mission:

- Goal 1: Increase the number of Libertarians holding public office²
- Goal 2: Strengthen Libertarian Party state and local organizations
- Goal 3: Increase the Libertarian Party's support base (members, contributors, and volunteers/activists)
- Goal 4: Increase the Libertarian Party's market share among youth
- Goal 5: Increase public awareness of, acceptance of, and support for Libertarian ideas
- Goal 6: Remain the Party of Principle as we grow

Along with each goal, SPT recommends adoption of a metrics and or monitors. Metrics constitute targeted levels of achievement which can be measured to determine whether the implementation of the strategic plan is achieving those targets. Monitors constitute measurable levels of achievement for which no specific target is presented because of lack of benchmark data or because the measured values may not be directly controlled or influenced by the LP at its present size and composition.

²In this report, the term "Libertarians" refers to members of the Libertarian Party and "libertarians" refers to individuals who hold viewpoints generally consistent with those held by the Libertarian Party.

In support of these six goals, SPT recommends that the LNC adopt the following strategies, and that the LNC recommend these strategies to its affiliates:

- Strategy 1: Define, develop, and promote the LP brand
- Strategy 2: Develop and use high-quality presentations of Libertarian ideas, which present both direction and destination, to support the work of affiliates, campaigns, the national party, and individuals
- Strategy 3: Redevelop the Libertarian Party Platform, presenting both direction and destination, with an eye toward electoral success without compromising core beliefs
- Strategy 4: Track the performance of core and critical activities in state and local Libertarian Party organizations; encourage and support these organizations in creating and executing plans to improve performance
- Strategy 5: Define and codify relationships between (and expectations among) national, state, local, and campus Libertarian Party organizations
- Strategy 6: Expand and strengthen Libertarian Party organizations at levels other than the affiliate level (e.g. local, city, county, campus)
- Strategy 7: Recruit more and better qualified candidates
- Strategy 8: Target races and allocate resources for maximum effectiveness
- Strategy 9: Coordinate campaign activities within and among campaign levels
- Strategy 10: Increase the number of new people comprising the Libertarian Party's support base
- Strategy 11: Increase the commitment of those already within the Libertarian Party's support base
- Strategy 12: Strive to achieve a left/right balance among the Libertarian Party support base
- Strategy 13: Provide training, training materials, and training support to Libertarian Party candidates and campaigns (e.g., campaign methods),

Libertarian organizations (e.g., organizational matters), and individuals (e.g., communications skills).

- Strategy 14: Develop and implement an internal program of ideological education
- Strategy 15: Target public opinion leaders to embrace and espouse libertarian ideas
- Strategy 16: Target existing independent groups to act in support of Libertarian Party efforts and provide opportunities for us to spread our message
- Strategy 17: Encourage state, local, and campus Libertarian Party organizations and our entire support base to be involved in political processes at all levels outside of campaigns and elections
- Strategy 18: Focus resources to achieve the repeal of drug prohibition at the federal level by 2010 and get substantial credit for it
- Strategy 19: Develop an awareness that success requires adequate resources of all sorts
- Strategy 20: Motivate the Libertarian Party support base to increase activism by recognizing and rewarding both effort and success and by making involvement in the Libertarian Party an enjoyable, positive experience

In support of each strategy, SPT presents a number of tactics which are intended to demonstrate the feasibility of implementing the strategy. Because much of the implementation of this strategic plan is dependent upon acceptance and support by the LP's affiliated state parties and their affiliates³, SPT does not recommend that implementation be limited to the listed tactics. Rather, SPT hopes that state and local LP organizations will elect to support this strategic plan and will determine for themselves which tactics are most appropriate and effective for themselves.

³SPT recognizes that not all affiliated state parties have LP organizations under them. In this report, the term "affiliates" in the context of affiliates of a affiliated state party includes chapters, districts, regions, affiliates, clubs, and any other LP organizations established beneath affiliated state parties.

This report includes a discussion of third-rail issues – issues which have the potential to be divisive within the LP’s membership. Classification of an issue as a third-rail issue was not intended to convey a sense that the membership was evenly split on the issue. Rather it recognized that a significant number of members passionately hold opposing views on certain issues and that care must be taken to avoid loss of support for whatever strategic plan SPT recommends.

Additionally, there is an extensive SWOT⁴ analysis demonstrating that the strategies proposed by SPT meet the following four criteria:

- The proposed strategies build on identified strengths of the LP
- The proposed strategies seek to remediate identified weaknesses of the LP
- The proposed strategies seek to take advantage of opportunities available to the LP
- The proposed strategies attempt to minimize exposure to threats to the LP

A prospective planning cycle is also presented for consideration.

⁴SWOT is an acronym standing for Strengths, Weaknesses, Opportunities, and Threats.

The SPT Process

SPT used an iterative, consensus-building process. Rather than rely on parliamentary procedures – which tend to incorporate strict time guidelines for discussion and debate as well as a series of polarizing votes on key issues – SPT moved forward by building a sense of common purpose, teamwork, mutual respect, and understanding among its participants.

In developing its recommendations, SPT had to deal with two unusual circumstances that are not typically present in strategic planning for large businesses.

Most organizations are governed by a board of directors which can set policy for the entire enterprise, including all subsidiaries, divisions, or affiliates. This is not the case in the LP. The national LP's 51 affiliated state parties operate autonomously as guaranteed by the LP's Bylaws. SPT participants clearly understand that the success of any strategic plan for the entire LP requires that a large number of affiliated state parties will support the plan both with their words and with their actions. The need to attract this level of support has been evident in the work of SPT at each and every meeting.

Furthermore, most businesses grant their governing board more authority than the LNC is granted by LP Bylaws. It is necessary for a national convention – the equivalent of a corporate shareholders meeting – to approve certain things most boards of directors could typically approve without a shareholder vote.⁵ SPT's discussions also stressed the need for broad support from LP members and – in certain specific instances – from convention delegates.

Considerable time was spent identifying and addressing “third rail” issues. For SPT's purposes, these were defined as issues which have the potential to be divisive within

⁵For example, a 2/3 affirmative vote of LP national convention delegates is required to amend the LP Platform. While most corporations do not have a comparable document, policy decisions of comparable importance which relate to what the purpose of the corporation should be (e.g., what business lines it selects) are made by the governing board without a shareholder vote.

the party's membership. Classification of an issue as a third rail issue was not intended to convey a sense that the membership was evenly split on the issue. Rather it recognized that a significant number of members passionately hold opposing views on certain issues and that care needed to be taken to avoid loss of support for whatever strategic plan SPT recommends.

To maximize the potential for enjoying broad support from both affiliate parties and the membership, SPT involved affiliate parties from the beginning.

The first SPT meeting was held in conjunction with a meeting of state chairs and state executive directors. A joint brainstorming session was held in which every idea proposed by either an SPT participant or a state chair meeting attendee was added to the list of ideas to be considered in developing the strategic plan. Every idea was written down and included in subsequent reviews.⁶ Much of what is found in SPT's recommendations represents a distillation and condensation of more than 600 ideas that were introduced at that brainstorming session.

At the same meeting, both SPT participants and state chair meeting attendees were surveyed to gather their sense of where the LP stands and what their expectations were for success in the future. Responses to the survey were tabulated separately for SPT participants and those representing affiliate parties. Those results are found in Appendix 2. It was very encouraging that the survey revealed very little divergence of opinion between the two groups. LP leaders in the field and SPT members appear to hold similar views regarding the survey questions.

SPT was comprised of a large number of participants.⁷ As the number of planning participants grows, the process becomes more complicated and it is often more difficult to reach consensus.

During its seven meetings, SPT participants demonstrated the ability to work together constructively, discussing their differing points of view, finding common ground, and – in every instance – reaching consensus on recommendations which every SPT participant said he or she can support.

⁶The ongoing consideration of these ideas occurred in two ways. First, ideas were organized into broader categories during the SPT process, detailed ideas were implicitly included in more broadly stated categories. Second, the original, detailed list of ideas remained available to SPT participants throughout the process and was utilized by each SPT participant as he or she deemed appropriate. A complete list of the ideas generated during the SPT process is included in Appendix 8.

⁷For a description of the constituency of SPT, see Appendix 1.

A detailed listing of the steps taken to develop this strategic plan can be found in Appendix 3.

The LP Mission Statement

The mission statement of the LP – adopted by the Libertarian National Committee in 1992 – reads:

The mission of the Libertarian Party is: “to move public policy in a libertarian direction by building a political party which elects Libertarians to public office.”

SPT recommends no change to this mission statement.

In particular SPT’s recommendations provide strong emphasis on the importance of electing candidates to public office in order to move public policy in a libertarian direction.

Goals, Metrics, and Monitors

SPT worked through several iterations of possible goals to propose for adoption. SPT began with more than 50 suggested goals at its March meeting. Each iteration consolidated a greater number of goals, strategies and tactics. The six goals that SPT recommends for adoption are the result of this process. None of the goals is short-term in nature. Each goal seeks to focus a portion of the LP's resources and energy toward the *continuous and ongoing process* of building a major political party in the United States.

SPT recommends that the following six goals be adopted by the LNC for the LP:

- Goal 1: Increase the number of Libertarians holding public office
- Goal 2: Strengthen Libertarian Party state and local organizations
- Goal 3: Increase the Libertarian Party's support base (members, contributors, and volunteers/activists)
- Goal 4: Increase the Libertarian Party's market share among youth
- Goal 5: Increase public awareness of, acceptance of, and support for Libertarian ideas
- Goal 6: Remain the Party of Principle as we grow

In addition to recommending these six goals, SPT recommends a series of metrics and monitors to be used to assess how well the plan is succeeding. It is important to understand the distinction between metrics and monitors as used in this report.

- **Metrics** are used to gauge the performance of the LP in implementing the plan. Each metric is or will be assigned a target value for each measurement period.

Some metrics – such as the number of elected Libertarians – are measured on a continuous scale.⁸ For these metrics target levels associated with various dates can be developed.

Other metrics – such as completing a review of the LP's governance structure – are binary in nature.⁹ For these, there is no target value, only a target completion date.

- **Monitors** are used to gauge whether the plan is leading to desired results. Some monitors are deemed *not* to be largely within the control or influence of the LP. Other items are classified as monitors because they cannot be assigned target values at the present time due to lack of sufficient baseline data from which to develop a reasonable target.

Monitors should be used to gauge whether or not desired results are being achieved. Monitors should be used instead of metrics in cases where the measured results are largely out of control or influence of the LP or in cases when sufficient baseline data is not available to project what level of results is reasonable to expect.

As the LP grows and its ability to control or influence more outcomes develops and as it develops better baseline data, it is possible that some items currently listed as monitors will become metrics.

The following paragraphs briefly describe each goal and present the related metrics and monitors recommended for each goal.

⁸Continuous metrics are measured on an incremental basis. An example of a continuous metric is the amount of money raised by the national LP. While a goal can be set at a given level-- say \$3 million-- the actual amount raised can be any value. In this case, raising \$2,995,000 falls short of the metric, but because results can be measured on a continuous scale from \$1 up, it is clear that the amount raised is very close to the target amount and that the shortfall is insignificant.

⁹Binary metrics are metrics which are either met or not met. An example of a binary metric is completing redevelopment of the LP Platform by a specific date. By the target date, the result either has or has not been achieved.

Goal 1: Increase the number of Libertarians holding public office

SPT believes that the mission statement of the LP makes it clear that the LP should place primary emphasis on electing candidates to public office. Running effective election campaigns happens to produce a number of beneficial side effects including educating the public about libertarian ideas and creating name and brand awareness. (See Goal 5.) However, the primary purpose of running Libertarians for public office is to attract voter support and, hopefully, elect as many Libertarians as possible.

At the present time, the greatest opportunities to elect Libertarians to public office are at lower levels of government. While particular, unique opportunities may arise to elect Libertarians to progressively higher levels of office, as a rule, higher levels of office do not offer the best prospects for electoral success today.

As a direct result of this, the role of state and local LP organizations in the prerequisites of electing candidates – recruiting qualified candidates, training them, getting them on the ballot, and supporting their campaigns – is absolutely critical. While the national party can offer some assistance to such campaigns, the success or failure of local campaigns is inherently rooted closer to home.

Metrics and Monitors for Goal 1

Metric/ Monitor	Description	Baseline 2000	Target 2002	Target 2004	Target 2008
Metric	Number of Libertarians in elected office*	- 260		500	
Metric	Number of Libertarian candidates (monitored by type of office sought)*	1438			
Monitor	Number of governing bodies with a Libertarian majority*	1 or 2			
Monitor	Number of Libertarians appointed to public office*	- 180			
Monitor	Number of Libertarian election wins*				
Monitor	Election vote totals for all elections with a Libertarian candidate	U			

*This metric or monitor requires cooperation from affiliate parties to measure accurately.

Goal 2: Strengthen Libertarian Party state and local organizations

Winning large numbers of campaigns for state and local office will require strong state and local LP organizations.

SPT recognizes that its 51 affiliates are in various stages of development and that the range of their sizes and capabilities is very wide.

This goal seeks to strengthen each of our 51 affiliates and their affiliates,¹⁰ building on their current level of development.

Where affiliates have already begun to build lower level LP organizations such as county or city organizations, this goal seeks to strengthen those LP organizations and extend the process down.

Where affiliates have yet to begin development of lower level LP organizations, this goal seeks to promote that activity when the state party has developed to a point where lower level development is appropriate.

While primary responsibility for strengthening Libertarian state and local organizations clearly exists at the state and local level, the national party can provide various forms of assistance in instances where affiliates would like it. SPT believes that the best results can be achieved through cooperative efforts between state affiliates and the national LP.

SPT employed the concept of core and critical activities.

- Core activities are basic and recurring activities which a proficient state or local party needs to do on a routine basis. Examples of core activities might include fundraising, issuance of news releases, recruiting candidates, and working to obtain ballot access. Each of these activities can easily be measured.
- Critical activities are key activities which move the state or local party to the next level in its development. Examples of critical activities might include opening a

¹⁰SPT recognizes that not all affiliated state parties have LP organizations under them. In this report, the term “affiliates” in the context of affiliates of a affiliated state party includes chapters, districts, regions, affiliates, clubs, and any other LP organizations established beneath affiliated state parties.

state or local office, hiring full or part time staff, or successfully lobbying to reduce ballot access hurdles for candidates.

Metrics and Monitors for Goal 2

Metric/ Monitor	Description	Baseline 2000	Target 2002	Target 2004	Target 2008
Metric	Percentage of data on core and critical activities provided by state affiliate parties to the national LP*				
Metric	Number of state affiliates with a written, active plan to close the gaps in one or more core or critical items*				
Metric	Develop a written agreement between state affiliates and the national LP (voluntary participation by affiliates)		U		
Metric	Number of states with presidential ballot access self-sufficiency (no national assistance required)	33			
Metric	Request and get feedback from state chairs on several issues* **		U		
Monitor	Measure and track core and critical activities by affiliates*				
Monitor	Number of affiliates actively monitoring legislation*				
Monitor	Number of affiliates actively lobbying regarding legislation*				
Monitor	Number of individuals actively involved in political processes at all levels outside of campaigns and elections, as well as the nature and extent of their efforts*				

*This metric or monitor requires cooperation from affiliate parties to measure accurately.

**The following issues have been identified by SPT as examples where feedback from state chairs should be sought: (1) how to replace conflict with cooperation within the LP, (2) how to reduce burnout within the LP, (3) how best to protect affiliate parties from

external takeover, and (4) what (if any) provision for expulsion of members from the LP should exist.

Goal 3: Increase the Libertarian Party's support base (members, contributors, and volunteers/activists)¹¹

SPT believes that building the support base of the LP requires more people supporting the LP to a greater extent and in a growing number of ways.

SPT recognizes that there are at least two components to a given individual's support for the LP:

In what ways does an individual support the LP? (Breadth of support)

- Contributing money
- Becoming a member
- Working as a volunteer

How much does an individual support the LP? (Depth of support)

- Amount of financial contribution
- Amount of volunteer/activist work

SPT recommends that the LP work to increase both breadth and depth of support.

This goal includes strategies that focus on increasing the number of volunteers/activists, members, and contributors in two ways.¹² First, it seeks to attract new individuals to support the LP. Second, it proposes efforts to encourage existing supporters to expand the breadth of their support by becoming volunteers/activists, contributors, and members.

This goal also seeks to increase the depth of support of existing supporters. In the case of financial support, this plan seeks to increase the amount of funding contributors are

¹¹Those supporting the LP by voting or registering Libertarian are discussed under Goal 5.

¹²Goal 5 includes strategies to attract greater voter support. SPT believes that increased Libertarian registration will be an outgrowth of success in achieving Goal 3 and Goal 5, and that expending resources to increase voter registration (except where ballot access is the reason) is not a cost-effective use of limited resources.

providing for LP organizations and Libertarian candidates. In the case of volunteer/activist work, this plan seeks to increase the number of hours that people volunteer in support of the LP or its candidates.

Success in achieving various aspects of this goal are dependent on all levels within the LP. Some tasks, such as recruiting, training, motivating, and supervising volunteers, are best done at the state or local level. Other tasks, such as direct mail prospecting, are best done nationally where economies of scale can be achieved.

Metrics and Monitors for Goal 3

Metric/ Monitor	Description	Baseline 2000	Target 2002	Target 2004	Target 2008
Metric	Number of dues-paying national LP members			50,000	
Metric	National LP revenues		\$3.0 M	\$5.5 M	
Metric	Total number of people casting at least one vote for a Libertarian*				
Monitor	Demographic gaps between LP members/contributors base and the public				
Monitor	Number of members and contributors for each affiliate party*				
Monitor	First year membership renewal rate ("conversion rate")				
Monitor	Second and subsequent year membership renewal rates				
Monitor	Number of inquiries generated				
Monitor	Inquiry conversion rate				
Monitor	Affiliate volunteer/activist statistics* **				
Monitor	Libertarian and other party voter registration statistics				
Monitor	Affiliate party revenues				
Monitor	Donor giving pattern changes				

*This metric or monitor requires cooperation from affiliate parties to measure accurately.

****Affiliates will be asked to track the number of volunteers/activists at work, the nature of the work they perform, the amount of time they volunteer, and what programs are in place to reward and recognize volunteers and activists.**

Goal 4: Increase the Libertarian Party's market share among youth

SPT believes that the greatest potential for expanding the LP's support base is among youth. Today's youth have the potential to become tomorrow's voters and opinion leaders. For that reason, and to insure that emphasis is given to this aspect of expanding the LP's support base, this is listed as a separate goal.

SPT believes that America's youth have no clear political home. Polling shows that with regard to several positions the LP takes – e.g., the war on drugs, online privacy, and Social Security – a significant portion of America's youth tend to hold views which would attract them to the LP. Polling also shows that – unlike the late 1960s and early 1970s – many youth are politically inactive or unaligned. SPT believes that these circumstances offer a significant opportunity for the LP.

Success in achieving this goal is dependent on efforts at all levels of the LP. SPT believes that the national party should undertake a leadership role in promoting creation and development of campus libertarian organizations, while state and local affiliates are best positions to provide speakers for their events. Promotion and development of high school libertarian organizations can best be done at the local level. At all levels of the LP, highlighting issues where young Americans tend to hold libertarian views can draw them to us.

Metrics and Monitors for Goal 4

Metric/ Monitor	Description	Baseline 2000	Target 2002	Target 2004	Target 2008
Metric	Number of college and university campus Libertarian organizations				
Metric	Percentage of youth self-identifying as libertarian (market share)		3.5%		
Monitor	Number of college and university professors who are LP members				
Monitor	Number of high school Libertarian organizations*				

Metric/ Monitor	Description	Baseline 2000	Target 2002	Target 2004	Target 2008
Monitor	Percentage of youth who register as Libertarians (where possible)				

*This metric or monitor requires cooperation from affiliate parties to measure accurately.

Goal 5: Increase public awareness of, acceptance of, and support for Libertarian ideas

For years, the LP has worked diligently to achieve name recognition. SPT recommends that the LP allocates resources to three distinct steps to popularize libertarian ideas.

The first step is creating a public awareness of the stands on issues Libertarians take. While pundits and opponents often provide quick one-line descriptions of libertarian ideas,¹³ creating public awareness of the LP's positions on issues that are actually a part of the current political debate is a vital first step.

The second step is public acceptance of libertarian ideas as appropriate ways to deal with issues. One way to measure achieving this is to measure the percentage of people who self-identify as being libertarians (if not Libertarians).

The third step is support for libertarian ideas. Clearly this is essential if the LP is to attract sufficient support – in all forms – to elect enough candidates to public office to fulfill its mission.

A key concept that developed during the course of SPT's meetings was the importance of defining the Libertarian "brand." Branding is a common practice in selling goods and services. Expanding that concept to the political arena, SPT recognizes a strong need for the LP to clearly define – and communicate to the public – who Libertarians are and what stands the LP takes. SPT recommends that the LP should work to increase public awareness of, acceptance of, and support for Libertarian ideas.

One of the key tasks to be undertaken upon approval of this strategic plan is the development of the Libertarian brand. SPT envisions that this will include such things as defining the **image** we want the Libertarian Party and its candidates to project to the public, the **symbols** we use (such as our logo or trademark), and the **issue positions**

¹³For example, legalizing drugs, prostitution, and suicide – or – getting rid of almost all government.

we select to make truly Libertarian issues in the eyes of the public. This will be discussed further as part of the branding strategy.

Success in achieving this goal is dependent on efforts at all levels of the LP.

Metrics and Monitors for Goal 5

Metric/ Monitor	Description	Baseline 2000	Target 2002	Target 2004	Target 2008
Metric	None, at present				
Monitor	Election results for all elections with a Libertarian candidate				
Monitor	Number of voters registering as Libertarians				
Monitor	Libertarian brand awareness				
Monitor	Percentage of adult population self-identifying as libertarian (market share)				
Monitor	Percentage of adult population agreeing with certain libertarian positions				
Monitor	Public policy victories*				

*This metric or monitor requires cooperation from affiliate parties to measure accurately.

Goal 6: Remain the Party of Principle as we grow

SPT established this as a goal to assure that expanding the support base of the LP does not compromise our commitment to principle. SPT's recommendations will result in welcoming those in the "libertarian quadrant" into the LP. A direct result of this is that we welcome people who disagree with us on some number of issues. In recommending adoption of this goal, SPT seeks to assure that the LP undertakes the efforts required to encourage these new supporters to adopt more libertarian ideas.

Success in achieving this goal is dependent on efforts at all levels of the LP.

Metrics and Monitors for Goal 6

Metric/ Monitor	Description	Baseline 2000	Target 2002	Target 2004	Target 2008
Metric	Completion of a review of membership definition and certification requirements		U		
Metric	Completion of a review of internal governance and election issues		U		
Metric	Development of a formal improvement/feedback program to get feedback from members on how to improve the LP		U		
Monitor	Survey responses from candidates, LP leaders, and a sample of LP members on certain issues identified by the LP*				
Monitor	Platform retention vote trends				
Monitor	Positions taken by Libertarian candidates in standardized polls or surveys (e.g., Project Vote Smart)				
Monitor	Efforts to provide internal education efforts and their impact				

*This metric or monitor requires cooperation from affiliate parties to measure accurately.

Strategies and Tactics

SPT defined 20 strategies to support achieving the six goals it recommends. Many of the 20 strategies support more than one of the six goals. Certain strategies are more appropriately or effectively implemented at a particular level of the LP.

Each of the 20 recommended strategies is listed and described below. The toolkit of tactics which might be employed to implement each of these strategies is quite large. The most appropriate tactics to employ are often a function of the particular situation in which the strategy is being employed as well as the level of the LP (national, state, or local) where the strategy is being employed. To demonstrate the feasibility of various strategies, a list of possible tactics is provided for each strategy. These tactics are not intended to comprise the exhaustive list of how any given level of the LP might work to implement a strategy.

SPT is not recommending that any particular tactic should be employed in all cases or that any particular tactic be used at all. Rather SPT believes that it is up to those implementing the strategy to select the tactics which they believe are most likely to achieve success based on available resources and a current situational analysis.

Because the LP is a hierarchical organization, SPT found it helpful to develop a means to indicate which strategies can best be implemented at each level. The four levels of the LP defined by SPT are:

- **C** - The LNC
- **N** - The national LP staff
- **S** - 51 affiliated state parties
- **L** - Local affiliates of the 51 affiliated state parties

The boldfaced letters above (**C**, **N**, **S**, and **L**) indicate the codes used in this report to show activities at a given level of the LP.

Strategy 1: Define, develop, and promote the LP brand (**N, S, L**)

One of the key concepts that was developed by SPT is that of the LP brand. Branding of goods and services is a familiar marketing concept. It applies to political parties as well.

Among the key components of the LP brand should be:

- Issues – and positions relating to those issues – which are uniquely Libertarian
- The image of the LP and Libertarians that the LP would like the public to have
- Logos or other symbols that the public associates with the LP

SPT did not identify a set of issues for the LP to brand. However, Strategy 18 singles out the War on Drugs as a “signature issue” – one which would be a part of the LP brand.

SPT developed a list of descriptions as a starting point for developing the image that the LP and Libertarians would like to project. These include:

Armed	Helpful	Peaceful
Beneficial	Honest	Practical
Caring	Humane	Principled
Compassionate	Inspiring	Quaker
Competent	Just	Right (correct)
Creative	Knowledgeable	Self-Reliant
Doers	Leaders	Superman
Effective	Likeable	Tolerant
Empathetic	Passionate	Trustworthy
Freedom-loving	Patriotic	

SPT envisions that the national LP will undertake the task of defining and developing the LP brand. Thereafter, national, state, and local LP organizations should work cooperatively to promote the LP brand through party organizations as well as campaigns.

Possible Tactics:

- Use polling data to assist in LP brand development
- Use focus groups to assist in LP brand development
- Employ outside public relations consultants to assist in LP brand development
- Identify “signature issues” for branding (See Strategy 18)
- Identify adjectives and attributes to be used to describe the LP brand
- Identify ways to promote the LP brand after it is defined and developed
- Use Libertarian public officials to demonstrate libertarian ideas in action

Strategy 2: Develop and use high-quality presentations of Libertarian ideas, which present both direction and destination, to support the work of affiliates, campaigns, the national party, and individuals (N, S)

Effective communication of the LP’s message can be greatly enhanced by developing and using high-quality presentations of all sorts whether the presentations are written documents, audio recordings, video recordings, online presentations, draft speeches, computer-based presentations, or something else.

SPT recommends that the national LP – and in certain instances affiliated state parties – undertakes the task of developing all sorts of high-quality presentations to be used by LP organizations and candidates to communicate their messages.

In most cases, economies of scale make it advantageous for the national LP to undertake the development – and perhaps the production – of these presentations. Production of issue-related brochures, which could be used around the country, would be one example where there may be economies of scale in printing large quantities. Whatever is developed could then be widely used by LP organizations at all levels as well as campaigns at all levels.

Possible Tactics:

- Identify the presentations required – including electronic, audio recordings, video recordings, monographs, brochures, bumper stickers, yard signs, television ads, radio ads, T shirts, logos, banners, computer-based presentations, canned speeches, etc.
- Revise existing presentations consistent with LP brand development (See Strategy 1)
- Develop or purchase whatever presentations which do not currently exist

Strategy 3: Redevelop the Libertarian Party Platform, presenting both direction and destination, with an eye toward electoral success without compromising core beliefs (C)

SPT recommends that the LP Platform be redeveloped so that it will enhance the ability of Libertarians to be elected to public office. This strategy does not seek to compromise core libertarian beliefs. Rather it seeks to present the LP's position on issues in a concise, positive, and constructive manner. This strategy does not seek to eliminate the vision of a Libertarian world. Rather it seeks to add a vision of how electing Libertarians will get us there.

This strategy can only come to fruition with the support of two-thirds of the quorum of delegates at a national convention. The LP's Bylaws require a two-thirds vote to amend the LP Platform.

SPT recognizes that leading the effort to redevelop the LP Platform and to winning sufficient delegate support at the 2002 national convention should be the responsibility of the members of the LNC – not national LP staff. Considerable effort and preparation is envisioned if this strategy is to be effectively implemented in the coming ten months.

Possible Tactics:

- Seek out a champion and a team to develop a draft of what the redeveloped LP Platform might look like
- Appoint LP Platform Committee members who are supportive of this strategy

Strategy 4: Track the performance of core and critical activities in state and local Libertarian Party organizations; encourage and support these organizations in creating and executing plans to improve performance (N, S)

As described earlier in this report, SPT employed the idea of core and critical activities as follows:

- Core activities are basic and recurring activities which a proficient state or local party needs to do on a routine basis. Examples of core activities might include fundraising, issuance of news releases, recruiting candidates, and working to obtain ballot access. Each of these activities can easily be measured.
- Critical activities are key activities which move the state or local party to the next level in its development. Examples of critical activities might include opening a state or local office, hiring full- or part-time staff, or successfully lobbying to reduce ballot access hurdles for candidates.

SPT recommends that the national LP work in cooperation with affiliated state parties to track their performance in a variety of core and critical activities, providing encouragement and assistance to those organizations seeking to improve these functions. Participation by any of the 51 affiliated state parties would be strictly voluntary.

Similarly, SPT recommends that each state affiliate should consider working with the local organizations within the state to provide assistance to them in improving performance on core and critical activities at the local level – and measuring their performance – on a voluntary basis.

Possible Tactics:

- Define, measure, and report core and critical activities at the state and local level along the lines suggested by the sample survey in Appendix 4.
- Provide organizational support and training to state and local affiliates
- Develop a joint national/state affiliate plan to achieve ballot access self-sufficiency in each state
- Encourage teamwork and collaborative effort by state chairs to address issues and provide input to the national party

- National HQ and Regional Representative efforts to assist affiliates in developing plans to improve their performance
- Develop and implement an orientation program for new state chairs and executive directors

Strategy 5: Define and codify relationships between (and expectations among) national, state, local, and campus Libertarian Party organizations (C, S)

SPT believes that the national LP, its affiliates, their affiliates, and campus LP organizations would benefit if the relationships between various organizations and expectations among them were expressed in writing. Any such agreement between the national LP and a state affiliate would, of course, be strictly voluntary. Among the topics that might be addressed in such an agreement are participation in the unified membership program (UMP), anti-takeover provisions to protect state affiliates, and expectations relating to placing the presidential nominee selected by the LP's national convention on the state ballot. LNC members – working cooperatively with volunteer representatives of affiliated state parties – will be responsible for developing a prototype national party/state party agreement.

SPT believes that it would benefit affiliated state parties to enter into mutually acceptable agreement with the state party's affiliates as well.¹⁴ Development of such agreements would, of course, be the responsibility of the affiliated state party.

SPT believes that as the LP seeks to expand its market share among youth – and in chartering campus organizations – it would be wise to develop a standard agreement chartering the campus organization. By doing so from the start, the LP can assure that all chartered campus organizations have the same expectations and responsibility to the national LP. LNC members will assist in the development of the campus charter agreement.

Possible Tactics:

- Develop and promote written inter-affiliate agreements which address rights, responsibilities, privileges, expectations and appropriate mechanisms for dissent and dispute resolution

¹⁴SPT recognizes that some affiliated state parties already have such agreements in place. This recommendation is directed toward those affiliated state parties which do not have such agreements in place.

- Encourage teamwork and collaborative effort by state chairs to address issues and provide input to the national party
- Review and possibly revise the UMP program
- Define the role of Regional Representatives within the LP

Strategy 6: Expand and strengthen Libertarian Party organizations at levels other than the affiliate level (e.g. local, city, county, campus) (N, S, L)

SPT recommends that national, state, and local organizations work cooperatively on a voluntary basis to expand and strengthen LP organizations at the local, city, county, and campus level. Building a grassroots political organization does not happen spontaneously or overnight. If it did, the LP would have had a grassroots organization throughout the United States 20 years ago. That has not happened. Achieving this result requires dedication, effort, and resources. The degree of national involvement will be determined by each state party's desire for national assistance and the availability of resources at the national level to assist in this effort.

To implement this strategy effectively, it is necessary that energetic volunteers/activists can be located at the local level. While the national or state party can provide assistance, there is no substitute for local activism in local party building.

Possible Tactics:

- Develop strong, active LP organizations corresponding to all levels of government, depending on the state (e.g., county, city, town, village, borough)
- Develop strong, active LP organizations within geographically extended jurisdictions that are not otherwise organized, to provide convenient local opportunities for activism (e.g., set up activities on both the east and west sides of a large county)
- Organize according to small geographic units (e.g., election precinct) for door-to-door and personal contact
- Develop qualified, motivated leaders at all levels of the LP
- Establish a formal program to recognize campus organizations

- Cultivate and support faculty and staff contacts to ensure continuity within campus organizations
- Provide national resources and support to campus organizations
- Provide national resources and support to local affiliates to do campus outreach
- Recruit, train, and promote LP candidates and members to speak to students

Strategy 7: Recruit more and better qualified candidates (N, S, L)

SPT believes that recruiting more and better qualified candidates is an absolute necessity if the LP is to achieve its mission. Candidate recruitment is a prerequisite to winning elections. Recruiting more and better qualified candidates can only increase the number of elections we win. Running more and better candidates will help expand the LP's support base of members, contributors, and volunteers/activists. Running more and better candidates can only help market the LP brand. Running more and better candidates can only help in building our vote totals. For all of these reasons, it is imperative that all levels of the LP cooperate to optimize candidate recruitment.

SPT believes that recruiting more and better LP candidates requires efforts at all levels of the LP. The best place to identify candidates for local office is locally. However experience dictates that most LP candidates are actively recruited – not volunteers who step forward. For that reason it is important that formal candidate recruitment efforts be developed for as many levels of office in as many geographic areas as possible.

SPT believes that the national party can provide assistance and training to state affiliates to help them recruit more and better qualified candidates. SPT believes that experiments such as Operation Breakthrough in California have demonstrated that affiliated state parties can develop programs to increase considerably the number of Libertarian candidates, resulting in electing more Libertarians to public office.

Possible Tactics:

- Recruit electable candidates who want to win and are willing to invest time, invest energy, and raise the money required to run a competitive campaign
- Run more candidates

- Actively recruit and support enough candidates over enough election cycles to win a Libertarian majority
- Direct personal recruiting by the national LP staff
- Direct personal recruiting by the state LP staff
- Cooperative efforts between the national LP and affiliated state parties to set recruiting targets and achieve them
- Implement demonstration candidate recruiting projects to show affiliates how to recruit candidates successfully
- Provide candidate recruitment training materials to affiliates
- Implement Operation Breakthrough in many states
- Implement in-person candidate recruitment projects

Strategy 8: Target races and allocate resources for maximum effectiveness (N, S, L)

SPT recommends that national, state, and local parties target races and allocate resources for maximum effectiveness where appropriate. Targeting resources has the potential to push individual campaigns over the top to election victory – or to generate sufficient votes (in appropriate circumstances) to earn a higher level of ballot access in some states.

Possible Tactics:

- Focus on local or other winnable elections and achievable appointments
- Concentrate resources on a subset of winnable races
- Research what geographic areas offer the greatest viability for Libertarian candidates
- Use the spoiler strategy to remove the worst “drug warriors” from office

- Use the spoiler strategy to remove the worst “gun grabbers” from office
- Concentrate resources to support local candidates in areas where polling shows public support for drug legalization
- Target congressional races based on polling support for drug legalization

Strategy 9: Coordinate campaign activities within and among campaign levels **(S, L)**

SPT believes that there is much to be gained by coordinating campaign activities within and among campaign levels.

Coordinating campaign activities within campaign levels – for example, coordination among the campaigns for statewide state offices such as governor, lieutenant governor, state treasurer, state attorney general, etc. – can enhance the image of these candidates as well-organized and effective campaigners who support a common set of objectives for state government.

Coordinating campaign activities among campaign levels also poses significant opportunities for LP candidates. The ability to implement this strategy is highly dependent on the willingness of campaigns at various levels to work together.

This recommendation is not a one-way recommendation. It does not suggest only that higher level campaigns should seek opportunities to support lower level campaign. Nor does it suggest that only lower level campaigns should seek opportunities to support higher level campaign. This recommendation suggest that both should be done.

Over the years, statewide campaigns have been able to get media exposure for the LP’s presidential candidate that the presidential candidate would not have gotten on his own. Similarly, statewide candidates have been able to garner media exposure for local candidates while visiting the local candidates’ districts.

Possible Tactics:

- Develop compatible state and local strategies to elect or appoint Libertarians to public office based on state and local strengths, weaknesses, opportunities, and threats
- Promote cooperative campaigns within a given jurisdiction

- Promote cooperative campaigns among slates of candidates at a given level of government (e.g., statewide, county board, city council)
- Actively recruit and support enough candidates over enough election cycles to win a Libertarian majority

Strategy 10: Increase the number of new people comprising the Libertarian Party's support base (N, S, L)

SPT employed the term “support base” to include three key groups of people essential to the growth of the LP: members, contributors, and volunteers/activists. Some people fall into two groups: volunteers/activists and another.

SPT believes that building a successful political party and successfully running candidates for political office at all but the lowest levels requires both people and money. One of the primary places that national, state, and local LP organizations and candidates can turn for financial and volunteer support is the LP support base.

The national LP is best positioned to recruit new members and contributors using tactics such as direct mail prospecting. State parties and local parties are best able to add to their support base through direct referrals from the national LP as well as their own state and local outreach efforts. State parties and local parties are especially important in recruiting volunteers/activists. The role of each level of the LP is critical to growing the number of new people comprising the LP's support base.

Possible Tactics:

- Use targeted messages to groups based on ethnic background, gender, or other demographic criteria
- Determine what would motivate non-voters to register to vote (if necessary)
- Target party building in areas which offer the greatest viability for Libertarian candidates
- Provide incentives to campus organizations to enroll/renew LP members

- Implement a reduced price class of campus membership with all rights and privileges of membership except that these members will only receive communications from the national LP electronically
- Encourage the use of campaigns and other political action to recruit new supporters
- Implement a plan to generate inquiries and convert inquiries into members, contributors, and volunteers/activists.
- Use advertising to support and improve prospecting
- Engage in ongoing prospecting to generate new members, contributors, and volunteers/activists
- Develop and promote the use of tools for recruiting members, contributors, and volunteers/activists at the local level
- Welcome into the LP anyone within the “libertarian quadrant” as a member, contributor, and/or volunteer/activist
- Increase demographic diversity within the LP membership

Strategy 11: Increase the commitment of those already within the Libertarian Party's support base (C, N, S, L)

Another important way to grow the LP's support base is by growing the extent to which existing members of the LP's support base provide support. There are two aspects to this.

- Motivating the LP's supporters to do more of what they have already done. For LP members and contributors, this strategy calls for motivating them to increase their financial support for various LP organizations as well as LP candidates. For volunteers/activists, this strategy calls for motivating them to increase the extent of their volunteer efforts.
- Motivating the LP's supporters to support the LP in different ways. For LP members and contributors, this strategy calls for motivating them to become volunteers/activists. For volunteers/activists, this strategy calls for motivating them to provide financial support for the LP.

Growing the depth and breadth of the support for the LP and its candidates among the LP support base is a prerequisite to achieving the LP's mission.

Efforts at every level of the LP are critical to implementing this strategy. National, state, and local LP organizations must be capable of raising funds to support their efforts. State and local LP organizations are particularly critical in motivating volunteers/activists to put forth effort in support of the LP and its candidates.

Possible Tactics:

- Improve member retention rates through coordinated efforts at all levels of the LP
- Increase available financial resources at all levels of the LP by moving donors to higher levels of financial support
- Convert contributors who are not members to become members
- Convert contributors who are not volunteers/activists to also be volunteers/activists
- Convert members who are not volunteers/activists to also be volunteers/activists
- Convert members who are not contributors to contribute financially to the LP
- Convert volunteers/activists who are not members to become members
- Convert volunteers/activists who are not contributors to contribute financially to the LP
- Implement a targeted fundraising efforts to drug reformers

Strategy 12: Strive to achieve a left/right balance among the Libertarian Party support base (N, S, L)

SPT recommends this strategy to help assure that efforts to grow the LP's support base do not result in shifting the ideology of the party, to help grow the LP's support base, and to help increase the LP's market share among youth. SPT believes that keeping

the LP ideologically centered will avoid limiting the appeal of the LP to many potential supporters.

Achieving the mission of the LP will require the LP to build its support base from both the left and the right. Achieving a left-right balance among the LP's support base will help to preserve the ideological integrity of the LP.

National, state, and local LP organizations all have an important role to play in assuring that the LP does not become either a "liberal" or "conservative" political party – instead remaining clearly libertarian. It is also important that the LP does what it can to avoid being perceived as either a "liberal" or "conservative" political party.

Possible Tactics:

- Develop the LP brand to appeal to both left and right (See Strategy 1)
- Develop and implement different recruiting efforts appealing to left and right
- Develop and promote use of a vocabulary and style that appeals to the left and right
- Develop and promote use of a vocabulary and style that does not unnecessarily offend the left and right
- Adjust recruiting emphasis – on an ongoing basis – to redress any left/right imbalance within the LP

Strategy 13: Provide training, training materials, and training support to Libertarian Party candidates and campaigns (e.g., campaign methods), Libertarian organizations (e.g., organizational matters), and individuals (e.g., communications skills) (N, S, L)

SPT identified a host of training needs within the LP. These have been consolidated into a single training strategy. Three broad areas are defined within this strategy:

- Training for LP candidates and campaign staff. Political campaign staff and candidates require adequate training in all aspects of campaigns and campaigning. While it may be cost-effective for the national LP to develop training materials and training programs for candidates and campaigns, the role of state and local LP organizations in getting state and local

campaigns to partake in such training is critical. There are few LP campaigns and candidates that would not benefit from effective training programs.

- Training for LP organizations on organizational matters. This strategy seeks to assist state and local LP organizations to improve their performance. Clearly participation by state and local LP organizations is intended to be voluntary. This portion of this strategy is closely related to Strategy 4.
- Training for all Libertarians to improve their communications skills. Those comprising the LP's support base are a significant part of the communications and outreach effort of the LP. SPT feels that their ability to promote effectively the LP and its ideas would greatly benefit by training programs aimed at developing constant, high-quality presentations of the LP brand. This portion of this strategy is closely related to several other strategies including Strategy 1 and Strategy 2.

Possible Tactics:

- Provide support and training to Libertarian candidates, public officials, and leaders to promote libertarian ideas in a manner supportive of the LP brand
- Provide training of Libertarians to improve their communications skills
- Train supporters to promote awareness of problems or potential benefits before presenting libertarian solutions
- Provide support and training to Libertarians on how to run effective campaigns
- Provide organizational support and training to state and local affiliate parties
- Recruit, train, and promote LP candidates and members to speak to students
- Develop seminars to provide training
- Train a team of trainers to go into the field to deliver training

- Provide toolkits to facilitate training
- Encourage the LP support base to work on the campaigns of other parties to gain experience and training
- Develop web-based video, audio, and written training tools
- Develop self-study training tools
- Encourage the LP support base to obtain outside training (e.g., Toastmasters)

Strategy 14: Develop and implement an internal program of ideological education (C, N, S, L)

SPT recommends that the national LP develop a formal program of internal education for the LP support base. The support of the LNC, state, and local LP organizations is critical in delivering this program to the LP's support base.

SPT's desires to welcome anyone in the "libertarian quadrant" into the LP carries with it a need to make sure that those drawn to the LP understand and identify with our ideas as fully as possible. SPT believes that exposing new LP supporters who are somewhere in the "libertarian quadrant" to a variety of libertarian ideas will – over time – lead individuals to hold beliefs more fully consistent with our ideology.

Possible Tactics:

- Educate members about core libertarian ideas
- Educate members about the application of core libertarian ideas to practical policies
- Keep core documents in view of the LP support base

Strategy 15: Target public opinion leaders to embrace and espouse libertarian ideas (N, S, L)

SPT believes that efforts to popularize libertarian ideas would be greatly enhanced if more public opinion leaders were to embrace and espouse them. Over the years significant efforts have been made at various levels of the LP to encourage visible public opinion leaders to publicly self-identify as libertarians. Nowhere has this been

more successful than in the area of talk radio where numerous talk radio hosts currently embrace and espouse libertarian ideas on a regular basis.

SPT believes that significant additional opportunities exist to encourage public opinion leaders to do this. Therefore, SPT recommends that public opinion leaders be targeted for this purpose.

SPT believes that – in addition to efforts by the national LP to implement this strategy – there are significant opportunities at the local level to target public opinion leaders to embrace and espouse libertarian ideas. Local journalists, service club leaders, elected officials are all potential targets for such efforts. Nobody is better situated to target these individuals than local volunteers/activists. Closely-related strategies which support these efforts include Strategy 1, Strategy 2, and Strategy 13 – all of which seek to make these targeting efforts more effective.

Possible Tactics:

- Identify organizations and individuals to approach in a “grasstops” networking effort
- Develop and implement a plan to network with identified individuals and organizations
- Convince public opinion leaders to embrace and espouse libertarian ideas
- Develop and implement a “grasstops” campaign to associate the LP with the drug legalization issue

Strategy 16: Target existing independent groups to act in support of Libertarian Party efforts and provide opportunities for us to spread our message (S, L)

SPT recommends that local LP organizations target independent groups to act in support of the LP’s efforts by providing opportunities for well-trained Libertarians to spread our message. In each community, there are a host of local organizations ranging from local service clubs (e.g., Lions, Kiwanis, Rotary) to the local chamber of commerce to the League of Women Voters. These organizations hold public or private meetings which can afford well-trained Libertarians a forum to present libertarian ideas. This strategy seeks to target such groups to create opportunities to present the libertarian message to concerned and often influential community members.

Possible Tactics:

- Identify organizations to approach in a “grasstops” networking effort
- Develop targeted appeals to groups holding similar views on issues
- Provide intellectual resources to school communities
- Network and use other organizations’ events to build relationships
- Seek speaking opportunities before other organizations
- Persuade the drug reform movement to accept the LP as a means to achieve our common goal

Strategy 17: Encourage state, local, and campus Libertarian Party organizations and our entire support base to be involved in political processes at all levels outside of campaigns and elections (L)

SPT recommends that local LP organizations and individual volunteers/activists engage themselves in a wide variety of political processes at all levels of government *outside of campaigns and elections*. Becoming more active in non-electoral aspects of government and community affairs will increase the visibility of Libertarians and libertarian ideas. Such involvement can greatly increase the effectiveness of local volunteers/activists in future campaigns – either as a potential candidate or as a campaign worker. There is no substitute for a long history of positive, favorably-viewed community involvement when it comes time to run for office or assist a campaign. Being well known and well respected within one’s own community opens doors and influences others.

Possible Tactics:

- Identify opportunities for the LP support base to be involved in political processes at all levels outside of campaigns and elections – including lobbying, initiatives and referenda, attending public meetings, recall efforts, volunteering for local government committee appointments, working as an intern for a government official
- Report and recognize those who participate in political processes outside of campaigns and elections

- Actively promote participation in this activity to the LP support base
- Create organizations -- real or virtual -- which actively support libertarian ideas
- Encourage the LP support base to respond to national LP action items
- Initiate a program whereby the national LP recognizes state affiliates that excel in implementing this strategy

Strategy 18: Focus resources to achieve the repeal of drug prohibition at the federal level by 2010 and get substantial credit for it (N, S)

SPT recommends defining, developing, and promoting the LP brand. A key component of the LP brand will be unique Libertarian positions on a selection of issues. SPT believes that focusing resources to achieve the repeal of drug prohibition is a strategy that is consistent with and supportive of the LP's branding efforts.

SPT discussed this strategy at length over the course of several meetings. Consensus was built that public opinion is changing regarding the War on Drugs – raising at least two questions: is the War on Drugs winnable and is it appropriate to fight this war. Young Americans – an identified target of this strategic plan through Goal 4 – tend to hold positions compatible with the LP on this issue.

Efforts to implement this strategy will lie largely with the national LP. SPT has identified the importance of getting support for this effort from affiliated state parties on a voluntary basis. Support from local LP organizations and candidates – on a strictly voluntary basis – could be very helpful in reinforcing the LP brand as it relates to this issue.

Possible Tactics:

- Use the spoiler strategy to remove the worst “drug warriors” from office
- Concentrate resources to support local candidates in areas where polling shows public support for drug legalization
- Target congressional races based on polling support for drug legalization

- Develop and implement an issue-oriented advertising campaign
- Develop and Implement a "grasstops" campaign to associate the LP with the drug legalization issue (e.g., elected officials, media, opinion leaders)
- Persuade the drug reform movement to accept the LP as a means to achieve our common goal
- Implement a targeted fundraising efforts to drug reformers
- Develop tools to maximize Libertarian candidates' ability to campaign on the drug legalization issue and to minimize any negative impact of supporting the LP position
- Develop tactics to preempt retaliatory actions by law enforcement officials in response to the LP's position on drug legalization
- Integrate the LP's drug war related position into a broad range of regular communications on a frequent basis
- Develop and promote activities and events concerning the drug war and related issues to stimulate publicity
- Stress compassion as the basis of the LP's drug legalization position
- Develop a new vocabulary to discuss drug legalization
- Position the LP as the champion of innocent third party victims of the drug war
- Position the LP as the champion of incarcerated drug users who are not guilty of other offenses
- Build a "Parents Against Prohibition" organization

Strategy 19: Develop an awareness that success requires adequate resources of all sorts (C, S, L)

SPT recommends strong efforts by the LNC, state, and local LP organizations to develop an awareness among the LP's support base that success in politics requires adequate resources of all sorts. Such resources include, at a minimum, qualified and well-trained candidates, adequate funding, well-developed messages, and a sufficiently large and well-trained volunteer/activist base to run effective campaigns.

Over the years, time and again, LP organizations and campaigns have been approached with "silver bullet" proposals from members, contributors, volunteers/activists, and outsiders. At times, some LP organizations and campaigns have also promoted such proposal to their supporters.

The common characteristics of these proposals is that they can be expressed in the form: "If you just do X, then we will succeed." Sometimes X is simply beyond the capabilities of what the campaign can reasonably be expected to do.¹⁵ Sometimes X is something that cannot reasonably be expected to produce an election victory even if the campaign has the resources available to do X. Regrettably, there is no one X – no "silver bullet" – which can bring success in politics. If it were that easy, the Democrats and Republicans would just focus on X.

SPT believes that the LP support base needs to understand that there is no shortcut, no easy path, no "silver bullet" that will bring the LP political success. Political success will come only as a consequence of consistent efforts in many endeavors by a large and growing number of committed Libertarians. SPT believes that the LNC and state and local LP organizations need to make sure that the entire LP support base recognizes and accepts this as reality. SPT believes that all LP organizations should avoid setting expectations to the contrary.

SPT believes that changing the "culture" of the LP to better understand the prerequisites of success will create more realistic expectations among the LP support base. SPT believes that more realistic expectations will result in fewer disappointments, fewer unmet expectations, and a lower burnout rate across the LP's support base.

¹⁵For example, the suggestion that a gubernatorial campaign have someone knock on every door in the state calls for human resources well beyond the capability of the LP. Similarly the suggestion that election to the city council would be assured if only the campaign would run 30 minute infomercials nightly in prime time on the local CBS, NBC, ABC, and FOX affiliates is almost certainly beyond the financial capability of a city council campaign.

Possible Tactics:

- Communicate how Libertarians and others won elections
- Survey LP candidates – post election – to document basic post-campaign information
- Incorporate information gained from Libertarian and other campaigns into campaign and candidate training
- Emphasize “there is no silver bullet” in campaign and project related communications and use these communications to stress the components required for a successful campaign at each level
- Stress that diverse skills, abilities, and personalities are a basic resource that must be utilized and respected

Strategy 20: Motivate the Libertarian Party support base to increase activism by recognizing and rewarding both effort and success and by making involvement in the Libertarian Party an enjoyable, positive experience (C, S, L)

SPT recommends that the LNC and state and local LP organizations undertake the task of changing the LP “culture” to provide stronger motivation for LP supporters to be volunteers/activists.

SPT believes that the LP faces high burnout and dropout rates largely because of unmet expectations – addressed with Strategy 19 – and displeasurable aspects of activism. Far too often the diligent efforts of volunteers/activists go unrecognized and unrewarded. SPT believes that both effort and success must be recognized and rewarded if the LP is to minimize volunteers/activists burnout.

SPT believes that far too often involvement in LP activities is not enjoyable and is a negative experience. Internal bickering and infighting are examples of the types of interaction that volunteers/activists encounter when working in support of LP organizations or campaigns. SPT believes that it is crucial to change this aspect of the LP “culture” so that involvement in LP organizational or campaign activities is an enjoyable, positive experience.

This constitutes a significant “culture” change for the LP and much of its volunteer/activist support base. Successful implementation of this strategy will require efforts by the LNC and state and local LP organizations.

Possible Tactics:

- Develop and encourage a culture within the LP that recognizes and celebrates political activity and success
 - Emphasize enjoyable social interaction as a feature of association with Libertarians
 - Motivate increased efforts by members, contributors, activists, and supporters through recognition and reward
 - Develop and encourage a culture which discourages infighting
-

To help convey which strategies support which goals – as well as the levels of the LP where each strategy can most effectively be implemented in support of a given goal, SPT developed a matrix to show these interrelationships.

A matrix of this form will be used several times in this report.

First it will be used to show how **all levels** of the LP can work together – cooperatively – to implement the proposed plan. That matrix shows all levels working together in pursuit of all six goals. SPT clearly understands that participation by state or local LP organizations is on a strictly voluntary basis.

Later there will be one matrix presented for each of the four levels of the LP. These matrices show how – at any given level – the LP might best work to implement this strategic plan.

Strategies in Support of Strategic Plan Goals at All Levels of the LP	Goal 1: Increase the number of Libertarians holding public office	Goal 2: Strengthen Libertarian Party state and local organizations	Goal 3: Increase the Libertarian Party's support base (members, contributors, and volunteers/activists)	Goal 4: Increase the Libertarian Party's market share among youth	Goal 5: Increase public awareness of, acceptance of, and support for Libertarian ideas	Goal 6: Remain the Party of Principle as we grow
Strategy 1: Define, develop, and promote the LP brand			N	N	NL	NS
Strategy 2: Develop and use high-quality presentations of Libertarian ideas, which present both direction and destination, to support the work of affiliates, campaigns, the national party, and individuals			N	N	S	
Strategy 3: Redevelop the Libertarian Party Platform, presenting both direction and destination, with an eye toward electoral success without compromising core beliefs	C		C		C	C
Strategy 4: Track the performance of core and critical activities in state and local Libertarian Party organizations; encourage and support these organizations in creating and executing plans to improve performance		NS	N			
Strategy 5: Define and codify relationships between (and expectations among) national, state, local, and campus Libertarian Party organizations		CS		C		
Strategy 6: Expand and strengthen Libertarian Party organizations at levels other than the affiliate level (e.g. local, city, county, campus)	L	SL		N		
Strategy 7: Recruit more and better qualified candidates	NSL	SL		N	NSL	
Strategy 8: Target races and allocate resources for maximum effectiveness	NSL					
Strategy 9: Coordinate campaign activities within and among campaign levels	L	S				
Strategy 10: Increase the number of new people comprising the Libertarian Party's support base	NL	NSL	NSL	NL		
Strategy 11: Increase the commitment of those already within the Libertarian Party's support base	C	CNSL	CNSL		C	C

Strategies in Support of Strategic Plan Goals at All Levels of the LP	Goal 1: Increase the number of Libertarians holding public office	Goal 2: Strengthen Libertarian Party state and local organizations	Goal 3: Increase the Libertarian Party's support base (members, contributors, and volunteers/activists)	Goal 4: Increase the Libertarian Party's market share among youth	Goal 5: Increase public awareness of, acceptance of, and support for Libertarian ideas	Goal 6: Remain the Party of Principle as we grow
Strategy 12: Strive to achieve a left/right balance among the Libertarian Party support base			N	SL		N
Strategy 13: Provide training, training materials, and training support to Libertarian Party candidates and campaigns (e.g., campaign methods), Libertarian organizations (e.g., organizational matters), and individuals (e.g., communications skills)	NS	N				NSL
Strategy 14: Develop and implement an internal program of ideological education	C					CNSL
Strategy 15: Target public opinion leaders to embrace and espouse libertarian ideas	L		L		NSL	
Strategy 16: Target existing independent groups to act in support of Libertarian Party efforts and provide opportunities for us to spread our message			L		SL	
Strategy 17: Encourage state, local, and campus Libertarian Party organizations and our entire support base to be involved in political processes at all levels outside of campaigns and elections	L	L	L		L	
Strategy 18: Focus resources to achieve the repeal of drug prohibition at the federal level by 2010 and get substantial credit for it				NS		
Strategy 19: Develop an awareness that success requires adequate resources of all sorts	CL	CSL	CS			CL
Strategy 20: Motivate the Libertarian Party support base to increase activism by recognizing and rewarding both effort and success and by making involvement in the Libertarian Party an enjoyable, positive experience	C	CSL	CS	CSL	C	C

The National LP Strategic Plan

Because LP Bylaws guarantee the LP's affiliated state parties autonomy, affiliate party participation in and support for an integrated strategic plan for the entire LP is strictly voluntary. SPT hopes that the 51 affiliated state parties will embrace its recommendations and proceed to do their part to implement this strategic plan.

This section of this report identifies the strategies that the national LP – which is under the direct control of the LNC – will implement. Subsequent sections of this report present suggested prototype plans which detail how affiliated state parties and their affiliates can participate and support the integrated strategic plan.¹⁶

Strategy 1: Define, develop, and promote the LP brand (N, S, L)

The national LP plays a critical role in implementation of this strategy. That role is in the definition and development of the LP brand.

National, state, and local LP organizations have critical roles in promoting the LP brand after definition and development are complete.

Strategy 2: Develop and use high-quality presentations of Libertarian ideas, which present both direction and destination, to support the work of affiliates, campaigns, the national party, and individuals (N, S)

The national LP plays a critical role in the development of high-quality presentations of Libertarian ideas. Many of the presentations may be costly to create but relatively

¹⁶These sections are titled “The Prototype State Party Strategic Plan” and “The Prototype Local Party Strategic Plan.” SPT understands that affiliated state parties and their affiliates may opt to implement only certain portions of these prototype strategic plans based on their strengths and weaknesses and whatever opportunities and threats exist in their geographic areas at the present time.

inexpensive to reproduce and distribute. This characteristic suggests that central development of the product and widespread distribution for use would be appropriate.

Strategy 3: Redevelop the Libertarian Party Platform, presenting both direction and destination, with an eye toward electoral success without compromising core beliefs (C)

The LNC must play a key role if this strategy is to be successfully implemented. Adoption of a redeveloped LP Platform will be determined by the delegations to a national convention. Leadership on the part of the LNC will be required to build support for redeveloping the LP Platform. Clearly this is not a staff responsibility.

Strategy 4: Track the performance of core and critical activities in state and local Libertarian Party organizations; encourage and support these organizations in creating and executing plans to improve performance (N, S)

The national LP's first role in implementing this strategy is developing a set of measurements to assess the performance of other LP organizations in performing core and critical activities. After the measurements have been determined, the role of the national LP is to gather such information¹⁷, assess the data, and provide support and encouragement to affiliates to create and execute their own plans to improve their performance.

Strategy 5: Define and codify relationships between (and expectations among) national, state, local, and campus Libertarian Party organizations (C, S)

The LNC should take a leadership role in working with affiliate parties to define and codify the relations between and expectations among them. Recent experience in Arizona demonstrates the importance that there be a common understanding of what each expects of the other. Reaching agreement on these matters before a problem arises is the best way to avoid a problem.

¹⁷The national LP may be able to gather some of this information by itself. To the extent that some of the desired information will only be available to the national LP if voluntarily provided by affiliated state parties, the cooperation of state parties will be required to gather all of the desired data.

Strategy 6: Expand and strengthen Libertarian Party organizations at levels other than the affiliate level (e.g. local, city, county, campus) (N, S, L)

The national LP has a strong, vested interest in strengthening LP affiliates at all levels. Efforts by the national LP are clearly in order to implement this strategy. SPT recognizes that national LP efforts relating to a given affiliate should only be undertaken to the extent that the affiliate desires assistance.

SPT recommends that the national LP take a strong leadership role in one particular area: expanding and developing LP campus organizations. This objective was deemed one of the key points of this strategic plan during SPT discussions. Although expanding and strengthening campus organizations is included in a more general strategy relating to all LP affiliate organizations, SPT wants to stress the importance it gives to the national LP's role relating to campus organizations. This is a key strategy relating to Goal 4, and the national LP has a critical role to play in achieving that goal.

Strategy 7: Recruit more and better qualified candidates (N, S, L)

Recruiting more and better qualified candidates is critical to achieving the LP's mission. All levels of the LP have a significant role to play in implementing this strategy which directly supports Goal 1 and the LP's mission. The role of the national LP will vary depending on the level of candidate recruitment in each affiliated state party. Once again, SPT stresses that national LP efforts to recruit candidates should be done with the permission – and hopefully the cooperation – of affiliated state parties.

Among the things that the national LP can do to assist in recruiting efforts is direct recruitment of candidates (e.g., efforts in 2000 to recruit congressional candidates) and developing recruiting plans in cooperation with affiliated state parties.

Strategy 8: Target races and allocate resources for maximum effectiveness (N, S, L)

The national LP should continue to target races and allocate support for maximum effectiveness. This does not preclude affiliated state parties and their affiliates from doing the same – or from working with the national LP to target races jointly and allocate resources.

Strategy 9: Coordinate campaign activities within and among campaign levels (S, L)

Implementation of this strategy does not fall to the national LP.

Responsibility for coordination of campaigns within a given state falls to the affiliated state party, its affiliates, and the various campaigns.

The LP's presidential campaign is autonomous from the national LP. Therefore efforts to coordinate activities of the presidential campaign with other campaigns falls outside the scope of national LP responsibility.

Strategy 10: Increase the number of new people comprising the Libertarian Party's support base (N, S, L)

Every level of the LP has a critical role to play in bringing new people into the LP's support base. The national LP should focus its efforts on activities which can best be done from a central location or where economies of scale exist. Examples of such activities include national advertising, scheduling of national television and radio appearances by Libertarians outside of the presidential campaign, and direct mail prospecting. By no means is this an exhaustive list of such activities.

Strategy 11: Increase the commitment of those already within the Libertarian Party's support base (C, N, S, L)

Every level of the LP has a critical role to play in getting the LP's support base to increase its commitment to the LP – both in terms of financial support and activism. At the national level, both the national LP staff and the LNC should actively pursue this strategy. The national LP staff should continue to work to increase the extent to which people contribute financially to the LP. Both the national LP staff and LNC members should strongly encourage increased volunteerism/activism.

Strategy 12: Strive to achieve a left/right balance among the Libertarian Party support base (N, S, L)

National, state, and local LP organizations have a critical role to play in assuring that a right/left balance is maintained within the LP. SPT believes that keeping the LP “ideologically centered” – avoiding significant left/right imbalances within the LP – is important to assure that we can attract support from both the left and the right. Another reason to pursue this strategy is to assure that the LP does not evolve into either a conservative or liberal party – thereby losing its libertarian identity.

The national LP's role in this effort can take several forms. The national LP can provide a program of internal education to familiarize the LP support base with the favorable aspects of both left- and right-leaning libertarian ideas. The national LP might also target direct mail prospecting to different groups seeking to bring in more supporters from either the left or the right, depending on circumstances.

Strategy 13: Provide training, training materials, and training support to Libertarian Party candidates and campaigns (e.g., campaign methods), Libertarian organizations (e.g., organizational matters), and individuals (e.g., communications skills) (N, S, L)

National, state, and local LP organizations have important roles in training Libertarians to be politically successful. The national LP can best support these efforts by developing and implementing training programs and training materials that can be used nationally. The national LP may find it advantageous to employ "distance learning" techniques for the dissemination of training materials.

Strategy 14: Develop and implement an internal program of ideological education (C, N, S, L)

All levels of the LP have critical roles in providing internal ideological education to the LP's support base.

The national LP staff's and LNC members' participation in this strategy can include such things as regular articles in LP News and developing materials to help LP supporters better understand how libertarian ideas and the libertarian philosophy translate into positions on political issues.

The LNC has a role to play: stressing to the LP membership the importance of balancing welcoming those in the "Libertarian quadrant" into the LP with the need to politely help newcomers become more familiar and comfortable with aspects of the libertarian philosophy that they might not have shared when they joined the LP.

Strategy 15: Target public opinion leaders to embrace and espouse libertarian ideas (N, S, L)

National, state, and local LP organizations have important roles to play in implementing this strategy. The national LP should focus most of its attention to public opinion leaders on the national level. SPT believes that state and local LP organizations are more likely to make inroads in the near term, but that the national LP should approach this strategy as one which can pay great dividends in the long term.

Strategy 16: Target existing independent groups to act in support of Libertarian Party efforts and provide opportunities for us to spread our message (S, L)

At the present time, SPT believes that the national LP is not as well positioned to implement this strategy as are local volunteers/activists or lower level LP organizations.¹⁸ This should not preclude the national LP from attempting to seek this form of support from significant national organizations. However, it is important to understand that the likelihood of significant success as a result of the national LP's efforts is relatively small.

Strategy 17: Encourage state, local, and campus Libertarian Party organizations and our entire support base to be involved in political processes at all levels outside of campaigns and elections (L)

At the present time, SPT sees little that the national LP can do on an ongoing basis to effectively implement this strategy other than encourage local volunteers/activists to pursue it.

A notable exception to this relates to the tactic of setting up virtual organizations (e.g., Defend Your Privacy) which respond to proposed legislation or policy initiatives at the national level. Should the opportunity to implement this tactic arise again – in response to external developments – it can provide an opportunity for the national LP to take a leadership role in implementing Strategy 17.

Strategy 18: Focus resources to achieve the repeal of drug prohibition at the federal level by 2010 and get substantial credit for it (N, S)

The national LP has primary responsibility for implementing this strategy. This strategy is closely related to Strategy 1 which involves creating the LP brand. SPT recommends that the LP establishes this as a signature issue – and that the issue be considered part of the LP brand. Once that is done, national LP staff can establish appropriate tactics and implement this strategy.

¹⁸In the future – as the LP grows – the role of the national LP in the implementation of this strategy can be expected to grow. When the LP support base grows, it should be more reasonable to expect the national LP to convince large, national organization to provide opportunities for Libertarians to address their meetings.

Strategy 19: Develop an awareness that success requires adequate resources of all sorts (C, S, L)

The LNC has a critical role to play in implementing this strategy. As the elected leadership of the LP, it is important that the LNC sends the LP's support base a clear and consistent message. In capsule form, that message is:

“There is no silver bullet. There is no one strategy or tactic that will bring us quick success. Success needs to be earned with hard work over a period of time. Success requires adequate resources of all sorts, among them: excellent candidates, qualified campaign teams, funding sufficient to compete, quality presentations, and a host of volunteers/activists.”

It is equally important that this strategic plan – and adoption and implementation of it – are not a silver bullet. This plan and its components are a tool which should lead to progress – nothing more and nothing less. There is *no* silver bullet.

Strategy 20: Motivate the Libertarian Party support base to increase activism by recognizing and rewarding both effort and success and by making involvement in the Libertarian Party an enjoyable, positive experience (C, S, L)

The LNC can play a critical role in changing the “culture” within the LP. Change is necessary to motivate the LP's support base to remain active both as contributors and as volunteers/activists.

Each year the LNC (as a body) and LNC members (individually) have many opportunities to lead by example. SPT recommends that the LNC and its members do just that.

Cultural changes are among the hardest to implement in any large organization. Organizational culture is, after all, nothing more than established patterns and practices – habits. Breaking habits is not an easy thing to do. It will require a concentrated effort by every LNC member – each supporting the others – to implement this strategy effectively.

The following matrix isolates the components of the National LP Strategic Plan.

Strategies in Support of Goals in the National LP Strategic Plan	Goal 1: Increase the number of Libertarians holding public office	Goal 2: Strengthen Libertarian Party state and local organizations	Goal 3: Increase the Libertarian Party's support base (members, contributors, and volunteers/activists)	Goal 4: Increase the Libertarian Party's market share among youth	Goal 5: Increase public awareness of, acceptance of, and support for Libertarian ideas	Goal 6: Remain the Party of Principle as we grow
Strategy 1: Define, develop, and promote the LP brand			N	N	N	N
Strategy 2: Develop and use high-quality presentations of Libertarian ideas, which present both direction and destination, to support the work of affiliates, campaigns, the national party, and individuals			N	N		
Strategy 3: Redevelop the Libertarian Party Platform, presenting both direction and destination, with an eye toward electoral success without compromising core beliefs	C		C		C	C
Strategy 4: Track the performance of core and critical activities in state and local Libertarian Party organizations; encourage and support these organizations in creating and executing plans to improve performance		N	N			
Strategy 5: Define and codify relationships between (and expectations among) national, state, local, and campus Libertarian Party organizations		C		C		
Strategy 6: Expand and strengthen Libertarian Party organizations at levels other than the affiliate level (e.g. local, city, county, campus)				N		
Strategy 7: Recruit more and better qualified candidates	N			N	N	
Strategy 8: Target races and allocate resources for maximum effectiveness	N					
Strategy 10: Increase the number of new people comprising the Libertarian Party's support base	N	N	N	N		
Strategy 11: Increase the commitment of those already within the Libertarian Party's support base.	C	CN	CN		C	C
Strategy 12: Strive to achieve a left/right balance among the Libertarian Party support base			N			N

Strategies in Support of Goals in the National LP Strategic Plan	Goal 1: Increase the number of Libertarians holding public office	Goal 2: Strengthen Libertarian Party state and local organizations	Goal 3: Increase the Libertarian Party's support base (members, contributors, and volunteers/activists)	Goal 4: Increase the Libertarian Party's market share among youth	Goal 5: Increase public awareness of, acceptance of, and support for Libertarian ideas	Goal 6: Remain the Party of Principle as we grow
Strategy 13: Provide training, training materials, and training support to Libertarian Party candidates and campaigns (e.g., campaign methods), Libertarian organizations (e.g., organizational matters), and individuals (e.g., communications skills)	N	N				N
Strategy 14: Develop and implement an internal program of ideological education	C					CN
Strategy 15: Target public opinion leaders to embrace and espouse libertarian ideas					N	
Strategy 18: Focus resources to achieve the repeal of drug prohibition at the federal level by 2010 and get substantial credit for it				N		
Strategy 19: Develop an awareness that success requires adequate resources of all sorts	C	C	C			C
Strategy 20: Motivate the Libertarian Party support base to increase activism by recognizing and rewarding both effort and success and by making involvement in the Libertarian Party an enjoyable, positive experience	C	C	C	C	C	C

The Prototype State Party Strategic Plan

Recognizing the autonomy of the LP's affiliated state parties, SPT recommends the following prototype state party strategic plan. The prototype plan is intended to provide a set of strategies that the LP's affiliated state parties should consider implementing – to the best of their ability – in support of the national LP's strategic plan and in cooperation with the national party.

Strategy 1: Define, develop, and promote the LP brand (N, S, L)

When the national LP has completed the task of defining and developing the LP brand, the work of the LP's affiliated state parties on this strategy begins.

To establish the LP brand – given the disproportionately small media coverage the LP current gets – will require cooperative efforts among the national, state, and local LP organizations. By supporting this effort, affiliated state parties will help provide the public with clear answers to the questions such as:

- Who are the Libertarians?
- What are they like – as people?
- What stands to they take on issues?

After the national LP has completed the development work relating to the LP brand, affiliated state parties can add great value to the effort by promoting the LP brand and its component issues and image.

Strategy 2: Develop and use high-quality presentations of Libertarian ideas, which present both direction and destination, to support the work of affiliates, campaigns, the national party, and individuals (N, S)

After the national LP has developed high-quality presentations of all sorts, the work of the affiliated state parties begins: using these presentations wherever possible. For example, affiliated state parties could promote the use of nationally-produced brochures in campaigns or air nationally-produced television or radio ads.

The national LP will begin developing these presentations after the LP brand has been developed, because these presentations should be closely integrated into branding the LP. The more that these presentations are used, the more likely the branding strategy is to succeed.

Additionally, affiliated state parties can develop their own high-quality presentations relating to state-specific issues.

Strategy 4: Track the performance of core and critical activities in state and local Libertarian Party organizations; encourage and support these organizations in creating and executing plans to improve performance (N, S)

After the national LP has developed ways to measure core and critical activities – in consultation with affiliated state parties – the national LP will rely on affiliates to report these measurements periodically to the national LP on a voluntary basis. Those affiliates that would like encouragement, support, or assistance from the national LP in creating and executing performance improvement plans will volunteer to participate in implementing this strategy.

SPT notes that affiliated state parties can play a similar role in tracking the performance of their affiliates and encouraging and supporting efforts by their affiliates to create and execute plans to improve performance.

Strategy 5: Define and codify relationships between (and expectations among) national, state, local, and campus Libertarian Party organizations (C, S)

First the national LP (both LNC and national LP staff) and representatives from affiliated state parties will draft a prototype agreement between the national and state parties. When that work is complete, the national LP will work with each affiliated state party attempt to join the LNC in signing that agreement or a similar agreement. As is the case with the Unified Membership Program, participation in this will be entirely voluntary.

Affiliated state parties that find merit in codifying their relationship with their affiliates are welcome to pursue a similar strategy.

Strategy 6: Expand and strengthen Libertarian Party organizations at levels other than the affiliate level (e.g. local, city, county, campus) (N, S, L)

Affiliated state parties will be encouraged to volunteer to work cooperatively with the national LP, seeking assistance as they desire.

Affiliated state parties are encouraged to offer a provide a support structure for their own affiliates.

Strategy 7: Recruit more and better qualified candidates (N, S, L)

State parties are urged to establish formal candidate recruitment programs and to encourage their affiliates to do so. The recent success of Operation Breakthrough in California is evidence of the tremendous difference recruiting efforts by affiliated state parties can make.

Strategy 8: Target races and allocate resources for maximum effectiveness (N, S, L)

Affiliated state parties are urged to work to target races within their states and allocate resources to those targeted races to achieve the greatest impact. SPT recognizes that targeting criteria will vary from state to state. In some states, emphasis may be placed on races which seek to qualify the affiliated state party for a higher level of ballot access. In other states, emphasis may be placed on certain winnable races. SPT does not presume to present the criteria for affiliated state parties to use to determine which races to target. Rather, SPT urges affiliated state parties to evaluate the situation within their state and determine which, if any, races merit targeting and an allocation of resources.

Strategy 9: Coordinate campaign activities within and among campaign levels (S, L)

SPT urges affiliated state parties to support and encourage coordinated campaign activities within their state and to work with the national LP campaign – when possible – to coordinate activities with the LP’s presidential and vice-presidential candidates. In

the past, such efforts have, at times, resulted in increased publicity for all of the campaigns participating in the coordinated efforts.¹⁹

Examples of campaign coordination might include:

- Using common vendors to obtain better pricing of printed materials
- Using a common graphic or color scheme
- Running joint ads

Strategy 10: Increase the number of new people comprising the Libertarian Party's support base (N, S, L)

Finding new libertarians and getting them to support the LP – as members, as contributors, and as volunteers/activists – is the job of every LP organization. SPT encourages affiliated state parties to do so using the best methods available. SPT recognizes that the optimal methods will vary from state to state. Thus, SPT does not recommend particular methods to use.

Part and parcel of attracting and keeping new supporters is making sure that they feel welcome. SPT encourages affiliated state parties to implement programs to show these people a warm welcome, to avoid criticism of new supporters who fall in the “Libertarian quadrant” but may not share all libertarian ideas, and to avoid infighting.

Strategy 11: Increase the commitment of those already within the Libertarian Party's support base (C, N, S, L)

SPT encourages its affiliated state parties to implement plans to increase their fundraising revenues and to attract a growing number of their supporters to participate in volunteers/activist programs. Finding meaningful ways to utilize funds and volunteer efforts will pay great dividends at the state level.

Strategy 12: Strive to achieve a left/right balance among the Libertarian Party support base (N, S, L)

¹⁹Affiliated state parties may also pursue coordinating campaign efforts among states. For example, in locations where an election district is located near a state line (e.g., Kansas City, Chicago, or New York), coordinated efforts might be helpful to candidates on both sides of the state line.

SPT urges its affiliated state parties to reach out to both the political left and the political right in attracting new supporters. SPT also encourages its affiliated state parties to devote resources to expose its support base to a variety of libertarian ideas both left-leaning and right-leaning.

Strategy 13: Provide training, training materials, and training support to Libertarian Party candidates and campaigns (e.g., campaign methods), Libertarian organizations (e.g., organizational matters), and individuals (e.g., communications skills) (N, S, L)

The national LP will be making a major effort to develop training programs and materials covering a wide variety of topics. SPT urges affiliated state parties to utilize these programs to the greatest extent possible and to encourage their supporters to do the same. Developing a group of well-trained candidates, campaign staff, activists, leaders, and communicators will benefit every level of the LP.

Strategy 14: Develop and implement an internal program of ideological education (C, N, S, L)

As the national LP – and hopefully its affiliates – implements plans to welcome warmly individuals whose political views fall within the “Libertarian quadrant,” SPT urges affiliated state parties to join the national LP in adopting internal programs to provide ideological education to these newcomers.

Strategy 15: Target public opinion leaders to embrace and espouse libertarian ideas (N, S, L)

SPT believes that opportunities to win support from public opinion leaders are greater at the state (and local) levels of the LP than the national level. Therefore, SPT urges its affiliated state parties to implement this strategy at the state level.

Strategy 16: Target existing independent groups to act in support of Libertarian Party efforts and provide opportunities for us to spread our message (S, L)

The LP has an outstanding message for those who love liberty. Finding a forum in which to present that message is often a challenge. SPT believes that state (and local) LP organizations have greater opportunity to target other groups (e.g., League of Women Voters, Lions, Rotary, Kiwanis, etc.) than the national LP has. SPT urges affiliated state parties to devote time and energy to finding such groups and working with them to create opportunities for the LP to deliver its message.

Strategy 18: Focus resources to achieve the repeal of drug prohibition at the federal level by 2010 and get substantial credit for it (N, S)

The national LP will be spearheading efforts to implement this strategy. However, cooperative and supportive efforts by affiliated state parties will be of great assistance. Affiliated state parties that wish to assist in implementing this strategy should contact the national headquarters to discuss how to best coordinate their efforts.

Strategy 19: Develop an awareness that success requires adequate resources of all sorts (C, S, L)

Convincing the LP's support base that there is "no silver bullet" – no quick and simple path to achieving the LP's mission – will require cooperative efforts by many levels of the LP. Affiliated state parties are urged to send and resend the message that winning elections and changing our government will require a host of resources of all sorts.

Affiliated state parties wishing to support this strategy should note that this is closely related to Strategy 11.

Strategy 20: Motivate the Libertarian Party support base to increase activism by recognizing and rewarding both effort and success and by making involvement in the Libertarian Party an enjoyable, positive experience (C, S, L)

SPT urges all affiliated state parties to support this strategy. To be successful, the LP needs to reduce burnout and increase commitment. Electing more Libertarians to public office is probably the most effective way to reduce burnout. This strategy should also work to motivate increased activism among the LP's support base.

LP leaders and supporters need to understand the importance of making participation in LP activities an enjoyable, positive experience.

Activists should be coached that there is room for disagreement among Libertarians. Arguing can serve to divide us. Respect for our common opinions helps us work together. Tolerance for our differing opinions also helps us work together.

Instead of vigorously criticizing honest efforts because they happen to fall short of the objective, LP leaders should show appreciation for the people who attempted to achieve the objective. Nothing encourages volunteerism as much as public expressions of appreciation; nothing discourages volunteerism as much as public condemnation for having tried and, perhaps, failed.

SPT encourages affiliated state parties to lead by example – taking positive steps to recognize and reward both effort and success.

Strategies in Support of Goals in the Prototype State Party Strategic Plan	Goal 1: Increase the number of Libertarians holding public office	Goal 2: Strengthen Libertarian Party state and local organizations	Goal 3: Increase the Libertarian Party's support base (members, contributors, and volunteers/activists)	Goal 4: Increase the Libertarian Party's market share among youth	Goal 5: Increase public awareness of, acceptance of, and support for Libertarian ideas	Goal 6: Remain the Party of Principle as we grow
Strategy 1: Define, develop, and promote the LP brand						S
Strategy 2: Develop and use high-quality presentations of Libertarian ideas, which present both direction and destination, to support the work of affiliates, campaigns, the national party, and individuals					S	
Strategy 5: Define and codify relationships between (and expectations among) national, state, local, and campus Libertarian Party organizations		S				
Strategy 6: Expand and strengthen Libertarian Party organizations at levels other than the affiliate level (e.g. local, city, county, campus)		S				
Strategy 7: Recruit more and better qualified candidates	S	S			S	
Strategy 8: Target races and allocate resources for maximum effectiveness	S					
Strategy 9: Coordinate campaign activities within and among campaign levels		S				
Strategy 10: Increase the number of new people comprising the Libertarian Party's support base		S	S			
Strategy 11: Increase the commitment of those already within the Libertarian Party's support base.		S	S			
Strategy 12: Strive to achieve a left/right balance among the Libertarian Party support base				S		
Strategy 13: Provide training, training materials, and training support to Libertarian Party candidates and campaigns (e.g., campaign methods), Libertarian organizations (e.g., organizational matters), and individuals (e.g., communications skills)	S					S

Strategies in Support of Goals in the Prototype State Party Strategic Plan	Goal 1: Increase the number of Libertarians holding public office	Goal 2: Strengthen Libertarian Party state and local organizations	Goal 3: Increase the Libertarian Party's support base (members, contributors, and volunteers/activists)	Goal 4: Increase the Libertarian Party's market share among youth	Goal 5: Increase public awareness of, acceptance of, and support for Libertarian ideas	Goal 6: Remain the Party of Principle as we grow
Strategy 14: Develop and implement an internal program of ideological education						S
Strategy 15: Target public opinion leaders to embrace and espouse libertarian ideas					S	
Strategy 16: Target existing independent groups to act in support of Libertarian Party efforts and provide opportunities for us to spread our message					S	
Strategy 18: Focus resources to achieve the repeal of drug prohibition at the federal level by 2010 and get substantial credit for it				S		
Strategy 19: Develop an awareness that success requires adequate resources of all sorts		S	S			
Strategy 20: Motivate the Libertarian Party support base to increase activism by recognizing and rewarding both effort and success and by making involvement in the Libertarian Party an enjoyable, positive experience		S	S	S		

The Prototype Local Party Strategic Plan

Recognizing the autonomy of local LP organizations, the different affiliate arrangements established by the national LP's affiliated state parties, and the varied levels of development of local LP organizations in the 50 states and DC, SPT recognizes that a prototype local party strategic plan is, of necessity, a menu of strategies which each local organization will implement as it sees fit.

The following Prototype Local Party Strategic Plan indicates strategies which local LP organizations may wish to implement in coordination with the national and/or state LP organizations.

Strategy 1: Define, develop, and promote the LP brand (N, S, L)

When the national LP has completed the task of defining and developing the LP brand, the work of the LP's affiliated state parties on this strategy begins.

To establish the LP brand – given the disproportionately small media coverage the LP currently gets – will require cooperative efforts among the national, state, and local LP organizations. By supporting this effort, affiliated state parties will help provide the public with clear answers to the questions such as:

- Who are the Libertarians?
- What are they like – as people?
- What stands to they take on issues?

Strategy 6: Expand and strengthen Libertarian Party organizations at levels other than the affiliate level (e.g. local, city, county, campus) (N, S, L)

SPT encourages local LP organizations to volunteer to work cooperatively with their state LP organization, seeking assistance as they desire. To the extent that local LP organizations desire assistance from the national LP, they are encouraged to request it.

Affiliated state parties are encouraged to offer a similar support structure for their own affiliates.

Strategy 7: Recruit more and better qualified candidates (N, S, L)

Local LP organizations are urged to establish formal candidate recruitment programs. Candidate recruitment is essential to the success of the LP. If the LP is going to target winnable local elections, then local recruiting efforts are a must. Nothing can do a better job of recruiting candidates at the local level than a well-organized effort at the local level.

Strategy 8: Target races and allocate resources for maximum effectiveness (N, S, L)

Local LP organizations are urged to target races and allocate resources to those targeted races to achieve the greatest impact. SPT recognizes that targeting criteria will vary from area to area within a state. SPT urges local LP organizations to evaluate the local situation to determine which, if any, races merit targeting and an allocation of resources.

Strategy 9: Coordinate campaign activities within and among campaign levels (S, L)

SPT urges local LP organizations to coordinate campaign activities locally and to work with the national LP campaign and state LP campaigns – when possible – to coordinate activities with the candidates at different levels of office. In the past, such efforts have, at times, resulted for increased publicity for all of the campaigns participating in the coordinated efforts.

Strategy 10: Increase the number of new people comprising the Libertarian Party's support base (N, S, L)

Finding new libertarians and getting them to support the LP – as members, as contributors, and as volunteers/activists – is the job of every LP organization. SPT encourages local LP organizations to do so using the best available methods. SPT recognizes that the optimal methods will vary from area to area.

Part and parcel of attracting and keeping new supporters is making sure that they feel welcome. SPT encourages local LP organizations to implement programs to show these people a warm welcome, to avoid criticism of new supporters who fall in the “Libertarian quadrant” but may not share all libertarian ideas, and to avoid infighting.

Strategy 11: Increase the commitment of those already within the Libertarian Party's support base (C, N, S, L)

SPT encourages its local LP organizations to implement plans to increase their fundraising revenues and to attract a growing number of their supporters to participate in volunteer/activist programs. Finding meaningful ways to utilize funds and volunteer efforts will pay great dividends at the local level.

Strategy 12: Strive to achieve a left/right balance among the Libertarian Party support base (N, S, L)

SPT urges local LP organizations to reach out to both the political left and the political right in attracting new supporters. SPT also encourages local LP organizations to devote resources to expose its support base to a variety of libertarian ideas both left-leaning and right-leaning.

Strategy 13: Provide training, training materials, and training support to Libertarian Party candidates and campaigns (e.g., campaign methods), Libertarian organizations (e.g., organizational matters), and individuals (e.g., communications skills) (N, S, L)

The national LP will be making a major effort to develop training programs and materials covering a wide variety of topics. The national LP will be urging its affiliated state parties to utilizing these training programs and materials. SPT urges local LP organizations to utilize the programs to the greatest extent possible and to encourage their supporters to do the same. Developing a group of well-trained candidates, campaign staff, activists, leaders, and communicators will benefit every level of the LP.

Strategy 14: Develop and implement an internal program of ideological education (C, N, S, L)

As the national LP – and hopefully its affiliates – implements plans to welcome warmly individuals whose political views fall within the “Libertarian quadrant,” SPT urges its local LP organizations to join in adopting internal programs to provide ideological education to these newcomers.

Strategy 15: Target public opinion leaders to embrace and espouse libertarian ideas (N, S, L)

SPT believes that opportunities to win support from public opinion leaders are greatest at the local level. Therefore, SPT urges local LP organizations to implement this strategy at the state level.

Strategy 16: Target existing independent groups to act in support of Libertarian Party efforts and provide opportunities for us to spread our message (S, L)

The LP has an outstanding message for those who love liberty. Finding a forum in which to present that message is often a challenge. SPT believes that local LP organizations have a greater opportunity to target other groups (e.g., League of Women Voters, Lions, Rotary, Kiwanis, etc.) than the national LP has.. SPT urges local LP organizations to devote time and energy to finding such groups and working with them to create opportunities for the LP to deliver its message.

Strategy 19: Develop an awareness that success requires adequate resources of all sorts (C, S, L)

Convincing some within the LP’s support base that there is “no silver bullet” – no quick and simple path to achieving the LP’s mission – will require cooperative efforts by many levels of the LP. Local LP organizations are urged to send and resend the message that winning elections and changing our government will require a host of resources of all sorts. Nothing will convince the LP’s support base of this reality better than active involvement in a serious Libertarian campaign.

Local LP organizations wishing to support this strategy should note that this is closely related to Strategy 11.

Strategy 20: Motivate the Libertarian Party support base to increase activism by recognizing and rewarding both effort and success and by making involvement in the Libertarian Party an enjoyable, positive experience (C, S, L)

SPT recommends that the LNC and state and local LP organizations undertake the task of changing the LP “culture” to provide stronger motivation for LP supporters to be volunteers/activists.

SPT believes that the LP faces high burnout and dropout rates largely because of unmet expectations – addressed with Strategy 19 – and displeasurable aspects of activism. Far too often the diligent efforts of volunteers/activists go unrecognized and unrewarded. SPT believes that both effort and success must be recognized and rewarded if the LP is to minimizing volunteers/activist burnout.

SPT believes that far too often involvement in LP activities is not enjoyable and is a negative experience. Internal bickering and infighting are examples of the types of interaction that volunteers/activists encounter when working in support of LP organizations or campaigns. SPT believes that it is crucial to change this aspect of the LP “culture” so that involvement in LP organizational or campaign activities is an enjoyable, positive experience.

This constitutes a significant “cultural” change for the LP and much of its volunteer/activist support base. Successful implementation of this strategy will require efforts by the LNC and state and local LP organizations.

Strategies in Support of Goals in the Prototype Local Party Strategic Plan	Goal 1: Increase the number of Libertarians holding public office	Goal 2: Strengthen Libertarian Party state and local organizations	Goal 3: Increase the Libertarian Party's support base (members, contributors, and volunteers/activists)	Goal 4: Increase the Libertarian Party's market share among youth	Goal 5: Increase public awareness of, acceptance of, and support for Libertarian ideas	Goal 6: Remain the Party of Principle as we grow
Strategy 1: Define, develop, and promote the LP brand					L	
Strategy 6: Expand and strengthen Libertarian Party organizations at levels other than the affiliate level (e.g. local, city, county, campus)	L	L				
Strategy 7: Recruit more and better qualified candidates	L	L			L	
Strategy 8: Target races and allocate resources for maximum effectiveness	L					
Strategy 9: Coordinate campaign activities within and among campaign levels	L					
Strategy 10: Increase the number of new people comprising the Libertarian Party's support base	L	L	L	L		
Strategy 11: Increase the commitment of those already within the Libertarian Party's support base.		L	L			
Strategy 12: Strive to achieve a left/right balance among the Libertarian Party support base				L		
Strategy 13: Provide training, training materials, and training support to Libertarian Party candidates and campaigns (e.g., campaign methods), Libertarian organizations (e.g., organizational matters), and individuals (e.g., communications skills)						L
Strategy 14: Develop and implement an internal program of ideological education						L
Strategy 15: Target public opinion leaders to embrace and espouse libertarian ideas	L		L		L	

Strategies in Support of Goals in the Prototype Local Party Strategic Plan	Goal 1: Increase the number of Libertarians holding public office	Goal 2: Strengthen Libertarian Party state and local organizations	Goal 3: Increase the Libertarian Party's support base (members, contributors, and volunteers/activists)	Goal 4: Increase the Libertarian Party's market share among youth	Goal 5: Increase public awareness of, acceptance of, and support for Libertarian ideas	Goal 6: Remain the Party of Principle as we grow
Strategy 16: Target existing independent groups to act in support of Libertarian Party efforts and provide opportunities for us to spread our message			L		L	
Strategy 17: Encourage state, local, and campus Libertarian Party organizations and our entire support base to be involved in political processes at all levels outside of campaigns and elections	L	L	L		L	
Strategy 19: Develop an awareness that success requires adequate resources of all sorts	L	L				L
Strategy 20: Motivate the Libertarian Party support base to increase activism by recognizing and rewarding both effort and success and by making involvement in the Libertarian Party an enjoyable, positive experience		L		L		

Third-Rail Issues

Over the course of its meetings, SPT developed a list of “third-rail issues” – issues which have the potential to be divisive within the LP’s membership. Classification of an issue as a third-rail issue was not intended to convey a sense that the membership was evenly split on the issue. Rather it recognized that a significant number of members passionately hold opposing views on certain issues and that care must be taken to avoid loss of support for whatever strategic plan SPT recommends.

The following pages identify these third-rail issues and how SPT chose to deal with each.

Destination vs. Direction

Used in this context, the terms “destination” and “direction” relate to how Libertarians communicate their vision to others.

Communicating destination refers to telling people where Libertarians would like to take government. Taken to an extreme, this approach stresses the end result without saying anything about how we get from our current government to our ultimate goal.

Communicating direction refers to telling people the sort of transitions Libertarians would like to see take place in government. Taken to an extreme, this approach stresses a series of transitions without describing the end result sought.

SPT believes that the best way to communicate our message is a combination of communicating both destination and direction. SPT recommends that the LP should communicate its ideas in a somewhat less destinational and more directional manner than it does today.

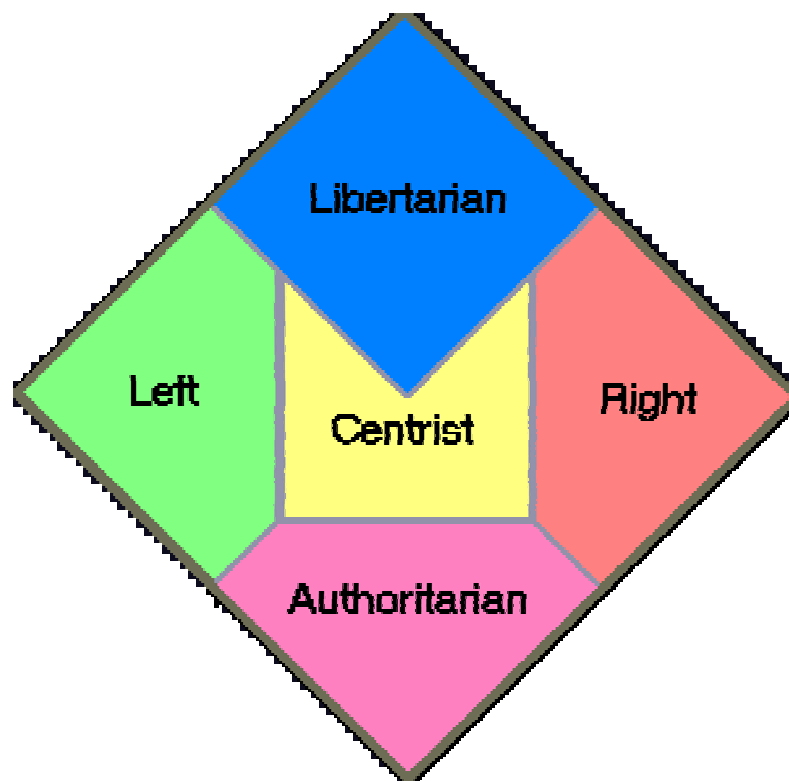
In particular, SPT noted that this recommendation is applicable to the LP Platform which currently is largely destinational in tone.

Strategy 1, Strategy 2, Strategy 3, and Strategy 13 relate directly to this issue.

Recruiting a “Pure” Majority vs. a “Less Than Pure” Majority

SPT discussed whether the LP’s recruiting efforts should strive to recruit only “pure” libertarians as opposed to “less than pure” libertarians.

SPT recommends that the LP should welcome into the LP all people in the “libertarian quadrant.” This term relates to the “World’s Smallest Political Quiz” which measures one’s views on economic and personal liberty. The “libertarian quadrant” corresponds to a rating of 50% or higher in response to questions on both economic and personal liberty.



Strategy 10, Strategy 12, and Strategy 14 relate to this issue.

Third Party Alliances

SPT discussed the advisability of forming alliances with other third parties.

SPT recommends that this should not be used as a general strategy. However, SPT believes that alliances with third parties may be appropriate in some instances. Such alliances should be for a specific purpose and limited in scope to achieving that specific purpose (e.g., ballot access reform). SPT does not believe that more general alliances with other political parties are advisable.

Ballot Access Responsibility

SPT recommends that the national LP should strive to help each affiliate achieve ballot access self-sufficiency. Ballot access self-sufficiency implies that an affiliated state party has sufficient resources such that it can be expected to get its candidates on the ballot without assistance from the national party. Because ballot access requirements vary tremendously from state to state, the level of resources required to achieve ballot access self-sufficiency varies among states.²⁰

Strategy 4 and Strategy 5 relate directly to this issue.

LP Statement of Principles

SPT discussed the use of the phrase “cult of the omnipotent state” that appears in the LP Statement of Principles.

SPT makes no recommendation regarding the use of this phrase in the LP Statement of Principles.

Unified Membership Program (UMP)

SPT discussed the future role of the Unified Membership Program within the LP.

²⁰Among the ideas that were presented to SPT was the notion that the size of the state’s membership could be used to project what resources the state should have available to devote to ballot access. For example, one idea proposed that an affiliated state party should be able to contribute 25 volunteer signatures or \$25 per member – or a combination thereof – toward ballot access. Under this proposal, a state which needs 25,000 gross signatures for ballot access would be deemed to be able to get on the ballot without national LP assistance when it achieves a membership level of at least 1,000 members.

SPT recommends that UMP be retained and that participation in UMP should continue to be at the option of each affiliated state party.

SPT recommends that the LNC should review the terms of UMP as part of its implementation of Strategy 5.

Membership Certification Statement

SPT discussed what role the membership certification statement (sometimes called the “pledge”) should play in the future of the LP.

SPT decided to make no recommendation regarding this issue.

Continuing the LP as a Membership Organization

SPT discussed whether the LP should continue to be a membership organization.

SPT recommends that the LP shall remain a membership organization. However, SPT believes that implementation of various strategies may make it appropriate to create more than one category of membership. Categories based on degree of commitment, age of member, and other factors were discussed as possible examples which might lead to developing different categories of membership.

Strategy 5, Strategy 10, and Strategy 11 relate to this issue.

Internal Election Procedures

SPT discussed the advisability of changing the LP’s internal election procedures.

Although this recommendation did not rise to the level of a standalone strategy, SPT recommends that one metric for Goal 6 be completion of an LNC review of internal governance and election issues in 2002.

Acceptance of Government Funding

SPT discussed whether the LP or its candidates should accept government funding.

SPT recommends that the national LP should not accept federal funding for national conventions.

SPT makes no recommendation on whether LP campaigns should accept government funding, leaving that issue to each campaign to decide.

Elimination of the LP Platform

SPT discussed the role of the LP Platform.

SPT recommends that the LP should "redevelop the Libertarian Party Platform, presenting both direction and destination, with an eye toward electoral success without compromising core beliefs." (Strategy 3)

SPT recommends that this redevelopment effort should stress the following objectives:

- Making the LP Platform more supportive of Libertarian candidates
- Minimizing the ability of opponents to use the LP Platform against Libertarian candidates
- Emphasizing benefits rather than features
- Making the LP Platform more directional and less destinational than it currently is
- Appealing to the broad "libertarian quadrant" (see above)
- Employing phrases and placing emphasis to broaden its appeal while not sacrificing ideology as seen by "100-100" Libertarians

Make the "War on Drugs" the LP's Signature Issue

SPT discussed this issue at length. Various alternative signature issues were also considered. These included Social Security, the federal income tax, and education. These discussions were closely related to the concept of developing the LP brand (Strategy 1).

SPT recommends that the LP should "Focus resources to achieve the repeal of drug prohibition at the federal level by 2010 and get substantial credit for it."

Direct Mail Prospecting

SPT discussed the role of direct mail to prospect for new members, contributors, and volunteers/activists.

SPT recommends that the LP adopt two strategies which seek to expand both the size of the LP's support base and the breadth and extent of the support received from the LP's support base. (Strategy 10 and Strategy 11)

Direct mail prospecting is one of the tactics that SPT presents demonstrating the feasibility of implementing Strategy 10.

Setting Realistic vs. “Stretch” Metrics

SPT discussed the usefulness and propriety of setting realistic vs. “stretch” metrics. “Stretch” metrics were defined as metrics which are attainable but would require very high levels of effort to achieve. Part of the SPT’s discussion focused on the relative benefit of routinely achieving realistic metrics as opposed to setting higher “stretch” metrics and achieving them less frequently. SPT’s discussion related not only to setting whatever metrics are presented as part of this strategic plan, but also setting metrics in years to come.

SPT believes that both approaches have merit. SPT recommends that most metrics should be set at realistic levels and that “stretch” metrics be used occasionally. In making this recommendation, SPT stresses that “stretch” metrics should always be deemed attainable and that setting “stretch” goals to provide hype should be avoided. Furthermore, SPT recommends that “stretch” metrics should be identified as such when proposed, adopted, and presented.

Use of the “Spoiler” Strategy

Among the third-rail issues, the propriety of using the “spoiler” strategy required special attention.²¹ Some SPT participants held strong and polarized positions on this issue. Lengthy discussion using the “intentional dialog” technique led SPT participants to find common ground.

SPT believes that the propriety of using the “spoiler” strategy is dependent on the particular circumstance of each race.

SPT participants Benjamin Scherrey and Carl Milsted, Jr. drafted a presentation on this subject which appears as Appendix 5.

Running Paper Candidates

²¹The “spoiler” strategy calls for running Libertarians in races where the outcome appears to be sufficiently close that the presence of the Libertarian candidate is likely to affect the results of the election.

Among the third-rail issues, the propriety of running paper candidates also required special attention. Some SPT participants held strong and polarized positions on this issue. Lengthy discussion using the “intentional dialog” technique led SPT participants to find that much of their disagreement centered on the fact that they had different opinions of what constitutes a paper candidacy.

SPT was able to find common ground on this subject. It was agreed that there are both advantages and disadvantages of paper candidacies.

SPT participants Elias Israel and Don Gorman drafted a presentation on this subject which appears as Appendix 6.

SWOT Analysis

SPT began its work by doing an SWOT analysis of the LP as it stood at the beginning of 2001. SWOT is an acronym for:

Strengths
Weakness
Opportunities
Threats

To obtain results unbiased from discussion or interaction, each SPT participant was asked to list – on paper – the three greatest strengths, weaknesses, opportunities, and threats at the time. Strengths and weaknesses were defined as internal to the LP. Opportunities and threats were defined as external to the LP. Appendix 7 shows a tally of the results of this effort.

A strong strategic plan should propose to do the following:

- Build on strengths
- Remediate weaknesses
- Take advantage of opportunities
- Defend against threats

The following pages provide an evaluation of how well the proposed, integrated strategic plan for the entire LP address each of the SWOT items that was identified by at least 11 SPT participants.

Strengths

Core philosophy (16)²². The proposed strategic plan builds on the LP's core philosophy in the implementation of the following strategies:

- Strategy 1: Define, develop, and promote the LP brand
- Strategy 2: Develop and use high-quality presentations of Libertarian ideas, which present both direction and destination, to support the work of affiliates, campaigns, the national party, and individuals
- Strategy 3: Redevelop the Libertarian Party Platform, presenting both direction and destination, with an eye toward electoral success without compromising core beliefs
- Strategy 13: Provide training, training materials, and training support to Libertarian Party candidates and campaigns (e.g., campaign methods), Libertarian organizations (e.g., organizational matters), and individuals (e.g., communications skills)
- Strategy 14: Develop and implement an internal program of ideological education

Strategy 1 builds on the LP's core philosophy by working to develop it into a brand which voters recognize and understand.

Strategy 2 and Strategy 3 seek to build on the LP's core philosophy by presenting it in the best possible manner as part of a well-defined and well-recognized brand.

Strategy 13 provides training to enable Libertarians to communicate the LP's core philosophy to others in the most favorable way.

Strategy 14 supports this strength by working to assure that the LP's support base is fully familiar with the LP's core philosophy.

Petitioning/Ballot Access (16). The proposed strategic plan builds on the LP's ballot access status and competency in the implementation of the following strategies:

²²The number in parentheses after each strength, weakness, opportunity, and threat represents the number of SPT participants who picked that item as one of their top three choices for the appropriate SWOT category.

- Strategy 4: Track the performance of core and critical activities in state and local Libertarian Party organizations; encourage and support these organizations in creating and executing plans to improve performance
- Strategy 5: Define and codify relationships between (and expectations among) national, state, local, and campus Libertarian Party organizations
- Strategy 13: Provide training, training materials, and training support to Libertarian Party candidates and campaigns (e.g., campaign methods), Libertarian organizations (e.g., organizational matters), and individuals (e.g., communications skills)

Strategy 4 seeks to measure the proficiency of each affiliated state party – including whether it has achieved ballot access self-sufficiency.

Strategy 5 seeks to reach agreement with affiliated state parties on what is expected of the national LP and the affiliated state party regarding ballot access.

Strategy 13 includes training and training materials aimed at helping affiliated state parties to operate effective and efficient ballot drives, where required.

Dedication (14). The proposed strategic plan builds on the dedication of the LP's support base by working to ensure that they remain loyal, dedicated supporters. The following strategies seek to achieve this:

- Strategy 4: Track the performance of core and critical activities in state and local Libertarian Party organizations; encourage and support these organizations in creating and executing plans to improve performance
- Strategy 6: Expand and strengthen Libertarian Party organizations at levels other than the affiliate level (e.g. local, city, county, campus)
- Strategy 11: Increase the commitment of those already within the Libertarian Party's support base
- Strategy 13: Provide training, training materials, and training support to Libertarian Party candidates and campaigns (e.g., campaign methods), Libertarian organizations (e.g., organizational matters), and individuals (e.g., communications skills)
- Strategy 19: Develop an awareness that success requires adequate resources of all sorts

- Strategy 20: Motivate the Libertarian Party support base to increase activism by recognizing and rewarding both effort and success and by making involvement in the Libertarian Party an enjoyable, positive experience

Strategy 4 will enable the national LP to track levels of volunteer/activist activity in states participating in implementing this strategy.

Strategy 6 will provide more and better opportunities for dedicated activists at progressively more local levels of the LP organization.

Strategy 11 will encourage dedicated activists to commit to a greater extent of involvement in support of the LP.

Strategy 13 will provide training and training materials for volunteers/activists – increasing their productivity and, hopefully, their sense of making a positive contribution to the success of the LP.

Strategy 19 will avoid burnout by dedicated activists by stressing the importance of all sorts of resources to achieve success. By working to assure that expectations are in line in reality, this plan hopes to minimize activist burnout.

Strategy 20 will also reduce burnout by dedicated activists by providing them with an enjoyable experience and positive feedback relating to their efforts and successes.

Technological Savvy (12). The high level of technological savvy among LP members is a tremendous asset. If properly motivated, LP members possessing such skills can make enormous contributions in building the LP by supporting the implementation of the following strategies:

- Strategy 2: Develop and use high-quality presentations of Libertarian ideas, which present both direction and destination, to support the work of affiliates, campaigns, the national party, and individuals
- Strategy 4: Track the performance of core and critical activities in state and local Libertarian Party organizations; encourage and support these organizations in creating and executing plans to improve performance
- Strategy 6: Expand and strengthen Libertarian Party organizations at levels other than the affiliate level (e.g. local, city, county, campus)

Strategy 2 will develop a number of audio, video, and computer-based presentations which will present the LP's message in a manner consistent with the LP's branding strategy (Strategy 1).

Strategy 4 offers opportunities for tech-savvy LP supporters to put their skills to use. The measurements provided by participating affiliated state parties should enable the national LP to track the results of their efforts.

Strategy 6 will be greatly facilitated if these individuals put their skills to use in building the infrastructure required for a successful local LP organization.

Degree of Organization (12). During the past 30 years the LP has developed a national organization with substantial infrastructure, 51 affiliated state parties which are in various stages of development, and numerous local organizations affiliated with the state organizations. The following strategies build on this organizational base and seek to develop it further:

- Strategy 4: Track the performance of core and critical activities in state and local Libertarian Party organizations; encourage and support these organizations in creating and executing plans to improve performance
- Strategy 5: Define and codify relationships between (and expectations among) national, state, local, and campus Libertarian Party organizations
- Strategy 6: Expand and strengthen Libertarian Party organizations at levels other than the affiliate level (e.g. local, city, county, campus)
- Strategy 10: Increase the number of new people comprising the Libertarian Party's support base
- Strategy 11: Increase the commitment of those already within the Libertarian Party's support base
- Strategy 13: Provide training, training materials, and training support to Libertarian Party candidates and campaigns (e.g., campaign methods), Libertarian organizations (e.g., organizational matters), and individuals (e.g., communications skills)

Strategy 4 specifically targets state and local LP organizations to provide encouragement and support for those organizations that choose to implement this strategy.

Strategy 5 seeks to clarify the expectations each LP organization can have of other LP organizations. The process of clarifying expectations should help steer each organization away from possible failure and – it is hoped – toward success.

Strategy 6 specifically targets expansion and strengthening of LP organizations below the state level, creating grassroots organizations which will best be able to support active successful candidates for local office.

Strategy 10 seeks to grow the support base on the LP, creating a greater number of financial contributors and volunteers/activists available to support the LP level at all levels.

Strategy 11 will work to increase the degree of commitment of those already in the LP support base – encouraging financial contributors to contribute more money, volunteers/activists to take on greater responsibilities, financial contributors to become volunteers/activists, and volunteers/activists to become financial contributors.

Strategy 13 will provide training to LP organizations and their leaders, enabling them to expand and strengthen their organizations more effectively and efficiently.

Fundraising (12). Sufficient funding is a prerequisite of success in almost any organization. This is particularly true in political organizations. If the LP is to succeed in its mission, it will have to grow to the point where it can compete financially with the dominant political parties. The following strategies aim to grow the ability of LP organizations at all levels to increase fundraising:

- Strategy 4: Track the performance of core and critical activities in state and local Libertarian Party organizations; encourage and support these organizations in creating and executing plans to improve performance
- Strategy 6: Expand and strengthen Libertarian Party organizations at levels other than the affiliate level (e.g. local, city, county, campus)
- Strategy 10: Increase the number of new people comprising the Libertarian Party's support base
- Strategy 11: Increase the commitment of those already within the Libertarian Party's support base
- Strategy 13: Provide training, training materials, and training support to Libertarian Party candidates and campaigns (e.g., campaign methods),

Libertarian organizations (e.g., organizational matters), and individuals (e.g., communications skills)

Strategy 4 seeks to measure and grow the ability of affiliated state parties and their affiliates to raise money. It provides support and encouragement in fundraising activities to LP organizations that elect to participate in the implementation of this strategy.

Strategy 6 specifically seeks to develop LP organizations below the state party level. This strategy includes strengthening the ability of such LP organizations to raise money.

Strategy 10 enhances the ability of state and local LP organizations to raise money by expanding the contributor base of the entire LP.

Strategy 11 specifically targets getting financial contributors to give more money and to motivate volunteers/activists to become financial supporters.

Strategy 13 provides organizational training to state and local LP organizations. Such training will include fundraising.

People (12). (See “Dedication” above.)

Common Purpose (12). (See “Core philosophy” above).

Resolve (12). (See “Dedication” above.)

Body of Educational Resources (12). Over the years, the LP and libertarian organizations have developed a tremendous number of educational materials which aim to market libertarian ideas both to the public and public opinion leaders. To build on this volume of materials, this strategic plan includes the following strategies:

- Strategy 1: Define, develop, and promote the LP brand
- Strategy 2: Develop and use high-quality presentations of Libertarian ideas, which present both direction and destination, to support the work of affiliates, campaigns, the national party, and individuals

- Strategy 3: Redevelop the Libertarian Party Platform, presenting both direction and destination, with an eye toward electoral success without compromising core beliefs
- Strategy 10: Increase the number of new people comprising the Libertarian Party's support base
- Strategy 13: Provide training, training materials, and training support to Libertarian Party candidates and campaigns (e.g., campaign methods), Libertarian organizations (e.g., organizational matters), and individuals (e.g., communications skills)
- Strategy 14: Develop and implement an internal program of ideological education
- Strategy 15: Target public opinion leaders to embrace and espouse libertarian ideas
- Strategy 16: Target existing independent groups to act in support of Libertarian Party efforts and provide opportunities for us to spread our message
- Strategy 17: Encourage state, local, and campus Libertarian Party organizations and our entire support base to be involved in political processes at all levels outside of campaigns and elections

Strategy 1 builds on available educational resources by using them in support of popularizing the LP brand.

Strategy 2 will use these educational resources to develop high quality presentation to market Libertarian ideas to the public and public opinion leaders.

Strategy 3 can make use of these educational resources to redevelop the LP Platform so that it is a strong asset in the hands of Libertarian candidates for office.

Strategy 10 builds on these educational resources to attract new people into the LP support base.

Strategy 13 can employ these educational resources to train candidates, campaign staff, LP organizations, and LP members to communicate Libertarian ideas more effectively.

Strategy 14 will use these materials to build an internal program of ideological education for the LP support base.

Strategy 15 and Strategy 16 can build on these educational resources to reach out to public opinion leaders. To the extent that materials from organizations outside the LP (e.g., Cato Institute, Reason Foundation, Heartland Institute) are used, these materials may be more appropriate in implementing this strategy than materials developed by the LP.

Strategy 17 can build on these educational resources by having local volunteers/activists work to bring this information to those outside the LP as part of their work in the political process outside of campaigns.

Newsletter (11). LP News and state party newsletters provide an excellent channel of communication which several strategies can employ. These include:

- Strategy 1: Define, develop, and promote the LP brand
- Strategy 2: Develop and use high-quality presentations of Libertarian ideas, which present both direction and destination, to support the work of affiliates, campaigns, the national party, and individuals
- Strategy 4: Track the performance of core and critical activities in state and local Libertarian Party organizations; encourage and support these organizations in creating and executing plans to improve performance
- Strategy 6: Expand and strengthen Libertarian Party organizations at levels other than the affiliate level (e.g. local, city, county, campus)
- Strategy 7: Recruit more and better qualified candidates
- Strategy 8: Target races and allocate resources for maximum effectiveness
- Strategy 11: Increase the commitment of those already within the Libertarian Party's support base
- Strategy 13: Provide training, training materials, and training support to Libertarian Party candidates and campaigns (e.g., campaign methods), Libertarian organizations (e.g., organizational matters), and individuals (e.g., communications skills)

- Strategy 14: Develop and implement an internal program of ideological education
- Strategy 17: Encourage state, local, and campus Libertarian Party organizations and our entire support base to be involved in political processes at all levels outside of campaigns and elections
- Strategy 19: Develop an awareness that success requires adequate resources of all sorts
- Strategy 20: Motivate the Libertarian Party support base to increase activism by recognizing and rewarding both effort and success and by making involvement in the Libertarian Party an enjoyable, positive experience

Strategy 1 requires a means to communicate the LP brand to LP members and seek their assistance in making it known to the public in a consistent manner.

Strategy 2 develops high-quality presentations, but these need to be used by various LP organizations, campaigns, and supporters if they are to have value. Newsletters represent an excellent channel of communication to publicize the availability of these presentations.

Strategy 4 and Strategy 6 seek to strengthen state and local LP organizations. Among the proposed measurements of core and critical activities are measures relating to the publication of newsletters – a key vehicle to communicate progress, needs, and opportunities to the LP support base.

Strategy 7 can use newsletters as one of many means to recruit LP supporters to seek elected office or to recruit others to do so.

Strategy 8 seeks to concentrate resources on specific campaigns, where appropriate. Newsletters are an effective way to communicate the desire to concentrate resources to the LP support base.

Strategy 11 aims to increase the degree of commitment of LP supporters. Newsletters highlighting opportunities and needs of LP organizations can be very supportive of these efforts.

Strategy 13 can provide training to improve newsletters.

Strategy 14 can be implemented, in part, by a series of articles written for the specific purpose of internal ideological education.

Strategy 17 can build on the strength of newsletters by using them to highlight the activities and successes of Libertarians who are involved in non-election political processes at various levels of government.

Strategy 19 and Strategy 20 require constant, repeated communications to the LP support base. Implementing “cultural” changes is one of the greatest challenges the LP faces. Using newsletters on a regular basis to implement this strategy can greatly aid this effort.

Weaknesses

Infighting (16). Infighting serves no constructive purpose in the LP or any other political party. The following strategies attempt to reduce infighting:

- Strategy 1: Define, develop, and promote the LP brand
- Strategy 4: Track the performance of core and critical activities in state and local Libertarian Party organizations; encourage and support these organizations in creating and executing plans to improve performance
- Strategy 9: Coordinate campaign activities within and among campaign levels
- Strategy 13: Provide training, training materials, and training support to Libertarian Party candidates and campaigns (e.g., campaign methods), Libertarian organizations (e.g., organizational matters), and individuals (e.g., communications skills)
- Strategy 14: Develop and implement an internal program of ideological education
- Strategy 17: Encourage state, local, and campus Libertarian Party organizations and our entire support base to be involved in political processes at all levels outside of campaigns and elections
- Strategy 19: Develop an awareness that success requires adequate resources of all sorts
- Strategy 20: Motivate the Libertarian Party support base to increase activism by recognizing and rewarding both effort and success and by making involvement in the Libertarian Party an enjoyable, positive experience

Strategy 1 will, in part, define the image of Libertarians that the LP would like to project. SPT believes that image should be a positive one, devoid of the bickering and infighting that is sometimes displayed by Libertarians as they dispute their differences of opinion. SPT hopes that the image defined as part of the LP brand can effectively be marketed to the LP support base as a cultural change that will enhance the LP's opportunity for success.

Strategy 4 will track several measurements which should give an indication as to whether supporters are increasing their participation in and support of the LP. It is hoped that the ability to demonstrate a positive correlation between reduced infighting and increased success will motivate the LP's supporters to make this cultural change.

Strategy 9 encourages cooperation among campaigns. SPT believes that increased cooperation between campaigns at various levels of the LP will reduce infighting caused by the perception the success of one campaign must come at the expense of another.

Strategy 13 offers training in organizational skills which should include how to work productively with others despite differences of opinion. This training might also include some of the techniques employed by SPT in resolving differences among SPT participants – all of which were successfully navigated during the course of SPT's meetings.

Strategy 14 seeks to foster a better understanding among all LP supporters of the basics of the libertarian philosophy. It is hoped that internal education also target such things as how to resolve differences of opinions in a productive, constructive, and positive manner – avoiding needless infighting.

Strategy 17 will expose LP supporters to how others work together cooperatively despite differences of opinion. Exposure to how others succeed in dealing with differences of opinions may be an important component of training LP supporters how to do so.

Strategy 19 will make LP supporters aware that there is no "silver bullet" which will bring success. Part and parcel of this concept is that finger pointing and recrimination because of differences of opinion on strategy and tactics leads to infighting – not to success. Libertarians must learn to accept that LP organizations and campaigns will cannot accept and implement every idea presented to them by well-meaning supporters. Subsequent finger pointing and recrimination are counterproductive. Working to eliminate these issues from the LP culture will help to reduce infighting.

Strategy 20 must succeed if the LP is to succeed. Libertarians need to warmly and genuinely recognize and reward other Libertarians whose efforts – successful or not – demonstrate their support for the LP. Blaming someone who gathers 100 signatures

instead of 200 will not motivate that person to gather signatures again. Failing to recognize someone who volunteers for the mundane job of editing a newsletter does nothing to motivate that person to continue doing that work. To avoid burnout and keep those in the LP support base actively contributing and volunteering, their efforts must be recognized and rewarded.

Lack of involvement in local politics (14). If Libertarians are to be successful in winning elections – particularly at lower levels of government – we need to be involved in local politics. One strategy targets this weakness head on:

- Strategy 17: Encourage state, local, and campus Libertarian Party organizations and our entire support base to be involved in political processes at all levels outside of campaigns and elections

Strategy 17 emphasizes the importance of Libertarians becoming involved in local politics outside of the context of campaigns and elections. While working on a suitable non-Libertarian campaign offers significant learning experience and is highly encouraged by SPT, the thrust of this strategy is getting Libertarians involved in community activities – particularly at lower levels of government.

Depending on their location, Libertarians may have several opportunities to become involved in political processes and government. These might include attending local government meetings, making public comments (consistent with the LP brand) at such meetings, or volunteering service on committees appointed by county, city, town, or school district boards. Working in these environments offers Libertarians real-world training in how local government works as well as affording name recognition within the community that can later be leveraged if the individual chooses to run for public office.

Dislike of Politics (13). The mission statement of the LP makes it very clear that the LP is a *political* party. One of the weaknesses of the LP is that many LP members dislike politics – at least politics as it is practiced by the dominant American political parties. While none of the 20 proposed strategies directly addresses this weakness, two strategies touch on this weakness:

- Strategy 17: Encourage state, local, and campus Libertarian Party organizations and our entire support base to be involved in political processes at all levels outside of campaigns and elections
- Strategy 20: Motivate the Libertarian Party support base to increase activism by recognizing and rewarding both effort and success and by

making involvement in the Libertarian Party an enjoyable, positive experience

Strategy 17 offers Libertarians who dislike politics the opportunity to get involved at the lowest levels of government where, it is hoped, they can be productively involved and, perhaps, find that politics does not have to be as unpleasant as they thought.

Strategy 20 seeks to bring about cultural changes within the LP whereby the political efforts of Libertarians – successful or not – are rewarded and recognized. It is not uncommon for Libertarians who dislike politics to sit on the sidelines while other Libertarians work diligently within the political system to elect Libertarians and bring about the changes Libertarians would like. Regrettably some bystanders who dislike politics sometimes lack the good judgment and civility to let the hard-working do their jobs free of criticism from the bystanders. It is hoped that successful implementation of this strategy will result in minimizing the stultifying effect of politically-uninvolved Libertarians lashing out at Libertarians doing their best to work within the political system.

Money (13). A successful political party requires adequate funding. Successful campaigns, except perhaps those at the lowest levels of government in the smallest communities, also require adequate funding. Lack of adequate funding was recognized by SPT as a significant weakness of the LP. Several strategies seek to address this weakness:

- Strategy 4: Track the performance of core and critical activities in state and local Libertarian Party organizations; encourage and support these organizations in creating and executing plans to improve performance
- Strategy 6: Expand and strengthen Libertarian Party organizations at levels other than the affiliate level (e.g. local, city, county, campus)
- Strategy 7: Recruit more and better qualified candidates
- Strategy 8: Target races and allocate resources for maximum effectiveness
- Strategy 9: Coordinate campaign activities within and among campaign levels
- Strategy 10: Increase the number of new people comprising the Libertarian Party's support base

- Strategy 11: Increase the commitment of those already within the Libertarian Party's support base
- Strategy 13: Provide training, training materials, and training support to Libertarian Party candidates and campaigns (e.g., campaign methods), Libertarian organizations (e.g., organizational matters), and individuals (e.g., communications skills)
- Strategy 18: Focus resources to achieve the repeal of drug prohibition at the federal level by 2010 and get substantial credit for it
- Strategy 19: Develop an awareness that success requires adequate resources of all sorts

Strategy 4 will track a variety of measures of performance of state and local LP organizations. Among those items being tracked, several will relate to aspects of fundraising. By measuring the success of fundraising efforts in various affiliated state parties and their affiliates, it should be possible to point out opportunities for improvement to those LP organizations that are less successful than others. Sharing information among LP organizations will hopefully provide ideas to help the less-successful organizations improve their performance.

Strategy 6 specifically targets LP organizations below the state level for expansion and strengthening. One part of this effort will be working to improve their fundraising performance.

Strategy 7 will result in recruiting more and better qualified candidates. Good candidates running good campaign should be able to attract increased contributions from contributors.

Strategy 8 calls for targeting races and allocating resources for maximum effectiveness. Implementation of this strategy should result in increasing overall contributions as several prominent LP campaigns have done over the years. These campaigns have been able to attract LP contributions from beyond their local area because they offered unique opportunities to run strong campaigns.

Strategy 9 calls for coordinating campaigns. Coordination – done effectively – can lead to increased productivity for all campaigns involved. Joint advertising is just one example of how this can be achieved.

Strategy 10 will increase the number of people in the LP support base by attracting new people to the LP. Expanding the number of people in the LP support base should offer enhanced fundraising possibilities for all LP organizations and campaigns.

Strategy 11 calls for increasing the degree to which LP supporters provide financial support for LP organizations and campaigns. By definition this would increase the money available.

Strategy 13 calls for training candidates, campaigns, and Libertarian organizers. A key element of such training programs will related to fundraising.

Strategy 18 calls for focusing resources to achieve repeal of drug prohibition at the federal level. One tactic of this strategy will be appealing to sympathetic organizations for funding to promote this (their) cause. Another tactic calls for targeting the worst of the “drug warriors” in campaigns. It is hoped that targeting these incumbents will enable Libertarian challengers to attract incremental contributions from those who oppose the War on Drugs.

Strategy 19 aims to convince LP members that there is no “silver bullet” which will lead to LP election victories. While money is an important component of most successful campaigns, money alone cannot win an election. Successful implementation of this strategy will result in the LP support base recognizing that money is generally one among many required components for election victory.

Size (12). The size of the LP support base is currently too small to achieve the LP’s mission. While the LP support base is sufficiently large – in some areas – to win election victories – particularly at the local level – it is insufficient to routinely win election to state or federal office in a large number of areas. The following strategies work to address this weakness:

- Strategy 2: Develop and use high-quality presentations of Libertarian ideas, which present both direction and destination, to support the work of affiliates, campaigns, the national party, and individuals
- Strategy 3: Redevelop the Libertarian Party Platform, presenting both direction and destination, with an eye toward electoral success without compromising core beliefs
- Strategy 4: Track the performance of core and critical activities in state and local Libertarian Party organizations; encourage and support these organizations in creating and executing plans to improve performance
- Strategy 5: Define and codify relationships between (and expectations among) national, state, local, and campus Libertarian Party organizations
- Strategy 6: Expand and strengthen Libertarian Party organizations at levels other than the affiliate level (e.g. local, city, county, campus)

- Strategy 7: Recruit more and better qualified candidates
- Strategy 10: Increase the number of new people comprising the Libertarian Party's support base
- Strategy 13: Provide training, training materials, and training support to Libertarian Party candidates and campaigns (e.g., campaign methods), Libertarian organizations (e.g., organizational matters), and individuals (e.g., communications skills)
- Strategy 15: Target public opinion leaders to embrace and espouse libertarian ideas
- Strategy 16: Target existing independent groups to act in support of Libertarian Party efforts and provide opportunities for us to spread our message
- Strategy 19: Develop an awareness that success requires adequate resources of all sorts
- Strategy 20: Motivate the Libertarian Party support base to increase activism by recognizing and rewarding both effort and success and by making involvement in the Libertarian Party an enjoyable, positive experience

Strategy 2 works to grow the number of people in the LP support base by providing high quality presentations to attract people to the LP.

Strategy 3 works to grow the number of people in the LP support base by redeveloping the LP Platform so that it will improve the electoral prospects of Libertarian candidates. SPT believes that a redeveloped LP Platform which successfully improves the electoral prospects of Libertarian candidates will also attract more people to the LP support base.

Strategy 4 and Strategy 6 seek to strengthen the ability of state and local LP organizations to attract a growing number of people to the LP support base.

Strategy 5 seeks to clarify the roles of national, state, and local LP organizations to recruit new people into the LP support base.

Strategy 7 will bring the LP more and better qualified candidates. Excellent candidates will draw more people into the LP support base.

Strategy 10 specifically works to grow the size of the LP support base.

Strategy 13 provides training to Libertarian candidates and LP organizations. Among the training topics will be how to best bring new people into the LP support base.

Strategy 15 targets public opinion leaders – seeking to have them embrace libertarian ideas. By definition, public opinion **leaders** are in a position to influence the opinions of a segment of the public. To the extent that they are vocally supportive of some or all libertarian ideas, this can only help grow the size of the LP support base.

Strategy 16 seeks to get existing independent groups to act in support of LP efforts and to have them afford opportunities for Libertarians to spread the LP's message to these groups. Support for libertarian ideas by such groups helps to legitimize and popularize libertarian ideas among the group's members and supporters. Providing speaking opportunities for Libertarians to address such organizations further aids the LP in marketing its ideas and growing the LP's support base.

Strategy 19 seeks to convince the LP's current support base that a wide variety of resources is required to succeed. Among these resources is a significantly broader LP support base.

Strategy 20 seeks to have Libertarians reward and recognize the efforts – successful or otherwise – of fellow Libertarians and to make participation in the LP an enjoyable, positive experience. Successfully implementing this strategy will reduce burnout and disappointment. This should increase membership renewal rates, thereby increasing the size of the LP support base. If the LP is to succeed, it must attract **and keep** people in its support base.

Presidential Cycle Dependency (11). This issue is sometimes raised in internal debates about the relative importance of the presidential campaign versus the importance of running Libertarians for a wide variety of local offices where the likelihood of electoral success is substantially greater. SPT believes that this debate should end. There are merits to running a presidential campaign; there are merits to running congressional candidates; there are merits to running statewide candidates; there are merits to running candidates for state legislatures; there are merits to running for lower levels of office. SPT believes that the LP should strive to do all these things and that doing all these things offers significant opportunities for synergy. The following strategies will help decrease the perceived dependency of the LP on the quadrennial presidential cycle:

- Strategy 7: Recruit more and better qualified candidates

- Strategy 8: Target races and allocate resources for maximum effectiveness
- Strategy 9: Coordinate campaign activities within and among campaign levels
- Strategy 13: Provide training, training materials, and training support to Libertarian Party candidates and campaigns (e.g., campaign methods), Libertarian organizations (e.g., organizational matters), and individuals (e.g., communications skills)
- Strategy 19: Develop an awareness that success requires adequate resources of all sorts
- Strategy 20: Motivate the Libertarian Party support base to increase activism by recognizing and rewarding both effort and success and by making involvement in the Libertarian Party an enjoyable, positive experience

Strategy 7 focuses on the importance of running a large number of highly qualified candidates for **all** levels of office – from the presidency to local school boards. By placing emphasis on running active campaigns for all levels of office, the sense that the LP is dependent on the four-year presidential election cycle should be diminished. SPT recognizes that the greatest opportunities for electoral success tend to be at the lowest levels of office.

Strategy 8 calls for targeting races and allocating resources for maximum effectiveness. By implementing this strategy and electing more Libertarians to public office, the importance of local as well as state and federal elections will be more clear to the entire LP support base.

Strategy 9 calls for coordinating campaign efforts at all levels. By working to achieve cooperation – particularly between campaigns at higher and lower levels of office, the benefits of running both high level and low level candidates should be more apparent to the LP support base.

Strategy 13 provides training for candidates and campaigns. By candidates and campaigns to operate more effectively – and to work cooperatively with other campaigns at various levels – the effectiveness of all campaigns should be enhanced. Enhancing the effectiveness of campaigns other than the presidential campaign should help reduce whatever dependency the LP has on the presidential campaign cycle.

Strategy 19 calls for disabusing the LP support base of the notion that any one strategy or tactic is a “silver bullet” which – alone – will bring significantly greater success to the LP. SPT believes that supporting campaigns and candidates for all levels of office from the presidency to the smallest town council benefits the LP and reduces the perceived dependency of the LP on any one election campaign.

Strategy 20 seeks to increase activism by recognizing and rewarding both effort and success and by making involvement in LP activities an enjoyable, positive experience. Past bickering among Libertarians about the comparative usefulness of the presidential campaign versus local campaigns has been counterproductive, has escalated to infighting (see above), and has led some LP supporter to tune out or drop out. SPT believes that changing the culture of the LP to focus on the positive aspects of the efforts of other Libertarians will lead each Libertarian to focus on the campaigns of his or her own choice – a productive activity – instead of criticizing other Libertarians for supporting the campaign of the other Libertarians’ choice.

Lack of Campaign Strategy (11). SPT recognizes that every Libertarian campaign operates autonomously from the national, state, and local LP organizations. To the extent that some Libertarian campaigns may lack adequate campaign strategies, the following proposed strategies seek to remedy this weakness:

- Strategy 1: Define, develop, and promote the LP brand
- Strategy 2: Develop and use high-quality presentations of Libertarian ideas, which present both direction and destination, to support the work of affiliates, campaigns, the national party, and individuals
- Strategy 7: Recruit more and better qualified candidates
- Strategy 8: Target races and allocate resources for maximum effectiveness
- Strategy 9: Coordinate campaign activities within and among campaign levels
- Strategy 13: Provide training, training materials, and training support to Libertarian Party candidates and campaigns (e.g., campaign methods), Libertarian organizations (e.g., organizational matters), and individuals (e.g., communications skills)
- Strategy 19: Develop an awareness that success requires adequate resources of all sorts

Strategy 1 provides any Libertarian campaign a starting point to develop a strategy. If the LP can develop a well-recognized brand, then promoting this brand provides a starting point for developing a campaign strategy.

Strategy 2 will provide candidates with excellent presentations to employ in their campaigns if they wish to do so. These presentations may also provide the candidate with ideas for campaign issues.

Strategy 7 will result in recruiting more and better qualified candidates. Better qualified candidates can be expected to run better campaigns with better-defined strategies tailored to the specifics of the race they are in: level of office, opposition, issues of importance to the voters, etc.

Strategy 8 calls for targeting races and allocating resources for maximum effectiveness. If this strategy is effectively implemented, the targeted races will tend to have well-defined strategies which are likely to be most successful. Libertarians' belief in the efficacy of free-market solutions suggest that less-well-organized and planned campaigns will notice this result and – over time – there will be a tendency for candidates to develop better campaign plans and strategies in an effort to win targeted support.

Strategy 9 calls for coordination efforts among campaigns. By working closely with other campaigns, candidates and campaign staff can learn from the success of others so that their future efforts will be improved.

Strategy 13 provides training to campaigns and candidates. This affords a direct opportunity to instill within candidates and their campaign staff the importance of good planning and developing effective strategies for success.

Strategy 19 seeks to convince the LP support base that there is no easy or simple strategy or tactic that will bring electoral success. One of the important factors that Libertarians will come to recognize is that good planning and a solid strategy are key components to a successful campaign.

Lack of Trust (11). Libertarians are generally distrustful of government. In some Libertarians this distrust carries over to distrust of persons serving in positions of authority or responsibility, including those who hold such positions in voluntary-association organizations such as the LP. This can include distrust of the LP leadership structure (national, state, or local), distrust of Libertarian candidates and their campaigns, or distrust of fellow LP supporters. While there may be little that LP

organizations can do to eliminate this distrust, there are some things to minimize the impact of it. The following strategies seek to address this weakness:

- Strategy 5: Define and codify relationships between (and expectations among) national, state, local, and campus Libertarian Party organizations
- Strategy 13: Provide training, training materials, and training support to Libertarian Party candidates and campaigns (e.g., campaign methods), Libertarian organizations (e.g., organizational matters), and individuals (e.g., communications skills)

Strategy 5 calls for developing agreements between various LP organizations to define and codify their relationships and expectations. These agreements should help clarify what can be expected of each LP organization. By putting these expectations in writing, LP supporters will have a set of standards by which to measure the performance of each LP organization that is a party to such an agreement. Defining these expectations will, it is hoped, contribute to reducing distrust arising from different expectations that some LP supporters have of some LP organizations.

Strategy 13 calls for training Libertarian organizations in organizational matters. As part of that training, LP organizations can be taught to develop open and transparent governance structures which should reduce the potential for distrust.

The best way to remedy distrust of the LP leadership is to maintain the LP as an open and transparent organization. As part of the effort of the national LP to assure that this is done, a metric has been established as part of Goal 6. The metric calls for “Completion of a review of internal governance and election issues” in 2002.

Opportunities

Issues ignored by competitors (15). The LP has a tremendous opportunity if it can identify issues which meet the following requirements:

- The libertarian position on the issue is not being advanced (in words or action) by the dominant political parties
- There is growing public sentiment along lines similar to the libertarian position
- The LP is in a position to take a lead role in changing public policy relating to the issue *and to get credit for doing so*

SPT discussed these as potential “signature issues” that might be made part of the LP brand. Several issues were considered. SPT recommends that ending drug prohibition at the federal level be adopted as a signature issue. SPT recommends the following strategies relating to this opportunity:

- Strategy 1: Define, develop, and promote the LP brand
- Strategy 2: Develop and use high-quality presentations of Libertarian ideas, which present both direction and destination, to support the work of affiliates, campaigns, the national party, and individuals
- Strategy 13: Provide training, training materials, and training support to Libertarian Party candidates and campaigns (e.g., campaign methods), Libertarian organizations (e.g., organizational matters), and individuals (e.g., communications skills)
- Strategy 16: Target existing independent groups to act in support of Libertarian Party efforts and provide opportunities for us to spread our message
- Strategy 18: Focus resources to achieve the repeal of drug prohibition at the federal level by 2010 and get substantial credit for it

Strategy 1 calls for incorporating signature issues into the LP brand.

Strategy 2 will create high-quality presentations in support of the LP’s signature issue.

Strategy 13 will provide training for candidates and campaigns, and LP organizations that elect to support the national LP in stressing this signature issue. SPT stresses that such participation is entirely voluntarily on the part of candidates, campaigns, and LP organizations. This strategy also calls for training Libertarians to communicate more effectively regarding this and other issues.

Strategy 16 will be used to target existing groups seeking to reduce or eliminate the role of the federal government in some or all forms of drug prohibition. Such organizations will be asked for financial support as well as endorsement of the LP position and LP candidates.

Strategy 18 relates directly to the drug prohibition repeal signature issue. The discussion of this strategy and its related tactics found in the Strategies and Tactics provides considerable detail regarding this.

Fill the hole / politically homeless (15). Filling the hole which exists for the politically homeless represents a significant opportunity for the LP. The following strategies seek to take advantage of this opportunity:

- Strategy 1: Define, develop, and promote the LP brand
- Strategy 2: Develop and use high-quality presentations of Libertarian ideas, which present both direction and destination, to support the work of affiliates, campaigns, the national party, and individuals
- Strategy 6: Expand and strengthen Libertarian Party organizations at levels other than the affiliate level (e.g. local, city, county, campus)
- Strategy 8: Target races and allocate resources for maximum effectiveness
- Strategy 10: Increase the number of new people comprising the Libertarian Party's support base
- Strategy 13: Provide training, training materials, and training support to Libertarian Party candidates and campaigns (e.g., campaign methods), Libertarian organizations (e.g., organizational matters), and individuals (e.g., communications skills)
- Strategy 16: Target existing independent groups to act in support of Libertarian Party efforts and provide opportunities for us to spread our message
- Strategy 18: Focus resources to achieve the repeal of drug prohibition at the federal level by 2010 and get substantial credit for it

Strategy 1 will take advantage of this opportunity by developing the LP brand in a manner that its appeal to the politically homeless is strong.

Strategy 2 will take advantage of this opportunity by developing literature appealing to those identified groups of people who are politically homeless.

Strategy 6 includes a strong campus organizing component. During several iterations of combining and condensing more than 700 unique ideas to improve the LP, the concept of a major effort to develop a strong network of campus organizations rose quickly to the top of the list of activities which offer the LP significant potential results. Although it is included in the broader goal of growing the LP's support base and embedded in strategy 6, SPT wishes to emphasize the great importance of this activity.

America's youth are largely politically homeless. Political polls show they doubt that the money they pay into Social Security will ever be paid back to them. They tend to oppose the War on Drugs. On a wide spectrum of issues, they are truly politically homeless. They represent one of the greatest opportunities available to the LP, and this strategy aims to develop that opportunity into a strength. By winning over the emerging generation of voters, the LP can take a quantum step forward. SPT also wishes to stress that this is not a "silver bullet." It is, however, an effort that can help the LP take a major step forward in achieving its mission.

Strategy 8 calls for targeting races for maximum effectiveness. The term "maximum effectiveness" may be misleading in that some may assume that the term means winning elections or maximizing vote totals. Typically that would be the case. But in some instances, SPT believes that targeting and ousting an incumbent by attracting politically homeless voters – with an issue such as support for the War on Drugs – may help attract new people to the LP's support base. SPT stresses that such targeting decisions need to be established on a case-by-case basis.

Strategy 10 – by focusing on issues which have a well-defined support base among the politically homeless – may allow the LP to add significantly to its support base.

Strategy 13 will provide the training for candidates, campaigns, and LP organizations to recognize and take advantage of these opportunities and work to convert them from opportunities to strengths.

Strategy 16 recognizes that frequently there are independent organizations which share similar views with the LP on particular issues. Often these organizations can be considered politically homeless. Organizations such as NORML are politically homeless because there is no significant effort being made to reform marijuana laws at the federal level. This strategy calls for the LP to target such groups and work together with them – thereby making them part of the LP's support base. Notwithstanding the example given above, SPT believes that some of the greatest opportunities to implement this strategy are at the local level.

Strategy 18 – which establishes a signature issue for the LP – is one example of how a signature issue can provide a home for those otherwise politically homeless.

Political View of the Youth (14). As stated above, SPT identifies America's youth as providing an outstanding opportunity to build the LP by expanding its support base. The following strategies can help turn this opportunity into a strength:

- Strategy 1: Define, develop, and promote the LP brand

- Strategy 2: Develop and use high-quality presentations of Libertarian ideas, which present both direction and destination, to support the work of affiliates, campaigns, the national party, and individuals
- Strategy 6: Expand and strengthen Libertarian Party organizations at levels other than the affiliate level (e.g. local, city, county, campus)
- Strategy 10: Increase the number of new people comprising the Libertarian Party's support base
- Strategy 13: Provide training, training materials, and training support to Libertarian Party candidates and campaigns (e.g., campaign methods), Libertarian organizations (e.g., organizational matters), and individuals (e.g., communications skills)
- Strategy 18: Focus resources to achieve the repeal of drug prohibition at the federal level by 2010 and get substantial credit for it

Strategy 1 calls for developing the LP brand. In doing this work, the national LP should take special care to assure that the LP brand is attractive to America's youth. Both issues and image are significant branding factors that must have to be taken into consideration.

Strategy 2 calls for developing quality presentations. Some of these presentations should be targeted to America's youth – some targeting those attending college, others targeting high school students, and others targeting high school graduates not going on to college.

Strategy 6, as discussed above, calls for a significant emphasis on establishing nationally-chartered campus LP organizations and working to grow them and to assure continuity as students graduate and new students enter each campus each year.

Strategy 10 calls for growing the number of people in the LP's support base. Implementation of this strategy should strive to put special emphasis on recruiting young people into the LP support base.

Strategy 13 calls for training of candidates, campaigns, LP organizations, and Libertarian communicators. Special attention should be given on developing effective means to communicate the LP message to high school and college students and other young people.

Strategy 18 designates repeal of drug prohibition at the federal level as a signature issue of the LP. SPT believes that this position will be popular among younger Americans and should be used to help attract them into the LP support base.

Single Issue Coalition Building (14). Building coalitions with other organizations based on a single issue where the LP and the organization are in agreement can present an excellent opportunity to build the LP's support base. The application of strategies which can turn this sort of opportunity into a strength are discussed above in the section "Fill the Hole / Politically Homeless."

Increased Awareness of Libertarianism (14). SPT believes that increased awareness of libertarianism creates opportunities for the LP to grow. Strategies which can help turn this opportunity into a strength include:

- Strategy 1: Define, develop, and promote the LP brand
- Strategy 2: Develop and use high-quality presentations of Libertarian ideas, which present both direction and destination, to support the work of affiliates, campaigns, the national party, and individuals
- Strategy 3: Redevelop the Libertarian Party Platform, presenting both direction and destination, with an eye toward electoral success without compromising core beliefs
- Strategy 7: Recruit more and better qualified candidates
- Strategy 8: Target races and allocate resources for maximum effectiveness
- Strategy 10: Increase the number of new people comprising the Libertarian Party's support base
- Strategy 13: Provide training, training materials, and training support to Libertarian Party candidates and campaigns (e.g., campaign methods), Libertarian organizations (e.g., organizational matters), and individuals (e.g., communications skills)
- Strategy 16: Target existing independent groups to act in support of Libertarian Party efforts and provide opportunities for us to spread our message

Strategy 1 should be implemented so that it builds greater awareness of libertarianism and, at the same time, presents a very favorable image of both libertarianism and Libertarians.

Strategy 2 can support turning this opportunity into a strength by presenting libertarian ideas in a positive manner which instills confidence instead of fear.

Strategy 3 can also take advantage of this opportunity by presenting libertarian ideas in a manner which results in support for Libertarian candidates.

Strategy 7 will aid in converting this advantage into a strength by running candidates who are effective salespeople for the LP brand.

Strategy 8 can be employed by (sometimes) targeting candidates who are perceived to be doing the best job of appealing to youth.

Strategy 10 should place strong emphasis on youth recruitment.

Strategy 13 should offer training in effectively communicating the libertarian message and the LP brand to young people.

Strategy 16 should be employed to attempt to utilize high schools, colleges, and universities – existing organizations where young people assemble in large numbers – to communicate the libertarian message.

Discontent with Democrats and Republicans (14). (See “Fill the Hole / Politically Homeless” above.)

Public perception of Democrats and Republicans as corrupt (14). (See “Fill the Hole / Politically Homeless” above.)

Internet / Personal Empowerment (14). The emergence of the Internet has created a new culture and a sense of personal empowerment. The culture created by this development can be a strong source to prospect to expand the LP’s support base. They can be developed from an opportunity into a strength by employing the following strategies:

- Strategy 1: Define, develop, and promote the LP brand

- Strategy 2: Develop and use high-quality presentations of Libertarian ideas, which present both direction and destination, to support the work of affiliates, campaigns, the national party, and individuals
- Strategy 7: Recruit more and better qualified candidates
- Strategy 10: Increase the number of new people comprising the Libertarian Party's support base
- Strategy 13: Provide training, training materials, and training support to Libertarian Party candidates and campaigns (e.g., campaign methods), Libertarian organizations (e.g., organizational matters), and individuals (e.g., communications skills)
- Strategy 15: Target public opinion leaders to embrace and espouse libertarian ideas

Strategy 1 should work to incorporate an appeal to these individuals into the LP brand image and positions.

Strategy 2 should strive to develop high quality presentations focusing their appeal to this population segment.

Strategy 7 should attempt to recruit candidates who can relate well to this group of people. In areas where such people may constitute a significant component of the population (e.g., Silicon Valley), it may be appropriate to recruit people from this group to be candidates for public office.

Strategy 10 calls for growing the LP's support base and is clearly supportive of taking advantage of this opportunity.

Strategy 13 can provide training in communicating with this population segment.

Strategy 15 can be implemented to target leaders of the Internet community who may be able to influence the political views of others in that group.

Current politicians not solving problems (13). The best way to take advantage of this perception on the part of some voters is to present the LP as a clear alternative which is attractive and which offers reasonable solutions to perceived problems. The following strategies can assist in doing this:

- Strategy 1: Define, develop, and promote the LP brand

- Strategy 2: Develop and use high-quality presentations of Libertarian ideas, which present both direction and destination, to support the work of affiliates, campaigns, the national party, and individuals
- Strategy 3: Redevelop the Libertarian Party Platform, presenting both direction and destination, with an eye toward electoral success without compromising core beliefs
- Strategy 7: Recruit more and better qualified candidates
- Strategy 10: Increase the number of new people comprising the Libertarian Party's support base
- Strategy 13: Provide training, training materials, and training support to Libertarian Party candidates and campaigns (e.g., campaign methods), Libertarian organizations (e.g., organizational matters), and individuals (e.g., communications skills)

Strategy 1 will define the LP brand, including both key issues and the image the LP would like to project to the public. Clearly the selection of issues branded by the LP plays an important role in determining who will be attracted to the LP brand. At least as important is the image which the LP projects to the public. Special care should be taken in developing the LP brand to project an image that elected Libertarians will be competent and trustworthy in addressing the problems that voters perceive the dominant parties are not solving.

Strategy 2 will provide the high-quality presentation which will present the LP's message to the public. Here, too, it is critical that both the choice of issues and the image of the LP portrayed in the presentations leads people to view Libertarians as both competent and trustworthy.

Strategy 3 calls for redevelopment of the LP Platform presenting both direction and destination. The success of this strategy will help determine whether it can become a successful campaign tool that can also be used productively in outreach efforts.

Strategy 7 calls for running more and better qualified candidates. Candidate qualification, appearance, and image all can play an important role in determining whether Libertarians – as a group – are perceived as competent and trustworthy.

Strategy 10 calls for growing the number of people in the LP's support base. This is one opportunity to do so.

Strategy 13 will provide training to Libertarians on how to win support from those who view the dominant political parties as ineffective.

Collapse of other parties (14). The apparent collapse of the Reform Party presents opportunities for the LP to recruit former Reform Party members. The strategies in support of turning this opportunity into a strength are largely the same as presented in “Discontent with Democrats and Republicans” above.

Drug War (14). (See “Issues Ignored by Competitors” above.)

Demographic shift away from big government (13). To the extent that there is a demographic shift away from support for big government, the LP may be able to take advantage of this opportunity if it can distinguish itself from the rhetoric of politicians in the dominant political parties. The strategies which would support such efforts include:

- Strategy 1: Define, develop, and promote the LP brand
- Strategy 2: Develop and use high-quality presentations of Libertarian ideas, which present both direction and destination, to support the work of affiliates, campaigns, the national party, and individuals
- Strategy 3: Redevelop the Libertarian Party Platform, presenting both direction and destination, with an eye toward electoral success without compromising core beliefs
- Strategy 10: Increase the number of new people comprising the Libertarian Party's support base

Strategy 1 calls for developing the LP brand. For the LP brand to be successful, it must be clearly distinguishable from that of any other political party. If it is not unique, it will not be perceived as a brand. Care must be taken in developing the LP brand to make sure that it does not sound too much like that of either dominant political party. Emphasis on both direction (smaller government) and destination (ending the role of government in many areas) must be a readily identifiable characteristic of the LP brand.

Strategy 2 calls for developing high-quality presentations of the libertarian message. This message must be highly consistent with the LP brand so that it is clearly distinguishable from the smaller-government rhetoric of the dominant political parties.

Strategy 3 calls for redeveloping the LP Platform. Here, too, both direction and destination must be stressed to assure that the LP brand is clearly present.

Strategy 10 should be implemented to attract those people favoring smaller government to the LP.

Demand for viable third party (12). The relative success of Ross Perot and the Reform Party and Ralph Nader and the Green Party suggest that there may be demand building for a viable third party in the United States.²³ To the extent that there is demand for a viable third party, the LP is in a natural position to seek to be the supplier to meet that demand. The same strategies that were listed under “Demographic shift away from big government” are applicable here.

Locally only one big party competitor (12). This opportunity arises in election districts (which, in some instances, comprise entire states) where there is one clearly dominant party. This environment makes it much easier for the LP to become the second party in such locations. Examples of such locations which were mentioned by SPT were Ford County, Illinois – a small, low-population rural county where there is effectively no Democratic Party – and the Commonwealth of Massachusetts – where the Republican Party is so small that the 2000 LP US Senate candidate polled nearly as many votes as the Republican candidate. Strategies supporting turning such opportunities into strengths include:

- Strategy 4: Track the performance of core and critical activities in state and local Libertarian Party organizations; encourage and support these organizations in creating and executing plans to improve performance
- Strategy 6: Expand and strengthen Libertarian Party organizations at levels other than the affiliate level (e.g. local, city, county, campus)
- Strategy 8: Target races and allocate resources for maximum effectiveness

Strategy 4 and Strategy 6 seek to strengthen state and local LP organizations. To take advantage of opportunities created when there is only one of the dominant parties which can successfully compete, the state or local LP organization must be strong and effective.

²³Some may suggest that the success was mostly attributable to the persona and reputations of these two famous men. SPT does not presume to know whether that is the case.

Strategy 8 can be used to target races in districts where there only one dominant party competitor. This has been effectively demonstrated in Ford County, Illinois and the Commonwealth of Massachusetts.

Collapse of Reform Party (12). (See “Collapse of other third parties” above.)

Social Security (12). SPT discussed Social Security as a possible signature issue for the LP. SPT was not able to muster sufficient consensus on the merits of doing so, largely because there has been significant talk by elected officials of the dominant parties about possibly privatizing Social Security. Two of the key requirements for a signature issue listed above were:

- The libertarian position on the issue is not being advanced (in words or action) by the dominant political parties
- The LP is in a position to take a lead role in changing public policy relating to the issue *and to get credit for doing so*

In discussing the possible use of Social Security as a signature issue, there was significant sentiment that the public perceives that some members of the dominant parties had taken the lead in calling for privatization of Social Security and that if it comes to pass, the LP is not likely to get credit for it. Hence SPT does not recommend that this potential opportunity be pursued by making Social Security a signature issue at this time.

SPT wishes to make it clear that this should not discourage any LP organization or any Libertarian candidates or campaign or speaker from strongly advocating the end of Social Security as a government program. Rather, SPT is saying that this excellent campaign issue falls short of the requirement for adoption as a signature issue for the LP at this time.

Targetable Minorities (12). Many of the opportunities listed above and below implicitly call for targeting subsets of the population either by developing the LP brand to appeal to these people or by crafting special presentations to appeal to these people. Some of the tactics listed in the “Strategies and Tactics” section of this report identify opportunities for targeting minorities. A review of the initial list of brainstorming ideas developed by SPT and the meeting of State Chairs reveals a large number of proposals to target minorities. SPT believes that these should be considered on a case-by-case basis in developing metrics for each plan year. The discussions of strategies for

targeting subsets of the population above provide ample examples of how some of the 20 strategies can be applied to take advantage of this opportunity.

Democrats and Republicans increasing government (12). (See “Demographic shift away from big government” above).

Youth (12). (See “Political views of the youth” above).

Stupid politicians (11). (See “Demographic shift away from big government” above.)

New technology (11). (See “Internet / Personal Empowerment” above.)

Two-way races (11). (See “Locally only one big party competitor” above.)

Threats

Ballot access laws (16). Ballot access laws have the potential to consume a significant amount of LP resources on ballot drives which produce few benefits other than placing the names of Libertarians on the ballot. The following strategies can help reduce this threat:

- Strategy 4: Track the performance of core and critical activities in state and local Libertarian Party organizations; encourage and support these organizations in creating and executing plans to improve performance
- Strategy 5: Define and codify relationships between (and expectations among) national, state, local, and campus Libertarian Party organizations
- Strategy 6: Expand and strengthen Libertarian Party organizations at levels other than the affiliate level (e.g. local, city, county, campus)
- Strategy 7: Recruit more and better qualified candidates
- Strategy 8: Target races and allocate resources for maximum effectiveness
- Strategy 10: Increase the number of new people comprising the Libertarian Party's support base

- Strategy 11: Increase the commitment of those already within the Libertarian Party's support base
- Strategy 13: Provide training, training materials, and training support to Libertarian Party candidates and campaigns (e.g., campaign methods), Libertarian organizations (e.g., organizational matters), and individuals (e.g., communications skills)
- Strategy 17: Encourage state, local, and campus Libertarian Party organizations and our entire support base to be involved in political processes at all levels outside of campaigns and elections
- Strategy 20: Motivate the Libertarian Party support base to increase activism by recognizing and rewarding both effort and success and by making involvement in the Libertarian Party an enjoyable, positive experience

Strategy 4 and Strategy 6 seek to help affiliated state parties and their affiliates develop into expanded, strong organizations. Such organizations will be able to rise to the occasion and place their candidates on the ballot. SPT discussed the concept of “ballot access self-sufficiency” – a term which implies that an LP organization is sufficiently strong (or has met the legal requirements) to place its candidates on the ballot on a footing comparable to that of the dominant political parties. SPT strongly endorses efforts to work to achieve this result.

Strategy 5 seeks to define and codify – among other things – the role and responsibility of each party to work toward both ballot access and ballot access self-sufficiency.

Strategy 7 calls for recruiting more and better qualified candidates. A high-quality candidate should be able to attract a support base – financial and volunteer – which enables that candidate to place his or her name on the election ballot.

Strategy 8 can be implemented to target races which – if certain vote levels are met – provide ballot access in future elections.

Strategy 10 calls for increasing the LP's support base. The greater the number of supporters, the less work is required from each (on average) to get the names of Libertarian candidates on the ballot.

Strategy 11 calls for increasing the extend of commitment of those already in the LP support base. As relates to ballot access, this might mean getting more volunteer signatures for a ballot drive or raising more money to fund professional signature gathering.

Strategy 13 can be implemented to provide various sorts of training to address this threat. One example would be training in such skills as how to run a successful ballot drive and how to effectively gather petition signatures. Another example would be training volunteers/activists on how to lobby their state legislatures to oppose legislation which would increase ballot access obstacles or to support legislation that would lower such obstacles.

Strategy 17 could be implemented to call for activists to lobby their state legislature to oppose unfavorable changes to ballot access laws and to support (or introduce) favorable changes to ballot access laws.

Strategy 20 could be implemented to reward and support those working on ballot drives – whether successful or not – to encourage them to continue to work to gather signatures to get Libertarians on the ballot.

Public funding of Democrats and Republicans (15). (See “Ballot access laws” above.)

Campaign finance reform harming challengers (15). (See “Ballot access laws” above.)

Public likes big government (15). If the public truly likes big government there is very little the LP can do other than to attempt to persuade them to reconsider their viewpoint. This can best be done by using the following strategies:

- Strategy 1: Define, develop, and promote the LP brand
- Strategy 2: Develop and use high-quality presentations of Libertarian ideas, which present both direction and destination, to support the work of affiliates, campaigns, the national party, and individuals
- Strategy 6: Expand and strengthen Libertarian Party organizations at levels other than the affiliate level (e.g. local, city, county, campus)
- Strategy 10: Increase the number of new people comprising the Libertarian Party's support base
- Strategy 13: Provide training, training materials, and training support to Libertarian Party candidates and campaigns (e.g., campaign methods),

Libertarian organizations (e.g., organizational matters), and individuals (e.g., communications skills)

- Strategy 15: Target public opinion leaders to embrace and espouse libertarian ideas
- Strategy 16: Target existing independent groups to act in support of Libertarian Party efforts and provide opportunities for us to spread our message

Strategy 1 will develop the LP brand. If the public is to reconsider their fondness of big government (which is presumed by this threat), then it is very important that the public has a clear understand of the LP brand which represents the clear alternative.

Strategy 2 should be implemented to develop high-quality presentations to dissuade those fond of big government of the notion that it benefits them.

Strategy 6 calls for expanding and strengthening LP campus and youth organizations. If the current voting public cannot be dissuaded from supporting big government, the LP must focus increasing efforts on American youth. Their voting patterns and opinions about government are still being formed. They need to be courted for support.

Strategy 10 calls for increasing the number of people in the LP support base. In numbers there is strength. Even if the majority still support big government, a strong and growing LP support base is a prerequisite to ever achieving the LP's mission.

Strategy 13 calls for training – including training Libertarians to improve their communications skills. By improving those skills, Libertarians improve their chances of successfully convincing big government supporters to reconsider their viewpoint.

Strategy 15 and Strategy 16 call for targeting public opinion leaders to embrace and espouse libertarian ideas and existing independent organizations for support, respectively. Most ideas begin with a small set of intellectuals, expand to opinion leaders, and – only then – are embraced by the general population. The growth of support for libertarian ideas will likely progress on this same path. Earning the support of public opinion leaders will result in an increasing number of big government supporters reevaluating their support for big government. This makes them better prospects for recruitment into the LP support base.

Public apathy (14). Public apathy is typically a sign of good times. During good times, the public often tolerates what it might not tolerate in bad times.²⁴ As long as the dominant political parties burden the U. S. economy with controls and regulations and treat the government treasury as the source of pork to fuel the reelection of incumbent politicians, good times will eventually lead to bad times and public apathy will dissipate. Such circumstances will turn a temporary threat – public apathy – into a temporary opportunity. The job of the LP is to establish its brand clearly in the mind of Americans so that when the opportunity arises, the public will have a good idea of the Libertarian position on issues and have a strong, positive image of Libertarians.

A lesser of two evils perception (14). To the extent that voters perceive that their choice is between the lesser of two evils, the LP must do its best to establish that there is a third choice which is not evil. The strategies that will help reduce this threat include:

- Strategy 1: Define, develop, and promote the LP brand
- Strategy 2: Develop and use high-quality presentations of Libertarian ideas, which present both direction and destination, to support the work of affiliates, campaigns, the national party, and individuals
- Strategy 10: Increase the number of new people comprising the Libertarian Party's support base
- Strategy 13: Provide training, training materials, and training support to Libertarian Party candidates and campaigns (e.g., campaign methods), Libertarian organizations (e.g., organizational matters), and individuals (e.g., communications skills)
- Strategy 15: Target public opinion leaders to embrace and espouse libertarian ideas
- Strategy 16: Target existing independent groups to act in support of Libertarian Party efforts and provide opportunities for us to spread our message

²⁴One might pose the hypothetical question of whether the public would have tolerated the dishonesty and abhorrent personal behavior of President Clinton had it occurred during a time period when the NASDAQ stock index plummeted from 5000 to 2000, the Dow-Jones Industrial Average declined, and unemployment became an issue,

Strategy 1 will establish the LP brand. If it is developed optimally, the LP brand will convey the message that Libertarians have reasonable stands on issues and present a strong, positive image. This will help elevate the LP to a position where it can be considered a viable alternative by those who previously felt their choice was between the lesser of two evils.

Strategy 2 and Strategy 3 will create presentations and a Platform which can go a long way toward reinforcing the message of the LP brand.

Strategy 10 provides growing numbers of people in the LP support base. The larger the LP grows, the more credible and viable it will be seen by non-supporters.

Strategy 13 can provide training to communicate effectively with those who hold the view that they must choose between the lesser of two evils.

Strategy 15 and Strategy 16 target public opinion leaders and existing independent groups, respectively, seeking support for the LP and its ideas. As the extent of this support grows, the lesser of two evils concept will become less accepted.

Public perception of the Libertarian Party positions as extreme (13). The best way to counter this threat is to redevelop the LP message to address the concern directly. In its discussions, SPT stressed the importance of emphasizing both direction and destination with more emphasis on direction than exists today. A brief look at the LP Platform makes it clear why the public perceives that LP positions are extreme: they are, based on the current political environment. Moreover, some LP members and candidates go out of their way to express those extreme positions in a blatantly in-your-face manner. That only adds to the problem. The response to this threat is found in the following strategies:

- Strategy 1: Define, develop, and promote the LP brand
- Strategy 2: Develop and use high-quality presentations of Libertarian ideas, which present both direction and destination, to support the work of affiliates, campaigns, the national party, and individuals
- Strategy 3: Redevelop the Libertarian Party Platform, presenting both direction and destination, with an eye toward electoral success without compromising core beliefs
- Strategy 13: Provide training, training materials, and training support to Libertarian Party candidates and campaigns (e.g., campaign methods),

Libertarian organizations (e.g., organizational matters), and individuals (e.g., communications skills)

Strategy 1 calls for defining the LP brand. If the LP is to respond to this threat, the LP brand must be developed in a manner that it does not quickly frighten most people away from the LP. Developing the LP brand will take considerable effort and will require active solicitation of outside feedback in the form of public surveys, focus groups, or comparable marketing and public relations tools.

Strategy 2 calls for developing high-quality presentations of libertarian ideas. This refers to more than the use of four-color printing, photographs, and plenty of white space. The LP needs presentations which will attract people to the LP – not scare them away. “Libertarian Macho Flash” must give way to a new image of caring, compassionate people who believe that expanding personal liberty will allow Americans to enjoy a more prosperous life in a nation where peace is expected.

Strategy 3 calls for redeveloping the LP Platform. Considerable evidence exists that the LP platform is used successfully by the dominant political parties as a tool to damage LP candidates. Without compromising the views the LP takes, the Platform should be redeveloped to emphasize the positive, beneficial aspects of what Libertarians would do, if elected. In some cases, extensive lists of government agencies or the bad features of government could be supplemented by or replaced with descriptions of how reducing government to its proper size and scope would provide the vast majority of Americans with a more prosperous life, safer communities, better educational opportunities for children, wider alternatives for healthcare, etc.

Strategy 13 calls for training Libertarians to be better communicators. A significant part of this strategy consists of developing a new vocabulary for Libertarians to use in dealing with each other as well as the public. In addition, persuasion techniques such as the “Ransberger pivot,” which emphasize establishing common desires before describing how private, voluntary solutions can and do outperform governmental action, should become part of every Libertarian's outreach toolkit. Libertarians must establish themselves as the people who truly care and respect their neighbors, while demonstrating that dominant political parties embrace backroom politicians who readily trade the misery of one group for the misery of another. This new vocabulary should be tightly integrated into the LPs branding strategy. The two – branding and communications – are inseparable. That is why training in communication is essential.

Government Funding of Opponents (13). Regrettably various levels of government offer funding for political candidates and political parties. This strategic plan recommends that the national LP not accept government funding to offset any costs of the national LP. We take this position because it is consistent with our beliefs.

This plan makes no statement on whether affiliated state parties, their affiliates, or any LP candidate should accept or reject any form of government funding. SPT believes these decisions should be made by LP organizations, candidates, and campaigns.

SPT offers no strategy aimed at countering this threat.

Green Party / third party competitors (13). The LP cannot control the actions of other political parties; it can only operate within the political environment as it exists. Therefore, the same comments apply here as applied to the opportunity “Discontent with Democrats and Republicans.”

Public refusal to think outside the box (12). The problem does not lie with the public, the problem lies within the LP. Every day new products are introduced to the public. Some are beyond what the public could have imagined prior to their introduction. A 1.5 GHz personal computer, Viagra®, organ transplants, cellular telephones, and cloning are all accepted as real in 2001. These demonstrate the ability of people to accept as real something that would have been considered “outside the box” not so many years ago. Thinking outside the box is not a problem the public presents. What the public needs in order to accept something outside of *today’s* box is a credible presentation of what is and what will replace it – a presentation that instills confidence and chases away fear. The task facing the LP is developing that presentation by implementing the following strategies:

- Strategy 1: Define, develop, and promote the LP brand
- Strategy 2: Develop and use high-quality presentations of Libertarian ideas, which present both direction and destination, to support the work of affiliates, campaigns, the national party, and individuals
- Strategy 3: Redevelop the Libertarian Party Platform, presenting both direction and destination, with an eye toward electoral success without compromising core beliefs
- Strategy 7: Recruit more and better qualified candidates
- Strategy 13: Provide training, training materials, and training support to Libertarian Party candidates and campaigns (e.g., campaign methods), Libertarian organizations (e.g., organizational matters), and individuals (e.g., communications skills)

Strategy 1 defines the LP brand. The LP brand is what needs to be “sold.” It must be presented in a way that it is saleable.

Strategy 2 and Strategy 3 address the development of sales tools. Until the LP’s sales staff has extremely effective sales tools, the public will not be able to see outside the box.

Strategy 7 addresses the need to recruit the finest front line sales staff available. The LP’s front line sales staff – its candidates – must be perceived as likeable, caring, knowledgeable, effective, honest, and competent. Surely other Libertarians will be important parts of the sales team. They, too, must possess the same attributes. The development of the LP brand’s image component will define the attributes of the best candidates.

Strategy 13 calls for training the best sales people to present libertarian ideas in the most effective manner – employing the redeveloped LP Platform, the host of presentations, and the LP brand developed above.

False Reform Movements (11). As with other political parties, the LP cannot stop these movements.

Lack of public acceptance (11). It is difficult to ascertain the cause of the lack of public acceptance. It is possible that many Americans disagree with the philosophy. It is also possible that the failure of the Libertarian Party to gain substantial public support may be largely internal; that is, perhaps the failure is due to poorly chosen strategy and tactics, inept candidates, poorly run campaigns, etc. Perhaps the answer is some combination of the two suggested reasons.

Attitudes of Outside Media (11). The media may not embrace our views. The current leadership in the media may never do so. However, most media organizations are operated for profit. If the viewpoints they express are widely out of touch with those of their audience, eventually the media will evolve to continue to attract the attention of their audience. The best hope that the LP has to counter this threat is to become far more effective in selling the libertarian message. Blaming the media for the LP’s shortcomings in popularizing its message serves no constructive purpose.

The Strategic Planning Cycle²⁵

Among the deliverables expected from SPT was to be a set of recommendations regarding an appropriate strategic planning cycle for the LP. SPT's mission statement included the following description:

A proposed strategic planning cycle which defines how strategic planning will be done prospectively.

The importance of adopting a formal strategic planning cycle cannot be overstated. All too often organizations adopt a strategic plan without defining how performance will be reviewed. A periodic review is appropriate to consider any number of issues including:

- What has been achieved
- What has not been achieved
- What seems to be working
- What seems not to be working
- Changes in the organization's strengths
- Changes in the organization's weaknesses
- Changes in opportunities which exist
- Changes in threats that exist

In its efforts to produce a recommendation regarding a planning cycle, SPT was only able to complete the initial part of the work. That work related to the definition of planning time periods. Specifically, SPT reached consensus to recommend a two year strategic planning cycle which would result in development of plans for three time periods extending as far as six to eight years into the future.

²⁵SPT did not have sufficient time to develop a complete recommendation to the LNC regarding an appropriate strategic planning cycle. The recommendations offered in this section of this report come directly from the SPT's Facilitator Steven Givot without review by or approval of SPT.

Of necessity, the details of the farthest out planning period will be less reliably projectable than the near term period. Still SPT felt that it is important to attempt to make projections for at least some metrics out as far as the year of the second presidential election.

The table below demonstrates the planning cycle time periods recommended by SPT.

Planning Period	2002	2004	2006	2008	2010	2012	2014	2016
Years								
2002	U	U		U				
2003-4		U	U	U				
2005-6			U	U		U		
2007-8				U	U	U		
2009-10					U	U		U
2011-12						U	U	U

In 2002, SPT recommends that the LNC be implementing a short term plan for 2002, an intermediate term plan which ends in 2004, and a long-term plan which ends in 2008.

In years 2003 and 2004, SPT recommends that the LNC be implementing a short term plan which ends in 2004, an intermediate term plan which ends is 2006, and a long-term plan which ends in 2008.

This strategic planning cycle calls for a major review of the strategic plan – mission, goals, and strategies as well as a SWOT analysis – every two years. The review should come after the end of each even-numbered year. At this time, final metric and monitor data should be available to assess performance and to use as a basis to establish or revise metrics and monitors for the coming years. It is recommended that the plan review be completed in the first calendar quarter of each even-numbered year with LNC review scheduled for a meeting in March or April of that even-numbered year.

In addition to the biennial major review, there should be an annual review which is integrated into the budgeting process. The annual review can be considered a minor review of the strategic plan. Minor reviews should occur at the end of each year.

Unless performance is deemed to be extremely poor – in which case mission, goals, strategies, and the SWOT analysis should be reconsidered – the minor review should leave mission, goals, and strategies intact and focus on reviewing how well the implemented tactics are working and how resources should be allocated over the coming year to achieve the metrics projected for the end of the even-numbered year.

Because the LNC reviews and approves annual budgets prior to the start of the year, the minor review must be completed prior to review and approval of the annual budget. This constraint calls for completing the minor review early enough in the fourth quarter to permit development of a budget between the end of the minor review and the final LNC meeting of the year. This will necessitate either holding two LNC meetings in the fourth quarter of each year or delegating responsibility to perform the minor review to a person or group appointed by the LNC for that purpose.

The following presents the timetable for major and minor strategic plan reviews for the next few years. Because this strategic plan will be adopted in the middle of a two-year cycle, the initial sequence is a bit different than what would be expected in the long term.

Initial, Phase-In Sequence

4Q01: The first time that a minor review should be undertaken is during the fourth quarter of 2001. This minor review should target setting all metrics to be achieved by the end of 2002. Staff should then proceed to develop a budget for 2002 based on the established metrics. The proposed metrics for 2002 and the proposed budget for 2002 should be presented to the LNC for consideration in December 2001.

1Q02: The first time that a major review should be undertaken is during the first quarter of 2002.²⁶ This major review should leave the framework of the strategic plan intact, as it will just have been adopted. This major review should target setting all metrics to be achieved by the end of 2004 and 2008. These should be presented to the LNC for consideration in March or April 2002.

4Q02: A minor review would be undertaken in the fourth quarter of 2002. This minor review should review projected metric results for year about to end

²⁶This initial major review is atypical of future major reviews because the strategic plan will not have been in effect long enough to warrant a review of mission, goals, strategies, or the SWOT analysis.

(2002) and project what measureable progress is expected during the coming year (2003) toward established metrics for future short-, intermediate-, and long-term plan years (2004 and 2008). These projections would serve as input to develop the coming year's (2003) budget. The metrics and a budget for the coming year (2003) should be presented to the LNC for consideration in December (2002).

Ongoing Sequence

1Q03: This is the first complete major review to be undertaken. This major review should review the mission, goals, strategies, and SWOT analysis. This major review should target setting all metrics to be achieved by the end of short-, intermediate-, and long-term plan years (2004, 2006, and 2008). These should be presented to the LNC for consideration in March or April of the same year (2003).

4Q03: A minor review would be undertaken in the fourth quarter of 2003. This minor review should review projected metric results for year about to end (2003) and project what measureable progress is expected during the coming year (2004) toward established metrics for future short-, intermediate-, and long-term plan years (2004, 2006 and 2008). These projections would serve as input to develop the coming year's (2004) budget. The metrics and a budget for the coming year (2004) should be presented to the LNC for consideration in December (2003).

4Q04: A minor review would be undertaken in the fourth quarter of 2004. This minor review should review projected metric results for year about to end (2004) and project what measureable progress is expected during the coming year (2005) toward established metrics for future short-, intermediate-, and long-term plan years (2006, 2008 and 2012). These projections would serve as input to develop the coming year's (2005) budget. The metrics and a budget for the coming year (2005) should be presented to the LNC for consideration in December (2004).

The last three examples – 1Q03, 4Q03, and 4Q04 – represent the ongoing cycle of major and minor reviews after the plan has been implemented.

There is one final component of the planning cycle to make it complete. In its March or April meeting each year, the LNC should assure that the projected results for the year just ended – which were made as in the fourth quarter of that year as part of the minor review – were sufficiently close to the final results that no further adjustments to the plan or budget are required.

This final review assures that the plan for the current year was based on an estimated starting point that was sufficiently close to projected values that there remains good reason to believe that projected current year metrics can still be achieved. Failure to do this “reality check” could leave the LP in a situation where it is building on a foundation that is sufficient different than needed to support the expected results.

Conclusion

In the prior discussion of the SPT process, this report stated “SPT used an iterative, consensus-building process.” The strength of such a process is that support for the plan – as it develops – tends to build throughout the process of defining and developing the plan. The ideal result from such a process is a recommendation that can be supported by every participant.

This result is ideal, and ideal results are rarely realized even in the best of circumstance. In this case, SPT has worked diligently to deliver the ideal result.

At the final SPT meeting in Seattle, the facilitator asked the following question:

How many people are prepared to leave this meeting today, understanding that we’ve got to get the money tied into this (recommendation) – and assuming that we do successfully integrate the money into this – how many people are prepared to answer the following question affirmatively: “Do you support the Strategic Planning Team’s recommendations – strategic plan – for the Libertarian Party?” Is there anybody in here who cannot say “I support them?”

No one indicated otherwise.²⁷

The SPT participants were then asked:

And if somebody says to you, “Do you have reservations (or) concerns about the plan,” how many of you feel comfortable saying, “Of course, everything in the plan isn’t the way I would have it be, but as a package – as something we can all hopefully support – those concerns are

²⁷Of the SPT participants who completed the process, every participant except Mary Ruwart was present in the room when this questions was asked.

overshadowed by the value of the plan in its entirety”? Does anybody have a problem with that?

In response to this question, no problems were expressed other than a comment from one participant who said “I want to see the result.”

This broad degree of support for the recommendations of SPT will hopefully set the tone for a campaign – already being planned – to market these recommendations to affiliated state parties and the LP membership if the LNC approves this plan.

This bodes well for the future of the LP. However it also poses a challenge to the leadership of the LP. That challenge is to follow through on the promise that this strategic plan holds for the LP.

Successful implementation of this strategic plan will require significant investment at the national level. That investment will include significant expansion of national party headquarters staff and the funding to do so. It will also require significant investment of time and energy on the part of individual LNC members to implement the several strategies where LNC effort is considered critical for success.²⁸

SPT believes that if the required investment of time, effort, and money is made, this strategic plan will bring the Libertarian Party closer to achieving the six identified goals and the LP’s mission.

²⁸Successful implementation of strategies 3, 5, 11, 14, 19, and 20 all require significant efforts by LNC members.

**Appendix 1:
Mission Statement
LNC Strategic Planning Team**

The mission of the LNC Strategic Planning Team (LNC-SPT) is to develop and recommend a strategic plan to the LNC to advance the mission of the Libertarian Party.

LNC-SPT shall deliver an interim report to the LNC at its April 21, 2001 meeting and a final recommendation at its August 25-26, 2001 meeting. LNC Chair shall update the LNC, in writing, on the progress of LNC-SPT after each LNC-SPT meeting.

LNC-SPT shall develop and recommend a strategic plan which has the following characteristics:

- A short-term strategic plan.
- A long-term strategic plan.
- A proposed strategic planning cycle which defines how strategic planning will be done prospectively.

The strategic plan shall include such components as:

- Strategies to achieve the LNC's mission.
- Goals en route to implementing each strategy
- Objectives – to evaluate success in achieving goals
- Actions to be taken to achieve each goal
- Assumptions and facts underlying the proposed plan

The LNC-SPT shall be composed:

- All LNC members and LNC alternate regional representatives who agree to participate
- Steve Dasbach and Ron Crickenberger of staff
- Don Gorman and one additional elected Libertarian to be selected by the Chair with the advice and input of LNC members

- Two individuals who are active in the libertarian movement, but not necessarily active in the Libertarian Party, to be selected by the Chair with the advice and input of LNC members

The LNC-SPT shall schedule meetings on:

February 10-11 in Indianapolis
March 10-11 in Chicago
April 22 in Washington
May 5-6 at the site of the LPNC convention
June 16-17 at a place to be determined later
July 14-15 at a place to be determined later
July 28-29 at a place to be determined later

The last two meetings will only be held if needed.

Steve Givot shall serve as facilitator.

The LNC shall offer to cover the costs of travel, hotel, and working meals for all LNC-SPT participants.

The February 10-11 LNC-SPT meeting shall be open to the public. Electronic recordings of that meeting can be made as long as the recording process is not disruptive to the meeting.

The March 10-11 LNC-SPT meeting shall be attended only by LNC-SPT participants and those whom they invite.

At its April 21, 2001 meeting, the LNC shall determine who may attend subsequent LNC-SPT meetings.

The staff shall electronically record all meetings of LNC-SPT. These recordings shall not be released to anyone but participants and LNC members and alternates without LNC permission.

LNC-SPT participants are expected to attend every meeting, without exception. Should any participant miss a meeting, the LNC Chair shall endeavor to bring the absent participant up to date regarding progress made at the missed meeting. The participant shall be expected to undertake the initiative to get this information from the LNC Chair. Should absence of an LNC-SPT member from meetings result in delaying or disrupting the work of LNC-SPT, the LNC Chair may – at his sole direction – remove that participant from LNC-SPT.

Appendix 2: Baseline Survey of SPT Participants and State Chairs

Note: On the following pages,

LNC refers to the responses from LNC Strategic Planning Committee participants.

SC refers to the responses from attendees of the state chair's conference.

AB% refers to the percentage of respondents selecting choices A or B.

CD% refers to the percentage of respondents selecting choices D and E.

The letters A through E – with corresponding values 4 through 0 – at the top of the page label the responses to each question.

The “Average” value presents the average of the responses, where each “A” response is valued as 4, each “B” response is valued at 3, etc.

Of particular interest is the generally strong correlation between how “LNC” respondents and “SC” respondents answered these questions.

Question

A = 4

B = 3

C = 2

D = 1

E = 0

Q1

The LP can make rapid progress toward achieving its mission by adopting and implementing one particular strategy and focusing most its resources on that one strategy.

Group	I strongly agree	I tend to agree	I am not sure	I tend to disagree	I strongly disagree	Total	AB%	DE%	Average
LNC	3	3	2	4	5	17	35%	53%	1.71
SC	1	5	4	11	9	30	20%	67%	1.27
All	4	8	6	15	14	47	26%	62%	1.43

Q2

The success of any plan to achieve the LP's mission requires a coordinated effort between the national LP and its Affiliates.

Group	I strongly agree	I tend to agree	I am not sure	I tend to disagree	I strongly disagree	Total	AB%	DE%	Average
LNC	8	7	1	0	0	16	94%	0%	3.44
SC	13	13	3	2	0	31	84%	6%	3.19
All	21	20	4	2	0	47	87%	4%	3.28

Q3

The strategic plan developed by this team should define an overall strategy and the way to achieve it, but the details of implementation should be left to the LNC and staff to determine.

Group	I strongly agree	I tend to agree	I am not sure	I tend to disagree	I strongly disagree	Total	AB%	DE%	Average
LNC	4	6	2	3	1	16	63%	25%	2.56
SC	3	14	5	4	2	28	61%	21%	2.43
All	7	20	7	7	3	44	61%	23%	2.48

Q4A

A reasonable time frame for the LP to have state legislators concurrently serving in 10 states is

Group	2004	2008	2012	2016	2020 or later	Total	AB%	DE%	Average
LNC	3	7	4	0	2	16	63%	13%	2.56
SC	7	10	7	2	2	28	61%	14%	2.64
All	10	17	11	2	4	44	61%	14%	2.61

Question	A = 4	B = 3	C = 2	D = 1	E = 0				
Q4B	A reasonable time frame for the LP to elect one person to the US House of Representatives is								
Group	2004	2008	2012	2016	2020 or later	Total	AB%	DE%	Average
LNC	2	8	2	1	2	15	67%	20%	2.47
SC	7	12	4	3	1	27	70%	15%	2.78
All	9	20	6	4	3	42	69%	17%	2.67
Q4C	A reasonable time frame for the LP to elect one person to the US Senate is								
Group	2004	2008	2012	2016	2020 or later	Total	AB%	DE%	Average
LNC	0	2	5	4	4	15	13%	53%	1.33
sc	2	6	11	4	4	27	30%	30%	1.93
All	2	8	16	8	8	42	24%	38%	1.71
Q4D	A reasonable time frame for the LP to elect one person as a state governor is								
Group	2004	2008	2012	2016	2020 or later	Total	AB%	DE%	Average
LNC	2	3	4	2	4	15	33%	40%	1.80
SC	2	9	9	4	3	27	41%	26%	2.11
All	4	12	13	6	7	42	38%	31%	2.00
Q4E	A reasonable time frame for the LP to elect the President of the United States is								
Group	2004	2008	2012	2016	2020 or later	Total	AB%	DE%	Average
LNC	0	1	1	3	9	14	7%	86%	0.57
SC	0	0	10	7	10	27	0%	63%	1.00
All	0	1	11	10	19	41	2%	71%	0.85

Question	A = 4	B = 3	C = 2	D = 1	E = 0				
Q5A1	Please rate the number of Libertarians running for president as a means to measure progress toward achieving the LP's mission								
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average
LNC	2	3	3	2	4	14	36%	43%	1.79
SC	5	6	6	5	5	27	41%	37%	2.04
All	7	9	9	7	9	41	39%	39%	1.95
Q5A2	Please rate the number of votes for the Libertarian presidential candidate as a means to measure progress toward achieving the LP's mission								
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average
LNC	2	5	5	1	3	16	44%	25%	2.13
SC	6	9	6	6	1	28	54%	25%	2.46
All	8	14	11	7	4	44	50%	25%	2.34
Q5A3	Please rate the election of a Libertarian president as a means to measure progress toward achieving the LP's mission								
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average
LNC	7	1	3	0	4	15	53%	27%	2.47
SC	15	3	1	2	5	26	69%	27%	2.81
All	22	4	4	2	9	41	63%	27%	2.68
Q5AA1	Please rate whether the national LP adopts a formal budget as a means to measure progress toward achieving the LP's mission								
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average
LNC	4	3	5	2	1	15	47%	20%	2.47
SC	6	6	8	3	2	25	48%	20%	2.44
All	10	9	13	5	3	40	48%	20%	2.45

Question	A = 4	B = 3	C = 2	D = 1	E = 0				
Q5AA2	Please rate the number of state affiliates adopting a formal budget as a means to measure progress toward achieving the LP's mission								
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average
LNC	5	5	4	2	0	16	63%	13%	2.81
SC	5	11	6	4	2	28	57%	21%	2.46
All	10	16	10	6	2	44	59%	18%	2.59
Q5AA3	Please rate the number of local affiliates adopting a formal budget as a means to measure progress toward achieving the LP's mission								
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average
LNC	4	5	3	4	0	16	56%	25%	2.56
SC	3	8	9	3	3	26	42%	23%	2.19
All	7	13	12	7	3	42	48%	24%	2.33
Q5B1	Please rate the number of Libertarians running for the US House as a means to measure progress toward achieving the LP's mission								
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average
LNC	3	4	4	2	2	15	47%	27%	2.27
SC	7	9	10	1	2	29	55%	10%	2.62
All	10	13	14	3	4	44	52%	16%	2.50
Q5B2	Please rate the number of votes for Libertarian US House candidates as a means to measure progress toward achieving the LP's mission								
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average
LNC	2	8	2	2	1	15	67%	20%	2.53
SC	6	14	6	2	1	29	69%	10%	2.76
All	8	22	8	4	2	44	68%	14%	2.68

Question	A = 4	B = 3	C = 2	D = 1	E = 0				
Q5B3	Please rate the number of Libertarians elected to the US House as a means to measure progress toward achieving the LP's mission								
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average
LNC	8	5	1	0	1	15	87%	7%	3.27
SC	18	5	3	0	3	29	79%	10%	3.21
All	26	10	4	0	4	44	82%	9%	3.23
Q5C1	Please rate the number of Libertarians running for the US Senate as a means to measure progress toward achieving the LP's mission								
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average
LNC	3	2	5	3	2	15	33%	33%	2.07
SC	6	10	9	2	2	29	55%	14%	2.55
All	9	12	14	5	4	44	48%	20%	2.39
Q5C2	Please rate the number of votes for Libertarian US Senate candidates as a means to measure progress toward achieving the LP's mission								
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average
LNC	2	8	1	3	1	15	67%	27%	2.47
SC	7	11	6	4	1	29	62%	17%	2.66
All	9	19	7	7	2	44	64%	20%	2.59
Q5C3	Please rate the number of Libertarians elected to the US Senate as a means to measure progress toward achieving the LP's mission								
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average
LNC	7	3	3	1	1	15	67%	13%	2.93
SC	18	5	1	1	4	29	79%	17%	3.10
All	25	8	4	2	5	44	75%	16%	3.05

Question	A = 4	B = 3	C = 2	D = 1	E = 0				
Q5D1	Please rate the number of Libertarians running for governor as a means to measure progress toward achieving the LP's mission								
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average
LNC	3	1	6	3	2	15	27%	33%	2.00
SC	8	9	8	2	2	29	59%	14%	2.66
All	11	10	14	5	4	44	48%	20%	2.43
Q5D2	Please rate the number of votes for Libertarian gubernatorial candidates as a means to measure progress toward achieving the LP's mission								
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average
LNC	2	7	3	3	0	15	60%	20%	2.53
SC	8	12	5	3	1	29	69%	14%	2.79
All	10	19	8	6	1	44	66%	16%	2.70
Q5D3	Please rate the number of Libertarians elected as governor as a means to measure progress toward achieving the LP's mission								
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average
LNC	7	2	5	1	0	15	60%	7%	3.00
SC	18	5	1	1	4	29	79%	17%	3.10
All	25	7	6	2	4	44	73%	14%	3.07
Q5E1	Please rate the number of Libertarians running for other statewide office as a means to measure progress toward achieving the LP's mission								
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average
LNC	1	4	6	2	2	15	33%	27%	2.00
SC	7	12	7	1	2	29	66%	10%	2.72
All	8	16	13	3	4	44	55%	16%	2.48

Question	A = 4	B = 3	C = 2	D = 1	E = 0					
Q5E2	Please rate the number of votes for Libertarian candidates for other statewide office as a means to measure progress toward achieving the LP's mission									
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average	
LNC	2	5	6	2	0	15	47%	13%	2.47	
SC	6	15	8	0	0	29	72%	0%	2.93	
All	8	20	14	2	0	44	64%	5%	2.77	
Q5E3	Please rate the number of Libertarians elected to other statewide office as a means to measure progress toward achieving the LP's mission									
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average	
LNC	6	2	7	0	0	15	53%	0%	2.93	
SC	15	8	2	2	2	29	79%	14%	3.10	
All	21	10	9	2	2	44	70%	9%	3.05	
Q5F1	Please rate the number of Libertarians running for state legislature as a means to measure progress toward achieving the LP's mission									
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average	
LNC	5	6	4	0	0	15	73%	0%	3.07	
SC	10	15	2	0	2	29	86%	7%	3.07	
All	15	21	6	0	2	44	82%	5%	3.07	
Q5F2	Please rate the number of votes for Libertarian state legislature candidates as a means to measure progress toward achieving the LP's mission									
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average	
LNC	6	8	1	0	0	15	93%	0%	3.33	
sc	7	17	4	1	0	29	83%	3%	3.03	
All	13	25	5	1	0	44	86%	2%	3.14	

Question	A = 4	B = 3	C = 2	D = 1	E = 0				
Q5F3	Please rate the number of Libertarians elected to state legislatures as a means to measure progress toward achieving the LP's mission								
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average
LNC	11	4	1	0	0	16	94%	0%	3.63
SC	19	5	2	1	2	29	83%	10%	3.31
All	30	9	3	1	2	45	87%	7%	3.42
Q5G1	Please rate the number of Libertarians running for local executive office as a means to measure progress toward achieving the LP's mission								
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average
LNC	5	7	3	0	0	15	80%	0%	3.13
SC	11	11	5	1	1	29	76%	7%	3.03
All	16	18	8	1	1	44	77%	5%	3.07
Q5G2	Please rate the number of votes for Libertarian local executive office candidates as a means to measure progress toward achieving the LP's mission								
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average
LNC	4	9	2	0	0	15	87%	0%	3.13
SC	10	12	3	3	1	29	76%	14%	2.93
All	14	21	5	3	1	44	80%	9%	3.00
Q5G3	Please rate the number of Libertarians elected to local executive office as a means to measure progress toward achieving the LP's mission								
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average
LNC	11	5	0	0	0	16	100%	0%	3.69
SC	18	7	2	0	2	29	86%	7%	3.34
All	29	12	2	0	2	45	91%	4%	3.47

*Question**A = 4**B = 3**C = 2**D = 1**E = 0***Q5H1**

Please rate the number of Libertarians running for local legislative office as a means to measure progress toward achieving the LP's mission

<i>Group</i>	Very good	Good	Mediocre	Poor	Very Poor	<i>Total</i>	<i>AB%</i>	<i>DE%</i>	<i>Average</i>
<i>LNC</i>	5	6	4	0	0	15	73%	0%	3.07
<i>SC</i>	12	10	5	1	1	29	76%	7%	3.07
<i>All</i>	17	16	9	1	1	44	75%	5%	3.07

Q5H2

Please rate the number of votes for Libertarian local legislative office candidates as a means to measure progress toward achieving the LP's mission

<i>Group</i>	Very good	Good	Mediocre	Poor	Very Poor	<i>Total</i>	<i>AB%</i>	<i>DE%</i>	<i>Average</i>
<i>LNC</i>	6	7	2	0	0	15	87%	0%	3.27
<i>SC</i>	11	11	2	4	1	29	76%	17%	2.93
<i>All</i>	17	18	4	4	1	44	80%	11%	3.05

Q5H3

Please rate the number of Libertarians elected to local legislative office as a means to measure progress toward achieving the LP's mission

<i>Group</i>	Very good	Good	Mediocre	Poor	Very Poor	<i>Total</i>	<i>AB%</i>	<i>DE%</i>	<i>Average</i>
<i>LNC</i>	20	10	2	0	0	32	94%	0%	3.56
<i>SC</i>	32	18	4	0	4	58	86%	7%	3.28
<i>All</i>	52	28	6	0	4	90	89%	4%	3.38

Q5I1

Please rate the number of Libertarians running for other elected local office as a means to measure progress toward achieving the LP's mission

<i>Group</i>	Very good	Good	Mediocre	Poor	Very Poor	<i>Total</i>	<i>AB%</i>	<i>DE%</i>	<i>Average</i>
<i>LNC</i>	5	4	6	0	0	15	60%	0%	2.93
<i>SC</i>	8	11	7	2	1	29	66%	10%	2.79
<i>All</i>	13	15	13	2	1	44	64%	7%	2.84

Question	A = 4	B = 3	C = 2	D = 1	E = 0				
Q5I2	Please rate the number of votes for Libertarians for other elected local office as a means to measure progress toward achieving the LP's mission								
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average
LNC	5	7	3	0	0	15	80%	0%	3.13
SC	7	13	4	4	1	29	69%	17%	2.72
All	12	20	7	4	1	44	73%	11%	2.86
Q5J1	Please rate the number of Libertarians applying for non-elected office as a means to measure progress toward achieving the LP's mission								
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average
LNC	3	4	3	3	1	14	50%	29%	2.36
SC	4	8	9	2	1	24	50%	13%	2.50
All	7	12	12	5	2	38	50%	18%	2.45
Q5J3	Please rate the number of Libertarians appointed to non-elected office as a means to measure progress toward achieving the LP's mission								
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average
LNC	2	5	3	1	1	12	58%	17%	2.50
SC	5	10	4	2	1	22	68%	14%	2.73
All	7	15	7	3	2	34	65%	15%	2.65
Q5K1	Please rate the number of Libertarians running for any elected office as a means to measure progress toward achieving the LP's mission								
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average
LNC	2	4	3	2	1	12	50%	25%	2.33
SC	6	9	6	3	1	25	60%	16%	2.64
All	8	13	9	5	2	37	57%	19%	2.54

Question	A = 4	B = 3	C = 2	D = 1	E = 0				
Q5K2	Please rate the number of votes for Libertarians for any elected office as a means to measure progress toward achieving the LP's mission								
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average
LNC	2	4	4	2	0	12	50%	17%	2.50
SC	4	11	6	3	0	24	63%	13%	2.67
All	6	15	10	5	0	36	58%	14%	2.61
Q5K3	Please rate the number of Libertarians elected to any office as a means to measure progress toward achieving the LP's mission								
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average
LNC	4	5	2	1	1	13	69%	15%	2.77
SC	13	8	2	0	1	24	88%	4%	3.33
All	17	13	4	1	2	37	81%	8%	3.14
Q5L1	Please rate the number of LP national members as a means to measure progress toward achieving the LP's mission								
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average
LNC	4	8	4	0	0	16	75%	0%	3.00
sc	11	11	5	0	1	28	79%	4%	3.11
All	15	19	9	0	1	44	77%	2%	3.07
Q5L2	Please rate the number of LP state affiliate members as a means to measure progress toward achieving the LP's mission								
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average
LNC	5	7	3	1	0	16	75%	6%	3.00
SC	10	15	2	0	1	28	89%	4%	3.18
All	15	22	5	1	1	44	84%	5%	3.11

Question	A = 4	B = 3	C = 2	D = 1	E = 0					
Q5L3	Please rate the number of LP local affiliate members as a means to measure progress toward achieving the LP's mission									
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average	
LNC	4	8	3	1	0	16	75%	6%	2.94	
SC	12	11	2	0	1	26	88%	4%	3.27	
All	16	19	5	1	1	42	83%	5%	3.14	
Q5M1	Please rate the number of LP national non-member contributors as a means to measure progress toward achieving the LP's mission									
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average	
LNC	7	5	4	0	0	16	75%	0%	3.19	
SC	7	10	9	0	1	27	63%	4%	2.81	
All	14	15	13	0	1	43	67%	2%	2.95	
Q5M2	Please rate the number of LP state non-member contributors as a means to measure progress toward achieving the LP's mission									
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average	
LNC	7	6	2	1	0	16	81%	6%	3.19	
SC	7	11	8	1	1	28	64%	7%	2.79	
All	14	17	10	2	1	44	70%	7%	2.93	
Q5M3	Please rate the number of LP local affiliate non-member contributors as a means to measure progress toward achieving the LP's mission									
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average	
LNC	7	5	3	1	0	16	75%	6%	3.13	
SC	7	10	7	0	2	26	65%	8%	2.77	
All	14	15	10	1	2	42	69%	7%	2.90	

Question	A = 4	B = 3	C = 2	D = 1	E = 0				
Q5N1	Please rate the number of registered Libertarians nationwide as a means to measure progress toward achieving the LP's mission								
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average
LNC	4	8	3	0	0	15	80%	0%	3.07
SC	8	9	7	1	1	26	65%	8%	2.85
All	12	17	10	1	1	41	71%	5%	2.93
Q5N2	Please rate the number of registered Libertarians by state as a means to measure progress toward achieving the LP's mission								
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average
LNC	7	6	3	0	0	16	81%	0%	3.25
SC	11	11	3	1	1	27	81%	7%	3.11
All	18	17	6	1	1	43	81%	5%	3.16
Q5N3	Please rate the number of registered Libertariansby local affiliate as a means to measure progress toward achieving the LP's mission								
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average
LNC	4	8	3	0	1	16	75%	6%	2.88
SC	10	9	3	1	1	24	79%	8%	3.08
All	14	17	6	1	2	40	78%	8%	3.00
Q5O1	Please rate the number of people voting for at least one Libertarian nationwide as a means to measure progress toward achieving the LP's mission								
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average
LNC	5	7	2	2	0	16	75%	13%	2.94
SC	2	15	7	3	0	27	63%	11%	2.59
All	7	22	9	5	0	43	67%	12%	2.72

Question	A = 4	B = 3	C = 2	D = 1	E = 0				
Q5O2	Please rate the number of people voting for at least one Libertarian by state as a means to measure progress toward achieving the LP's mission								
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average
LNC	5	7	1	3	0	16	75%	19%	2.88
SC	5	13	7	3	0	28	64%	11%	2.71
All	10	20	8	6	0	44	68%	14%	2.77
Q5O3	Please rate the number of people voting for at least one Libertarian by local affiliate as a means to measure progress toward achieving the LP's mission								
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average
LNC	5	7	2	1	1	16	75%	13%	2.88
SC	6	10	8	2	0	26	62%	8%	2.77
All	11	17	10	3	1	42	67%	10%	2.81
Q5P2	Please rate the number of states in which the LP has ballot status equivalent to the D's and R's as a means to measure progress toward achieving the LP's mission								
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average
LNC	5	3	7	0	1	16	50%	6%	2.69
SC	13	8	2	2	0	25	84%	8%	3.28
All	18	11	9	2	1	41	71%	7%	3.05
Q5Q1	Please rate the number of personal media contacts by the national LP as a means to measure progress toward achieving the LP's mission								
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average
LNC	2	8	4	2	0	16	63%	13%	2.63
SC	4	14	6	1	1	26	69%	8%	2.73
All	6	22	10	3	1	42	67%	10%	2.69

Question	A = 4	B = 3	C = 2	D = 1	E = 0				
Q5Q2	Please rate the number of personal media contacts by state affiliates as a means to measure progress toward achieving the LP's mission								
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average
LNC	1	11	3	1	0	16	75%	6%	2.75
SC	5	15	4	1	1	26	77%	8%	2.85
All	6	26	7	2	1	42	76%	7%	2.81
Q5Q3	Please rate the number of personal media contacts by local affiliates as a means to measure progress toward achieving the LP's mission								
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average
LNC	2	9	4	1	0	16	69%	6%	2.75
SC	7	13	5	0	1	26	77%	4%	2.96
All	9	22	9	1	1	42	74%	5%	2.88
Q5R1	Please rate the number of media interviews by the national LP as a means to measure progress toward achieving the LP's mission								
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average
LNC	5	6	5	0	0	16	69%	0%	3.00
SC	6	14	6	0	1	27	74%	4%	2.89
All	11	20	11	0	1	43	72%	2%	2.93
Q5R2	Please rate the number of media interviews contacts by state affiliates as a means to measure progress toward achieving the LP's mission								
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average
LNC	5	7	4	0	0	16	75%	0%	3.06
SC	6	17	3	0	1	27	85%	4%	3.00
All	11	24	7	0	1	43	81%	2%	3.02

Question	A = 4	B = 3	C = 2	D = 1	E = 0					
Q5R3	Please rate the number of media interviews contacts by local affiliates as a means to measure progress toward achieving the LP's mission									
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average	
LNC	5	6	5	0	0	16	69%	0%	3.00	
SC	7	15	5	0	0	27	81%	0%	3.07	
All	12	21	10	0	0	43	77%	0%	3.05	
Q5S1	Please rate the number of op ed piece appearances generated by the national LP as a means to measure progress toward achieving the LP's mission									
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average	
LNC	4	6	5	1	0	16	63%	6%	2.81	
SC	6	12	7	2	0	27	67%	7%	2.81	
All	10	18	12	3	0	43	65%	7%	2.81	
Q5S2	Please rate the number of op ed piece appearances generated by state affiliates as a means to measure progress toward achieving the LP's mission									
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average	
LNC	5	6	5	0	0	16	69%	0%	3.00	
SC	7	11	9	0	0	27	67%	0%	2.93	
All	12	17	14	0	0	43	67%	0%	2.95	
Q5S3	Please rate the number of op ed piece appearances generated by local affiliates as a means to measure progress toward achieving the LP's mission									
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average	
LNC	3	10	3	0	0	16	81%	0%	3.00	
SC	9	10	8	0	0	27	70%	0%	3.04	
All	12	20	11	0	0	43	74%	0%	3.02	

Question	A = 4	B = 3	C = 2	D = 1	E = 0				
Q5T1	Please rate the number of news releases issued by the national LP as a means to measure progress toward achieving the LP's mission								
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average
LNC	3	6	4	1	2	16	56%	19%	2.44
SC	1	8	12	6	0	27	33%	22%	2.15
All	4	14	16	7	2	43	42%	21%	2.26
Q5T2	Please rate the number of news releases issued by state affiliates as a means to measure progress toward achieving the LP's mission								
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average
LNC	3	6	5	2	0	16	56%	13%	2.63
SC	2	12	9	4	0	27	52%	15%	2.44
All	5	18	14	6	0	43	53%	14%	2.51
Q5T3	Please rate the number of news releases issued by local affiliates as a means to measure progress toward achieving the LP's mission								
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average
LNC	2	7	6	1	0	16	56%	6%	2.63
SC	2	13	9	3	0	27	56%	11%	2.52
All	4	20	15	4	0	43	56%	9%	2.56
Q5U1	Please rate whether the national LP regularly issues news releases as a means to measure progress toward achieving the LP's mission								
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average
LNC	3	3	7	2	1	16	38%	19%	2.31
SC	4	8	8	3	2	25	48%	20%	2.36
All	7	11	15	5	3	41	44%	20%	2.34

*Question**A = 4**B = 3**C = 2**D = 1**E = 0***Q5U2**

Please rate the number of state affiliates regularly issuing news releases as a means to measure progress toward achieving the LP's mission

<i>Group</i>	Very good	Good	Mediocre	Poor	Very Poor	<i>Total</i>	<i>AB%</i>	<i>DE%</i>	<i>Average</i>
<i>LNC</i>	2	4	7	2	1	16	38%	19%	2.25
<i>SC</i>	5	9	9	2	1	26	54%	12%	2.58
<i>All</i>	7	13	16	4	2	42	48%	14%	2.45

Q5U3

Please rate the number of local affiliates regularly issuing news releases as a means to measure progress toward achieving the LP's mission

<i>Group</i>	Very good	Good	Mediocre	Poor	Very Poor	<i>Total</i>	<i>AB%</i>	<i>DE%</i>	<i>Average</i>
<i>LNC</i>	2	3	7	2	2	16	31%	25%	2.06
<i>SC</i>	4	11	9	2	0	26	58%	8%	2.65
<i>All</i>	6	14	16	4	2	42	48%	14%	2.43

Q5V1

Please rate the amount of national LP revenues as a means to measure progress toward achieving the LP's mission

<i>Group</i>	Very good	Good	Mediocre	Poor	Very Poor	<i>Total</i>	<i>AB%</i>	<i>DE%</i>	<i>Average</i>
<i>LNC</i>	8	5	3	0	0	16	81%	0%	3.31
<i>SC</i>	8	12	6	1	0	27	74%	4%	3.00
<i>All</i>	16	17	9	1	0	43	77%	2%	3.12

Q5V2

Please rate the amount of state affiliate revenues as a means to measure progress toward achieving the LP's mission

<i>Group</i>	Very good	Good	Mediocre	Poor	Very Poor	<i>Total</i>	<i>AB%</i>	<i>DE%</i>	<i>Average</i>
<i>LNC</i>	8	5	3	0	0	16	81%	0%	3.31
<i>SC</i>	8	14	4	1	0	27	81%	4%	3.07
<i>All</i>	16	19	7	1	0	43	81%	2%	3.16

Question	A = 4	B = 3	C = 2	D = 1	E = 0				
Q5V3	Please rate the amount of local affiliate revenues as a means to measure progress toward achieving the LP's mission								
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average
LNC	7	6	3	0	0	16	81%	0%	3.25
SC	10	11	4	2	0	27	78%	7%	3.07
All	17	17	7	2	0	43	79%	5%	3.14
Q5W1	Please rate the number of national LP volunteers as a means to measure progress toward achieving the LP's mission								
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average
LNC	4	4	6	2	0	16	50%	13%	2.63
SC	4	11	11	1	0	27	56%	4%	2.67
All	8	15	17	3	0	43	53%	7%	2.65
Q5W2	Please rate the number of state affiliate volunteers as a means to measure progress toward achieving the LP's mission								
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average
LNC	5	8	2	1	0	16	81%	6%	3.06
SC	7	15	4	1	0	27	81%	4%	3.04
All	12	23	6	2	0	43	81%	5%	3.05
Q5W3	Please rate the number of local affiliate volunteers as a means to measure progress toward achieving the LP's mission								
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average
LNC	8	6	1	1	0	16	88%	6%	3.31
SC	10	14	2	1	0	27	89%	4%	3.22
All	18	20	3	2	0	43	88%	5%	3.26

Question	A = 4	B = 3	C = 2	D = 1	E = 0					
Q5X1	Please rate the number of national LP volunteer hours as a means to measure progress toward achieving the LP's mission									
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average	
LNC	3	5	6	2	0	16	50%	13%	2.56	
SC	3	10	11	3	0	27	48%	11%	2.48	
All	6	15	17	5	0	43	49%	12%	2.51	
Q5X2	Please rate the number of state affiliate volunteer hours as a means to measure progress toward achieving the LP's mission									
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average	
LNC	3	10	2	1	0	16	81%	6%	2.94	
SC	4	16	5	1	0	26	77%	4%	2.88	
All	7	26	7	2	0	42	79%	5%	2.90	
Q5X3	Please rate the number of local affiliate volunteer hours as a means to measure progress toward achieving the LP's mission									
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average	
LNC	7	7	1	1	0	16	88%	6%	3.25	
SC	10	12	4	1	0	27	81%	4%	3.15	
All	17	19	5	2	0	43	84%	5%	3.19	
Q5Y1	Please rate whether the national LP has paid staff as a means to measure progress toward achieving the LP's mission									
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average	
LNC	3	1	2	1	1	8	50%	25%	2.50	
SC	3	5	4	0	1	13	62%	8%	2.69	
All	6	6	6	1	2	21	57%	14%	2.62	

Question	A = 4	B = 3	C = 2	D = 1	E = 0				
Q5Y2	Please rate the number of state affiliates with paid staff as a means to measure progress toward achieving the LP's mission								
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average
LNC	5	7	3	1	0	16	75%	6%	3.00
SC	6	8	9	3	0	26	54%	12%	2.65
All	11	15	12	4	0	42	62%	10%	2.79
Q5Y3	Please rate the number of local affiliates with paid staff as a means to measure progress toward achieving the LP's mission								
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average
LNC	3	5	6	2	0	16	50%	13%	2.56
SC	3	5	12	4	1	25	32%	20%	2.20
All	6	10	18	6	1	41	39%	17%	2.34
Q5Z1	Please rate the number of state affiliate organizations as a means to measure progress toward achieving the LP's mission								
Group	Very good	Good	Mediocre	Poor	Very Poor	Total	AB%	DE%	Average
LNC	6	6	2	0	0	14	86%	0%	3.29
SC	11	10	5	0	0	26	81%	0%	3.23
All	17	16	7	0	0	40	83%	0%	3.25

Appendix 3: The SPT Process - In Detail

After a team-building exercise at its first meeting, SPT participants were introduced to a consensus-building tool known as “intentional dialog.” Throughout the process, intentional dialog was used when issues arose that appeared likely to lead to polarization. Using intentional dialog, SPT participants were able to successfully navigate those issues – helping common ground and respect for somewhat different views on broad issues emerge from strongly-held and diametrically opposed opinions on narrow issues.

At the February, SPT participants engaged in the following activities:

- A team-building exercise – and subsequent analysis of how teams work – which helped position SPT participants to recognize various productive and counter-productive ways for groups to function together.
- Training in the use of “intentional dialog” as a tool to improve their verbal communications – both speaking and listening.
- Initiated a SWOT (strengths, weaknesses, opportunities, and threats) analysis of the LP.
- Held a joint brainstorming with a large cross section of affiliate (state) party chairs and executive directors. More than 600 unique ideas were generated in this session. The ideas generated from this session became the basis for future SPT work.
- Participated in a survey of SPT participants as well as attending affiliate party chairs and executive directors about the current strategic positioning of the LP and expectations for future progress.

At the March meeting, SPT participants engaged in the following activities:

- Developed the SWOT analysis.
- Augmented the ideas created in the brainstorming session.
- Sorted and classified the ideas created in the brainstorming session.
- Identified a number of potentially divisive “third rail” issues which had the potential to polarize SPT participants, LP leaders, and LP members.
- Synthesized an initial list of more than 50 possible metrics (measurable results) which could be used to evaluate the success of the LP.

At the April meeting, SPT participants engaged in the following activities:

- Set 2002, 2003-2004, 2005-2008, and 2009 and beyond as the time frame for planning.
- Determined which metrics could reasonably be expected to show measurable results in which time frames.
- Augmented the ideas created in the brainstorming session.
- Continued to sort and classify the list of ideas.
- Identified additional “third rail” issues.
- Began the process of determining what current and historical data would be helpful in formulating the strategic plan.

At the May meeting, SPT participants engaged in the following activities:

- Augmented the ideas created in the brainstorming session.
- Continued to sort and classify the list of ideas.
- Discussed and reached consensus on how to approach most of the “third rail” issues.
- Reviewed a wide range of current and historical data presented by LP staff.

At the June meeting, SPT participants engaged in the following activities:

- Synthesized a list of 8 possible goals and 80 possible strategies in support of those goals for the strategic plan.
- Discussed and reached consensus on the last of the “third rail” issues.
- Discussed and refined developing a Libertarian “brand” – a concept which includes a wide public understanding on Libertarian beliefs, a wide public understanding and identification of the Libertarian position on certain key issues, and the image that the LP would like to project to the public.
- Determined that because of the nature of the LP’s organization²⁹, rather than determine which level of the organization is responsible for implementing each strategy, it would be preferable to recommend which level was best situated to implement each strategy and then market the plan to its affiliates to persuade as many as possible to implement as many of the strategies as it chooses.

At the first July meeting, SPT participants engaged in the following activities:

- Reviewed, refined, consolidated and restated the list of 8 goals and 80 supporting strategies to a revised list of 6 goals and 24 supporting strategies.
- Determined which groups within the LP were most critical and best situated to implement each of the 24 strategies in support of each of the 8 goals. The initial implementer groups were defined as national LP staff, affiliate state parties, and local LP organizations established by affiliate state parties.

At the final July meeting, SPT participants engaged in the following activities:

- Signed off on a final set of 6 goals and 20 supporting strategies for inclusion in the proposed strategic plan.
- Selected a list of tactics (“tactical toolbox”) which demonstrate the feasibility of implementing each strategy. The tactical toolbox is intended to present examples of how each strategy might be implement and is not deemed to present the only or the expected manner of implementing each strategy.

²⁹That structure is a central national party with 51 autonomous state affiliates each of which may or may not have a local structure beneath it.

- Established a series of “metrics” and “monitors” to be used to measure progress in implementing the strategic plan. The difference between metrics and monitors is discussed in detail elsewhere in this report.
- Determined that a fourth group of implementers would be required to successfully implement the strategic plan: the LNC. The final list of implementer groups was established as: the LNC, national LP staff, affiliated state parties, and local LP organizations recognized by affiliated state parties.
- Defined for each implementer group which strategies were most critical for that group to implement (or consider implementing) in support of each goal.
- Established the responsibility of each SPT participant to market the strategic plan and determined who will be responsible for marketing the plan to each affiliate party.
- Determined that each strategy being implemented within a given implementer group requires designation of a “champion” to act as an advocate and manager for that strategy.
- Determined that each SPT participant who finished the SPT process is prepared to publicly support the recommendations of the SPT.

Appendix 4: Sample Survey of Affiliate Regarding Core and Critical Activities

State Chair's Quarterly Status Report

Date of this report: ____ / ____ / ____

State: _____

Checklist

- ' My state has a written strategic plan for the next 1-2 year period.
- ' My state builds an annual budget and manages revenues and expenses according to it.
- ' My state has an official web site
- ' The web site can accept donations
- ' The web site lists Libertarian candidates
- ' The web site presents Libertarian news and opinion
- ' My state has a newsletter published ____ times per year
- ' My state has a toll-free number: _____
- ' My state tracks state legislation and lobbies on it
- ' My state maintains email lists for activists and announcements
- ' My state government treats the state LP as a recognized party, legally on a par with the Democrats and Republicans
- ' My state has anti-takeover provisions in its Bylaws and/or charter
- ' My state performs new member prospecting on an ongoing basis
- ' My state contacts new inquiries and asks them to join
- ' My state contacts lapsed or lapsing members to ask them to renew
- ' My state can put candidates (including President and VP) on the ballot without external assistance.

Metrics

Members

Number of state-only members: _____

Organization

Number of County/Regional Affiliates: _____

Number of Municipal Affiliates: _____

Number of Sub-Municipal Affiliates: _____

Percent of state population covered by at least one affiliate: _____

Supporters

Number of activists/volunteers: _____

Number of registered Libertarians (if applicable): _____

Resources

Total state LP revenues this quarter: _____

Total state LP expenses this quarter: _____

Number of monthly pledgers: _____

Total of monthly pledge donations: _____

Number of fundraising appeals done this quarter: _____

Electoral Success

Number of US Senate Candidates: _____

Number of US House Candidates: _____

Number of statewide candidates: _____

Number of state upper house (senate) candidates: _____

Number of state lower house (representative) candidates: _____

Number of County/Parish/Regional candidates: _____

Number of municipal candidates: _____

Number of sub-municipal candidates: _____

Number of elected officeholders: _____

Number of appointed officeholders: _____

Communications & Outreach

Dollars spent on advertising this quarter: _____

Number of press releases: _____

Circulation of state newsletter: _____

Number of high-school teachers and college professors who are members: _____

Appendix 5: Use of the “Spoiler” Strategy

Introduction

This document describes the concept and use of “spoiler campaigns” as part of an overall strategy in our *“Arsenal of Liberty”*. The intended audience for this document are candidates and campaign managers but also include state and national leaders in the Libertarian Party.

Definition

A Spoiler Candidate is one who, while not winning the election, determines its outcome. A Spoiler Campaign occurs when the LP candidate has no reasonable means to win the race but has a significant opportunity to divert the plurality of the vote to his purpose. If the Libertarian candidate does not have enough votes to win the race, but is able to win the votes of more than the difference between the major-party candidates, then the Spoiler Candidate can potentially affect the outcome of the race by taking away more votes from one of the major-party candidates than the other.

Why Run the Spoiler Campaign?

The purpose of the Libertarian Party is to elect candidates to public office to effect public policy to the benefit of Liberty. The logical presumption here is that the aforementioned candidates are ours. While this is clearly our intent and desire, it is not often practical as the majority of political races offer no legitimate opportunity for the Libertarian to win. Since we must run candidates to maintain party status and achieve credibility as a viable option, we need a mechanism to demonstrate our effectiveness as a political body and start achieving our goals while we work towards being able to place Libertarian candidates into positions of power. The Spoiler Campaign is a strategic option that can be effective in accomplishing these goals – if done correctly.

Prerequisites for Running the Spoiler Campaign

1. Active Campaign

First and foremost, a Spoiler Candidate is *not* a Paper Candidate. The Spoiler Candidate actively campaigns. It is his desire to win the election and, if elected, to serve as a Libertarian elected to office. As circumstances outside of the campaign's control may make winning the race an unrealistic option, the Spoiler Candidate chooses to focus on other goals in addition to final victory. Since circumstances can change, the Spoiler Campaign strategy may be abandoned if a realistic opportunity to win election suddenly presents itself.

2. Clearly Defined Goal

Running what amounts to a Spoiler Campaign just for the sake of running is likely to be a self-defeating tactic (see Dangers below). An effective Spoiler Campaign must have an agenda or target that justifies making the effort as such a campaign takes every bit as much energy, money, and resources as a winning campaign and must defend its expenditures against other such opportunities. Goals which justify these expenditures include, but are not limited to, a) removing an authoritarian from office, b) preventing an authoritarian candidate from reaching office, c) maintaining control of a signature issue, and d) winning significant political capital which may be cashed in elsewhere.

3. Credible Strategy for Achieving Success

Generally, a Spoiler Campaign will be a race with a major party incumbent versus a strong major party challenger. When the Spoiler Candidate is injected into this mix, one of these candidates will benefit and one will be damaged. In order to be credible, the Spoiler Candidate must be capable of generating enough votes to overcome the expected margin of victory and somewhat selectively retain votes from one of the other candidates. The slimmer the anticipated margin of victory, the greater the vote generation, and the more flexible the selectivity - the more credible and effective the Spoiler Campaign will be.

Benefits of Running Spoiler Campaigns

Legitimate Political Assassination: The ability of a Spoiler Candidate to target an authoritarian candidate and caused his removal from, or prevent his installation to office, is possibly the greatest outcome of any Spoiler Campaign.

Threatened Political Assassination: Often a major party candidate will choose to run on an issue in which Libertarians have strong credibility. This provides a Spoiler Candidate with an opportunity to mock that candidate's stance on the issue giving him the alternative of abandoning his position (hurting his credibility and losing votes from that issue's constituents) or adopting it stronger therefore enhancing our candidate's credibility (through the implied endorsement of his policy) and effecting public policy change via the adoption of our ideas.

Mercenary for Political Capital: The opportunity to win influence and powerful friends in the future should not be ignored when considering the initiation of a Spoiler Campaign. Your target's opposition and its party machine can be a great ally for both the immediate campaign and other campaigns Libertarians in your area may be running. A Spoiler Candidate can agree to focus on issues damaging to the target while not pursuing issues damaging to his new ally in return for all kinds of valuable considerations. Just because you'd run the campaign anyway is no reason not to pursue all the political capital as possible from your "lesser" opponent's organization.

Overcoming the "Wasted Vote" Syndrome: Perhaps the greatest common reason given for libertarians to vote for non-libertarian candidates is the fear that, somehow, their votes don't count. As short sighted and self-destructive as this concept is, it still holds strong and measurable consequences on the Libertarian Party's ability to attract strong candidates and win office. If the Spoiler Campaign has credibility (as discussed previously) then this can often overcome the tendency for libertarian voters to select "the lesser of two evils" and actually cast an affirmative vote. The ability to actually cast an affirmative vote is a refreshing change for many voters and is known to be habit forming.

Candidate and Libertarian Publicity: The potential for a successful Spoiler Candidacy can result in a significant amount of press attention for both the candidate and the party. This attention gives credibility to both the candidate and the party making the attainment of our primary goals more likely.

Dangers of Running Spoiler Campaigns

While playing the spoiler is at times unavoidable for a third political party, doing so haphazardly will often have seriously negative consequences.

If one of the major-party candidates is more libertarian than the other, the likelihood is that the Libertarian candidate will take away more votes from that candidate, thereby putting the more authoritarian candidate in office. For example, if there is a legitimate tax-cutting Republican running against a socialist Democrat, the Libertarian could split the anti-tax vote putting the Democrat in office. On the other hand if there is a social

liberal Democrat running against a hard core drug-warrior Republican, the Libertarian candidate could split the anti drug war vote giving the race to the Republican.

In a sense, the spoiler issue is just another perspective of the “wasted vote” argument given by those who like an LP candidate but go on to vote for one of the major party candidates.

Moves society in an authoritarian direction: As the Libertarian Party grows, it will have the capability to run progressively more races in which the Libertarian candidate “makes a difference.” This could add more authoritarians to the legislatures speeding up the day when we get such things as national health insurance and other unpleasant features of European welfare states.

Postpones moving society in a libertarian direction: Libertarian victories for legislative seats in the near future are a serious possibility. However, Libertarian majorities are likely to be significantly farther into the future. Thus, Libertarian legislators will not be able to muster majorities without building coalitions with members of the current major parties.

Consider a 100 seat legislature with 49 liberals (as defined by the Nolan Chart), 49 conservatives, and 2 libertarians. This is a recipe moving society in a libertarian direction with only 2 libertarians!

49 liberals + 2 libertarians = 51 for more social freedom

49 conservatives + 2 libertarians = 51 for more economic freedom
--

Unfortunately, some of the so-called liberals and conservatives are actually authoritarians. Their left-right image is mainly a matter of rhetoric or party affiliation. Consider the same legislature with 2 liberals and 2 conservatives replaced by 4 authoritarians:

47 liberals + 4 authoritarians = 51 for less economic freedom

47 conservatives + 4 authoritarians = 51 for less social freedom
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To move society in a libertarian direction, we need to not only put libertarians into power, but also prevent authoritarians from getting into power – even if that means putting a liberal or conservative into power.

Drives away small-l libertarians: According to polls within the LP, most big-L Libertarians have difficulty telling the difference between an authoritarian and a conservative/liberal. Or, contrariwise, they consider a temporary span of overtly authoritarian government a necessary price for long-term Libertarian triumph. However,

there are many libertarians who *do* consider the above issues to be important. They are under represented within the party because they do not see the party as a force for liberty. Indeed, many consider the LP the *enemy* of liberty.

Convincing these people that the LP is beneficial to liberty on the net of the balance sheet could be a major source support growth for the LP. It is worth keeping in mind that we have three groups to work with for getting new members:

- ' Small-I libertarians who have not yet heard of the LP.
- ' Small-I libertarians who have heard of the LP but do not believe the LP is a tool for increasing liberty.
- ' People who are not libertarians but can be convinced to become libertarians.

Convincing people to become libertarians can take a great deal of effort. And of those who are convinced, they could still merely graduate to category b vs. actually joining the LP.

Typical Scenarios and Opportunities for Spoiler Campaigns

Timeliness of the Opportunity: In parliamentary forms of government, the small parties wield enormous power thanks to their potential role as spoilers. While our form of government greatly discourages this scenario, the inability of the major parties to differentiate themselves to the voter has created a temporary aberration to better take advantage of this role. To their own constituencies, each party aligns itself to the left or the right and then, in the general election, run towards the center. This one dimension orientation has caused them to abandon the libertarian verses authoritarian considerations which voters intuitively perceive although few could define it. This allows the Libertarian Party to inject its candidates from the left or right as best fits the opportunity while clearly differentiating themselves from the authoritarians in a manner they're ill-prepared to answer.

If the Republican is better, run to the left: Consider a race between a tax cutting Republican and a Clinton Democrat. In such a case, the Republican is less an enemy of liberty. While both may be bad on civil liberties issues, the Republican has some redeeming characteristics on economic issues. In such a race, it behooves the Libertarian to emphasize civil liberties issues: the war on drugs, censorship, etc. By downplaying taxes and the like, the Libertarian does not split the anti-tax vote. Note that this strategy is about market positioning, not which major party candidate to attack. The Libertarian candidate is free to attack either of the major party candidates.

The Libertarian could attack the Republican *on social issues* even if the Republican is the lesser of the two evils.

If the Democrat is better, run to the right: Consider a race between a moderate Democrat who wants to downscale the war on drugs vs. a gay-baiting drug warrior of a Republican. In such a case, the Democrat is the more libertarian of the major party candidates. The way to help the Democrat is for the Libertarian to emphasize such issues as taxes and gun rights.

Note again that this strategy is about market positioning, not which major party candidate to attack. It is possible to help the Democrat by attacking the Democrat *on issues shared by the LP and the Republican candidate*.

Target “non-voters”: Another way to avoid “making a difference” between the two major party candidates is to target those unlikely to vote for either. This generally entails targeting demographic groups (such as the youth vote) who traditionally have low voter turnout. Jesse Ventura applied such a strategy *and won*.

Run a winning campaign: If the Libertarian wins, then the issue of which of the major party candidates is better is moot. Presently, this is a viable option in only a limited number of races since it would require a major focusing of resources or a wealthy candidate. As the party grows, the number of such opportunities will increase.

Conclusions

If the LP runs too many spoiler campaigns where the pro-liberty vote is split, the caused of liberty can be hurt. Further, since many libertarians see this, such efforts can hurt the party, even though such campaigns can gain publicity for the LP.

There is a large menu of strategies available to avoid being a bad spoiler while still running as a Libertarian. In general, campaigns should look into these strategies. As a bonus, they can receive extra votes and support by bypassing the “wasted vote” issue.

However, there are special circumstances where the benefits of playing the spoiler outweigh the negative consequences:

- ' To pressure one of the major parties for concessions (for such issues as ballot status)
- ' To gain permanent ballot access

Appendix 6: Use of Paper Candidates

Introduction

This document describes the use of so-called “paper candidates” as a part of the overall strategy of candidate recruitment and placement that a state party may employ. The intended audience for this document includes state and national leaders in the Libertarian Party.

Definition

A “paper candidate” is defined in this document to mean a candidate whose participation in an election is limited to those activities required by law and by state party bylaws for getting their name onto the ballot. Such a candidate might be running in either a partisan or a non-partisan race.

The term “paper candidate” refers to an actual candidate for office, and not a “stand-in” or “line holder” used to obtain ballot access. In some states, filing deadlines for some offices are earlier than the party nominating conventions that properly select candidates to run. In such cases, state law may permit the name of a “stand-in” or “line holder” candidate to be used when circulating petitions. When the nomination is properly made, the name of the stand-in or line holder is replaced on the official ballot with the name of the true candidate. In such a case, the line holder would not be considered a paper candidate, although the actual nominee might be considered a paper candidate if they performed no further campaign activities.

There are some candidates who – though they may intend to do more than get on the ballot – lack the skills or the resources to be effective after getting on the ballot. If such an outcome could be reasonably inferred from a dispassionate evaluation of the candidate’s track record or skills, then the candidate can be said to be effectively a paper candidate, even if it is their intention to do more than merely get on the ballot.

Disadvantages of Running Paper Candidates

Running paper candidates can have several distinct disadvantages for your state party, which you should evaluate carefully.

The types of activists who become paper candidates are often ill equipped to become winning candidates or good spokespersons for the LP. Indeed, a paper candidacy often makes no direct contribution to the goal of getting Libertarians elected because paper candidates virtually never win unless they run unopposed, and usually (though not always) receive much lower vote totals than active campaigns.

Paper candidates usually are not qualified to win the offices they nominally seek, and quite often are unwilling to serve – even frightened to serve – in those offices if they were to win them. This can cause them to have an unprofessional attitude towards the office, and that attitude can be conveyed in various ways that are embarrassing to the party, including:

- ' Poor knowledge of the issues or ineffective presentation of Libertarian policies or proposals
- ' Bad personal presentation (inappropriate hair styles, excessively casual manner of dress, poor personal hygiene, poor phrasing or profane language, offensive opinions)
- ' Poor interactions with the press (lack of understanding of press needs and deadlines, discourteous dealings with journalists, producers, or hosts, poor skill in shaping “sound bites” and stories)
- ' Poor interactions with voters (discourteous exchanges with voters, presenting Libertarian proposals in a confrontational manner, failure to comport oneself like a respectable candidate for office, missing opportunities to solicit support for the candidate or the party)

Notice that these disadvantages arise principally from the fact that paper candidates are often the least prepared for their candidacies. Although paper candidates may try to avoid the public eye, the eye often finds them anyway, and the limited coverage they do get may produce significant negatives for the party and increase the hurdles a state party will have to overcome.

By presenting poor candidates to the public, your state party can end up perpetuating the following myths about the LP:

- ' That Libertarians don't understand the issues

- ' That Libertarians look weird
- ' That Libertarians sound weird
- ' That Libertarians are obnoxious and rude
- ' That Libertarians are not respectable
- ' That Libertarians are unprepared to govern
- ' That Libertarians have no real support
- ' That Libertarians always lose

Advantages of Running Paper Candidates

Despite these significant dangers, there are some advantages to running paper candidates. These include:

- ' **Being a more credible threat:** Having more candidates on the ballot gives the appearance of being a larger, more organized party. Since appearance trumps reality so often in politics, this can be a distinct advantage.

However, attempting to give this appearance is a press-oriented strategy. That is, its chief focus is on telling the story of a growing and strengthening party to the local and statewide press in the hopes that they will carry the story further and by doing so enhance your final vote totals. Therefore, this strategy can only work if you consistently work the press. To do that, you should have at least one person on your team whose job it is to get to know the journalists at local and statewide news outlets and to call them constantly throughout the campaign to tell them the story of your many candidates and what it means for the growth of your state party.

It should be noted that because most of our state affiliates are so small in comparison to their Democratic and Republican rivals that selling this “spin” can be difficult to do on a statewide basis, but may be easier to do on a local basis (e.g. by targeting all of the races in a county, or even a single city). How far you can make this go depend on your state party’s level of development and facility with the press.

' **Up-ticket synergy:** Having a large number of candidates can bring additional press to your candidates up-ticket or to other candidates who are running more substantial races. Both the press and the public tend to associate the positions and the presentations of your most outspoken candidate with the party in general and to most of the party's less vocal standard bearers. Having many candidates is a way to extend the reach of your more vocal candidates into smaller communities.

This strategy, like the one before it, is also press-oriented and will depend on your facility in press relations. In addition, it relies on having one or more very solid candidates on which to hang the reputation of your party and from which the assumptions about what your paper candidates stand for will flow. Finally, to use this strategy, you will have to put your paper candidates through at least some minimal candidate training (see below) to ensure that they present a message that is consistent with that of your best candidates.

' **Forces opponents to spread their resources:** By targeting more races, you may make it somewhat harder for our opponents to know where they must spend extra money and where they can safely assume that they will win. By introducing a little extra uncertainty into their planning, you may open up weaknesses in their line that may not have been there otherwise. Naturally, however, you can only take advantage of those weaknesses if you have at least some "serious" candidates and the resources to back them.

' **Only asks folks to do what they are able to:** By creating an "entry-level" style of campaign, you can make it much easier for your candidate recruiters to hear the word "yes." By increasing the number of people willing to run, you increase the number of chances you have to identify and promote your better candidates. In other words, paper campaigns can be a part of your strategy to find activists who are able to run so that you can train them and recruit them for larger efforts later. Note the emphasis on training, again. For this strategy to work, you must continuously train candidates as a filtering mechanism to identify the best ones and give them the help they need to improve and be motivated.

' **Often leads to higher commitment later:** Often, candidates who merely commit to getting their names on the ballot become excited by the prospect and become more serious. In Massachusetts in the 2000 election cycle, for example, many candidates who started out promising only to get their names on the ballot ended up standing by polling locations on election day in their best business suits, handing out ballot cards and

asking for votes. A small commitment is the doorway to a larger one. Again, you can use this process to develop your activists into better and more committed candidates over time, but only if you undertake it as a part of a conscious strategy of candidate training and development.

“Quantity has a quality all its own”: This phrase was coined by the Russian military, which often used many, inferior tanks and troops to make up for an opponent’s fewer, superior arms. The application to politics is also reasonably direct: Thomas P. “Tip” O’Neill, leader of the Massachusetts Democratic Party, author of the phrase “all politics is local,” and eventual speaker of the House of Representatives, at one point faced a home state nearly completely controlled by Republicans. His strategy for changing Massachusetts was simple: He vowed to leave no Republican running in an uncontested race. Doubtless, though the Democratic Party had many good candidates during that era, a larger number of their candidates were merely paper candidates. With this combination, the Democrats eventually wore down and then eliminated Republican control of the Commonwealth.

Of course, where the Russians had an army, we more often resemble a collection of scattered guerrilla bands. Even Tip O’Neill, who faced an uphill battle, had an existing party to fall back on. Nevertheless, by running more candidates and by building our strength locally and statewide year-in and year-out through the publicity that our campaigns generate, we can by turns build the “army” that is needed to fully realize *this* strategy.

Train Your Paper Candidates: Many – indeed most – of the strategies listed in this section assume that you have provided your paper candidates with at least minimal training and educated them about the requirements that they will have to meet.

Training for paper candidates should be done in a group, with all of them together, preferably at meals or some other non-threatening gatherings. Usually, you will need to create between two and five such gatherings to educate the candidates on the legal and strategic requirements of being a candidate and how to avail themselves of every bit of help you can give them.

Educate them especially in the ballot access requirements that they face and give them every bit of help possible in meeting them. If possible, arrange for them to work on any required paperwork together so that they build camaraderie and can ask and get answers to their questions all

together. Then take the paperwork from them and file it yourself to minimize lost time and confusion.

Putting them in a group also makes them less likely to back out, and less likely to say and do things that will embarrass the party. Becoming part of a new peer group puts people on their best behavior.

Explain to them that they should always respond to newspaper questionnaires. Teach them to seek your help in answering the questions if they need it. You may even want to volunteer to fill in those questionnaires for them if you are able.

Most paper candidates will not be asked to appear in public at debates or candidate forums. If they are invited, encourage them to go if they can present themselves well enough to maintain the overall story that you are trying to build with your full slate of candidates.

Conclusions

A paper candidate is a candidate who is able and willing to do little more than get on the ballot.

Running many paper candidates can be dangerous because such candidates are often ill prepared, leading them to present a bad image of Libertarians to the voters and the press, and to strengthen certain negative stereotypes about Libertarians.

However, running such candidates *as a part of a larger strategy* can be beneficial to increase the press attention and vote totals of your more “serious” candidates, keep the opposition guessing, create an “entry level” for new candidates that can act as a springboard, and help you keep your opportunities open in the face of the unpredictable.

To minimize the risks of running paper candidates, they should be used only as a part of a larger strategy that must include serious candidates in winnable races or in races where the presence of the Libertarian can make a significant and positive difference. In addition, you should train your paper candidates in a group so that the lessons they learn are shared more easily and so that each such candidate has an incentive to perform well in front of their peers.

Appendix 7: SWOT Survey Results

Strength	# of SPT Participants Listing Strength
Core philosophy	16
Petitioning/Ballot Access	16
Dedication	14
Technological Savvy of Members	12
Degree of Organization	12
Fundraising	12
People	12
Common Purpose	12
Resolve	12
Body of Educational Resources	12
Newsletter	11
News Releases	10
Libertarian Party Office Holders	10
Market-Oriented Philosophy	9
Media Outreach	8
State Chairs	8
Hard Work	8
Credibility/Momentum	7
Achievements	7
Support Base	7
Libertarian Party Leadership Quality	6
Local Focus	4
Niche Market	3

Weakness	# of SPT Participants Listing Weakness
Infighting	16
Lack of Involvement in Local Politics	14
Dislike of Politics	13
Money	13
Size	13
Lack of Non-Political Community Involvement	12
Ideological Rigidity	12
Presidential Cycle Dependency	11
Lack of Campaign Strategy	11
Lack of Trust	11
Bad Marketing	10
Lack of Focus	10
Lack of Communication	9
Public Perception: Extreme/Spoiler	9
Wasted Vote Syndrome	9
Expectations and Impatience	9
Lack Interstate Cooperation	9
Poor Personal Skills	9
Number of Activists [x3]	9
Exposure	8
Need For Strategic Planning	8
Recruiting Based on Ideology Not Activism	8
Internal Education System	8
Celebrity Weaknesses	7
Lack of Consensus	7
Bad Sense of Priority	7
Are Not Using Talents of Membership in Best Way	6
Lack of "FatCat" Fundraising	6
Libertarian Membership Party Concept Foreign to Voters	6
Loss of Direction	6
Lack of Focus on Foundation	6
Lure of Winning At Any Cost	6
Not Communicating Achievements	5
Lack Consensus on Time Frame	5
Lack of Involvement in Organizational Details	5
Lack Operational Focus	5
Top Heavy	5
DB Manipulation and Execution	4
Lack of Ideological Unity	4
Leadership Unity	4
Confusion Over Membership Definition	3
Operations	3
Things Scattered	2

Opportunities	# of SPT Participants Listing Opportunities
Issues Ignored by Competitors	15
Fill the Hole/The Politically Homeless	15
Political Views of the Youth	14
Single Issue Coalition Building	14
Increased Awareness of Libertarianism	14
Discontent With Democrats and Republicans	14
Public Perception of Democrats and Republicans as Corrupt	14
Internet/Personal Empowerment	14
Current Politicians Not Solving Problems	13
Collapse of Other Third Parties	13
Drug War	13
Demographic Shift Away From Big Government	12
Demand for Viable Third Party	12
Targetable Districts	12
Locally Only One Big Party Competitor	12
Collapse of Reform Party	12
Social Security	12
Targetable Minorities	12
Democrats and Republicans Increasing Government	12
Youth	12
Stupid Politicians	11
New Technology	11
Two-way Races	11
Legislative Offices	10
Lower-Level Government Offices	10
Break-through Victory (i.e. Ventura)	9
Low Levels of Political Activism at Local Level	9
Demographic Shift to Affluence	9
New People	9
Rhetoric of Competitors	8
Ability to Lobby	8
Ossification of Democrats and Republicans	8
Consensual Sex Laws	7
Broad Agreement With Our Philosophy	7
Lots of Elected Offices Available	6
Republican Control of Federal Government	6

Threats	# of SPT Participants Listing Threats
Ballot Access Laws	16
Public Funding of Democrats and Republicans	15
Campaign Finance Reform Harming Challengers	15
Public Likes Big Government	15
Public Apathy	14
A Lesser of Two Evils Voter Perception	14
Public Perception of Libertarian Party Positions as Extreme	13
Government Funding of Opponents	13
Green Party/Third-Party Competitors	13
Public Refusal to Think Outside the Box	12
False Reform Movements	11
Lack of Public Acceptance	11
Attitudes of Outside Media	11
Resistance to Change	10
Public Ignorance	10
Perceptions of Lack of Compassion	10
Continued Marginalization/Fringe	10
Closing Window of Opportunity	10
Democrats and Republicans Steal Our Issues	10
Increase of Government Tyranny	9
Hostile Take-over for Ballot Access	9
Legal Threats to State Parties	9
Scrutiny of Platform	9
Voter Satisfaction With Democrats and Republicans	8
Enemies Who Claim to be Friends	8
Non-libertarian Actions by Libertarians	7
Name Recognition	7
Complex Issues	7
Major Party Attacks	6
Inadequate Educational Foundation	6
Backlash of Voters to Perpetual Libertarian Party Candidates	6
Expansion of Democrats and Republicans into Libertarian Party	4
World Tyranny	4

Appendix 8: Complete List of Ideas Enumerated During SPT Process

Idea Restated
Buy an island and make it into a Libertarian society
Elimination the Socialist Party
Achievement of parity with other major parties by 2012
Make legislation fall into Libertarian goals
Achievement of a permanent Libertarian Party organizational structure from the municipal level to the national level
Adoption of fundamental changes in LP priorities
Recognition that the LP has lost its direction as a political party
Adoption of national goals based on proven plans
Adoption of clear definitions of measurable success and goals
Avoidance of any backward motion (e.g., less than 50 state ballot access)
Having fun
Repeal all laws against activities of consenting adults
Constant growth
Overcoming the wasted vote syndrome
Challenge the cult of the omnipotent state
Successful lobbying for/against legislation
Establishment of World Libertarian Party supporting foreign libertarian movements
Mutual cooperation and respect among Libertarians
Domination of American politics
Dependence on working groups and special interest groups to achieve as much as possible
Implementation of Sun Tzu guerilla tactics
Passage of Alaska-style endowment in every state
Achieve diversity in background, status, and personality of delegates and officers
Majority status in every state
Defending the "odd ball" for attention
Focusing on recruiting members who are active in their communities instead of recruiting ideologues
Reaching out to alternative health providers
Picking issues where voters have no alternative political party (e.g., drug war)
Developing sales strategies that appeal to "movers and shakers"
Attracting more women to the LP
Avoiding permanent ballot access (to avoid problems such as we have had in AZ)
Encouraging the development of a libertarian school

Idea Restated
Emphasizing recruitment and retention of activists
Reaching out to the pornography industry
Developing future candidates by seeking appointments to local boards
Accepting matching funds to be used for ballot access
Going on the offensive and stop worrying about appearing radical
Reaching out to minority groups
Developing a national program that can be implemented locally to emphasize winning behavior
Merging resources of the national office and the presidential campaign post-convention
Developing a focus that appeals to churches
Resigning ourselves to a long-term effort
Reaching out to already-sympathetic high school students
Forming alliances with and accepting those who agree with us only a single issue
Owning and running with the Bill of Rights
Emphasizing the sex issue
Training people to fight bond measures
Focusing on direction not destination
Adopting and affiliating with a charity on a national basis
Promoting the initiative and referendum process
Improving relationship with libertarian think tanks
Adopting a post-nuclear war strategy
Picking issues where our views match public opinion
Looking at practices that made us strong in the 1970's
Providing campaign training early in the election cycle
Avoiding alliances with other "third parties" while positioning the LP as the newest major party
Focusing on our mission and not promoting other libertarian activities
Concentrating on growing the number of registered Libertarians than growing membership
Concentrating on congressional races rather than the presidential race to demonstrate support
Discouraging candidates from running as fusion candidates
Teaching candidates to research issues that voters -- rather than we -- think are important
Reviewing policies to eliminate potential conflicts of interest among the national staff, LNC, and national candidates
Thinking positively as to how we can win in the short term
Taking over other organizations such as the NRA or ACLU
Accepting any federal money we can get
Emphasizing secession from tyrannical local, state, and federal governments
Rewriting the LP Platform so that it is not a liability for local candidates
Remodeling the LP to reflect how government would operate in a libertarian society
Encouraging self-funded committees to implement action projects
Promoting "caring" libertarians
Supporting U S term limits
Emphasizing the financial rather than philosophical benefits of liberty
Reaching out to all minorities
Gain ballot access in Puerto Rico
Building a coalition with other third parties to minimize competition among them
Adopting a four year cycle in which the first three years focus on party development and the last year on the presidential campaign

Idea Restated
Repealing the "Dallas Accord"
Reaching out to liberals using their rhetoric
Placing responsibility for ballot access with affiliates rather than national
Adopting full option voting (for or against candidates) in all LP elections
Conducting more workshops for candidate media training
Supporting local, winnable races
Focusing the presidential campaign on states where we are most likely to make inroads
Using the presidential campaign to support local campaigns
Reach out to the Latino community
Identify and repeat strategies that have been successful in the past
Identify state where one party dominates and assist the LP affiliate in that state (if warranted)
Ending the purist/pragmatist split by promoting diversity of ideas
Reaching out to registered libertarians
Requiring the LP presidential candidate to operate within a structure set by the national LP
Expecting LP leaders to raise and contribute money
Promoting mutual respect and understanding between libertarians and non-libertarians
Developing strategies for running for local office
Changing the criteria for state affiliation to include involvement in local politics
Developing and producing large runs of glossy outreach materials for all to use
Giving financial incentives to affiliates to achieve ballot access on their own
Spending a year focusing on issues appealing to liberals
Encouraging affiliate parties to develop their own strategic plans
Promoting private action to supplement current government functions
Addressing five categories emphasized by Jim Lark: outreach to youth, increase degree of activist
Aggressively converting liberal solutions with private solutions (???)
Advocating instant runoff voting
Using successful campaigns as our best recruiting tool
Recruiting candidates and teams who will work to win
Revising convention delegate allocation so that it is based on membership density
Reaching out to youth more effectively
Reaching out to and learning from single issue organizations that agree with us
Creating a "yellow pages" of libertarian resources
Recruiting more sales and marketing people into the LP
Exploiting our most differentiating issue -- the war on drugs -- and running on it not away from it
Absorbing Reform Party members
Ending the requirement that affiliates must make recruits sign a certification form
Weakening the membership certification
Recruiting and supporting state rep candidates in districts with the lowest number of voters
Achieving ballot access in 45 (not 50) states
Bringing the presidential campaign into the national headquarters
Avoiding false dichotomies such as running lots of candidates vs. concentrating on a few candidates
Leaving UMP as it is
Allocating ten times the resources for local organizations (city, town, ward, com) than are allocated for federal races
Focusing on elections where there is only one other candidate
Advertising libertarian views in general terms

Idea Restated
Accepting the LP Platform and stop about it
Making the drug war the LP's top issue
Advertising our philosophy on an ongoing basis nationally
Reaching out to the Hispanic community
Focusing on a few good candidates rather than many poor candidates
Recognizing that campaigns are a poor way to promote libertarian ideas
Recruiting and developing celebrities
Planning for the very long term
Training local parties can raise money to fund their projects
Integrating isolated activists into state parties
Emphasizing local races while de-emphasizing the presidential race
Increasing emphasis on local and non-partisan races
Changing our name to the "Liberty Party"
National helping state parties develop
Identifying issues where our position is closer to the public's position than the D's or R's
Eliminating the concept of LP membership
Revising UMP so that 50% all of national revenues from members goes to UMP states
Organizing the LP at the lowest level possible -- preferably by precinct
Persuading elected non-Libertarians to join the LP
Reaching out to those already harmed by government
Adopting a recurring four-year planning cycle: growth - expansion - preparation - election
Creating a legal defense fund
Funding state ballot access reform initiatives
Maintaining the current certification or change it to emphasize persuasion
Changing UMP to send more money to state affiliates
Developing a national marketing plan targeting very specific groups
Stressing participation of libertarians in more positive community activities
Creating a national LP philanthropic organization
Encouraging affiliates parties to recruit members rather than relying on national to do so
Running a Libertarian candidate in every race
Using the presidential campaign and national resources to win ballot access in states with lower threshold retention rates
Requiring presidential candidates to be responsible for getting on the ballot
Focusing campaign efforts on states with term limits
Creating a "Friends of the LP" program to recognize, appreciate, and encourage our "small I" friends
Positioning the LP as social conflict resolves
Eliminating the certification to attract people to the LP
Endorsing instant runoff voting
Replacing the LP Platform with a simple statement of principles
Using local/state direct mail
Focusing on issues with broad appeal while decreasing emphasis on issues such as ending the war on
Building an LP radio network
Stressing ideas where we agree with liberals in liberal terms
Focusing on Internet dominance
Focusing on running candidates for legislative positions
Strengthening the ability of the Judicial Committee to settle disputes

Idea Restated
Having the national party handle donations for candidates for a fee of 10%
Avoiding Libertarian candidates being the "spoiler"
Avoiding election of socialist Democrats because of a "spoiler" Libertarian candidate
Adopting an incrementalist position to reach long term goals
Adopting a membership growth program that creates incentives directly to local affiliates to replace Archimedes
Striving to run 25% to 33% of LP members for office, as is done in NH
Positioning the LP so that it is palatable to both pro-life and pro-choice positions
Depriving both D's and R's of a majority
Developing a set of "model legislation" to address universal issues
Stopping the promotion of paper candidacies
Challenging the notion that there will never be liberty when we retain huge tracts of government land
Winning local races first
Starting the presidential campaign in the smallest states in the first year of the four year cycle
Exploiting the Fentanyl shortage
Development a program for bequests to the LP
Recommending goals and strategies to elected Libertarians
Using LP News to consciously communicate the LP's spin
Signing up relatives as LP members
Bringing others into our conversations
Developing a traveling support team to assist state parties
Promoting Independence Day as an LP holiday
Developing and sharing newsletter and other articles to be shared with states
Publishing "Liberty Today"
Reaching out to future legislators through university political science departments
Sponsoring a race car
Focusing on communication skill development for all Libertarians
Developing a Libertarian Contract with America
Developing fundraising targeting corporations
Helping people get abandoned government housing back to private ownership
Targeting non-voters
Developing a group to restore voting rights for convicted felons
Advertising in "High Times" magazine
Inviting other politicians to Libertarian meetings
Creating measurable goals as part of the planning process
Reaching out to Silicon Valley executives for money and support
Developing slogans appealing to target groups (e.g., soccer moms, blacks, etc.)
Developing a contest with a \$20,000 prize for the libertarian who writes the next "Common Sense"
Sponsoring a WWF wrestler
Encouraging poll watching
Recruiting celebrities to run for legislative positions
Soliciting slogans and jingles from members
Developing an infomercial that asks for contributions to replace Archimedes
Running a Libertarian Party classified ad in magazines (?)
Encouraging Libertarians to become involved in local volunteer community projects (e.g. soup kitchens)
Issuing regular press releases from a Libertarian federal shadow cabinet

Idea Restated
Focusing on one congressional race where we have a chance to win
Adopting a national LP prefunded budget with segregated accounts
Recruiting Drew Carey
Shunning Libertarian candidates who accept matching funds from the government
Encouraging members to become full time activists
Raising dues for UMP states
Encouraging every Libertarian to join Toastmasters
Advocating repeal of the 17th Amendment
Developing issue-oriented email groups
Conducting focus groups to learn about the views held by others
Using LP publication to advocate phasing out -- rather than elimination of -- various government activities
Eliminating signing the certification as a membership requirement
Using voter outreach teams accompanied by rock bands
Identifying neighbors who are libertarian
Establishing college scholarship programs
Encouraging local participation and volunteerism
Pursuing trademarks and protecting them from infringement
Hiring Noah St. Jones to teach a course entitled "Permission to Succeed"
Getting LP candidates in the national high school debate program
Encouraging the national media to report real news
Emphasize the right to form private, self-regulating communities
Don't worry, be happy
Lobbying Congress to legalize industrial hemp
Setting minimum standards for local LP involvement
Reaching out to those of retirement age to join the LP
Employing a poet to develop symbols and themes to sell our message
Sending state mailing to other political parties
Stressing both state and national membership in renewal letters
Encouraging affiliates to develop a program to place one piece of LP literature in the hands of every high school student
Promoting proportional representation
Participating more in the state legislative process
Increasing funding for Archimedes
Providing the mailing list only for a fee
Training activists how to lobby for improved ballot access laws
Developing a "Women of the LP" calendar
Throwing a monkey wrench into the political process whenever possible
Developing a public sympathy award for persons persecuted by government
Encouraging local parties to get involved in community service projects
Purchasing network television time to air our national convention (e.g., one hour on UPN)
Blackmailing other candidates to support our positions in tight races
Rewarding affiliate parties for promoting and selling subscriptions to LP News
Recruiting Art Bell to do more for the LP
Distributing presidential campaign literature free of charge to get in it local hands for wider distribution
Measuring local activities
Avoiding a system of pledged presidential delegates

Idea Restated
Developing a program to help immigrants get started
Focusing on ending government involvement in education
Distributing libertarian materials to high school students
Hiring an information technology director at the national party headquarters
Recruiting a wealthy vice-presidential candidate (i.e., Koch)
Advertising victims of the drug war on an ongoing basis
Advocating a decentralized electoral college
Developing more publicity events
Developing an LP beer
Encouraging attendance of national party leaders at state and local LP meetings
Developing and implementing Internet banner ads and other Internet promotions
Recruiting registered Reform Party members to become registered Libertarians
Encouraging local activists
Fundraising by selling recreational drugs
Establishing a travel stipend for (national?) convention travel for state chairs and LNC members
Changing LP Bylaws to establish a four-year term for LNC members
Electing a Libertarian ombudsman
Allowing the membership to vote on party matters via the Internet
Developing a process for removing LP members
Changing LP Bylaws to establish a system of pledged presidential delegates
Encouraging activists to develop a killer instinct
Purchasing a radio station
Developing a program for national funding of state ballot access lobbying
Advertising with a balloon in the Macy's Thanksgiving Day parade
Using the term "gentle politics" in LP literature
Seeking out successes in our 50 state laboratories
Allowing affiliates to endorse candidates of other parties
Recruiting a celebrity with a winning attitude to run for president
Adopting a tighter mission statement
Adopting a streamlined platform
Developing grassroots information and support such as an archive of (short) information resources and/or individuals to answer questions
Using multilevel implementation teams
Creating an official liaison with homeschoolers
Advertising with a nationwide billboard campaign to publicize our symbol
Adopting a streamlined LP Program, move explanations to white papers and background briefings for candidates
Focusing more on nonpartisan races for the purpose of resume building
Including the phrase "all politics is local" on all LP web sites
Creating an accountability structure for presidential campaigns
Advocating the dispersal of all government land to the poor
Adopting a 7 year plan devised by our elected officials
Promoting your own rock band
Acknowledging that every candidate drives some voters away
Developing a full-time team of Libertarians to do ballot access
Adopting membership classifications for students and family members, put life memberships in trusts

Idea Restated
Teaching this SPT process as part of Libertarian acculturation
Developing ways to have the energy that members devote to posting destructive messages on the Internet redirected toward positive outlets
Broadcasting LNC meetings on the Internet
Developing seminars on libertarianism about personal benefit, wealth benefit, communication and conflict resolution to attract people
Asking new members to leave outreach material, public, bumper sticker on car
Advertising on a blimp
Adopting slate cards (multi-candidates), billboards, issue phone banks, and other methods of Ds and R's we can readily adopt
Encouraging the strategic planning process for the state and local affiliates
Allowing candidates to run the way they want to run instead of trying to force them to run the way you want them to run
Developing a privacy bill of rights for the Internet age
Scheduling national convention April 15-17 ranging through tax day and columbine
Implementing CA's Operation Breakthrough funded aggressively nationwide
Adopting a catchy LP theme song such as the BoDean's "closer to free"
Avoiding claims that certain celebrities are Libertarians when they are not
Organizing a lobbying campaign for the media to include our presidential candidate in the debates
Establishing booths on the national mall in DC
Targeting smokers by free-market solution to smoking bans
Avoiding spending huge \$ on projects like getting Harry Browne on the ballot in AZ
Accepting matching funds just for ballot access
Stressing nonintervention and military cuts before a nuclear war
Opposing SDI
Testing prospecting mailings from elected Libertarians
Polling to determine our level of name/issue recognition to answer questions as to whether our stances hurt or help
Encouraging Libertarians to attend local government meetings
Initiating "proper" ballot access lawsuit
Supporting Bill of Rights day
Producing AOL-like ready-to-use CD's packed with generic radio ads, TV ads, LP info. as info packet/for candidates
Networking with movers and shakers in your community
Promoting universal education tax credits
Conducting "freedom forums" in public libraries
Recruiting celebrities for TV ad endorsements
Avoiding addressing problems with either/or, the best solutions are integrational solutions
Develop a syndicate to buy a newspaper, TV station
Creating a class of LP membership that would not require dues, but would require volunteer time instead
Replacing the Statement of Principles with the Second Amendment
Accepting matching funds and giving it all back to the public, get candidate arrested for giving money back to the public
Training activists in nonviolent protests to support our issues and campaigns
Studying what the Costa Rican Libertarians are doing
Develop outreach around the showing of the movie "Atlas Shrugged"

Idea Restated
Reaching out by direct mail to people in jail for consensual crimes
Using mass email for advertising and promotion
Developing an essay contest for high school students
Publishing a yellow pages for LP lawyers
Using email and the Internet to clear up misconceptions about the LP
Encouraging members/affiliates to use public access TV programming
Crediting the first \$25 of a campaign contribution toward one's national LP membership
Developing an LP PAC like Emily's list
Developing an Internet radio show/network
Advertising regularly on television in the form of brief commercials so people know how to contact us
Training Libertarians to be on local boards and commissions
Developing a campaign consultant team
Encouraging Libertarian public access programming
Producing a weekly spoken reply to the president's national radio address
Developing a newspaper for registered voters who are CPA's with stories on management and finance
Developing ad slicks for use by affiliate parties
Producing an LP response to the State of the Union address
Developing an LP rock group from within the party
Developing a directory of talent and resources
Encouraging placement of Libertarian literature in libraries
Developing ways to make it easier for local affiliates to work together and build alliances with local
Developing an annual Libertarian retreat
Developing a brochure targeting high school students
Teaching candidates and campaign managers how to win elections
Being immediately available to the media during crisis periods
Working with sovereign nations on pot issue
Developing expanded internal education on philosophy
Employing a world-class negotiator to resolve matters in AZ
Reaching out to black newspapers on issues like racial profiling
Avoiding lobbying for easier ballot access; working to make ourselves hardier
Developing easy to understand translations of confusing laws and theories
Nominating Neil Boortz for president
Reaching out to MBA graduates
Purchasing a college campus -- one is available in Iowa
Assuring that LP phone numbers are in phone books nationwide
Employing a professional public relations firm to improve the LP's public image
Advertising with a network infomercial to promote the party
Providing substantial funding to the LP of NC
Working with MTV's "Rock the Vote" in the next election to gain publicity
Approaching potential large donors -- such as Bill Gates -- for very large donations
Distributing trinkets and stuff of value in LP membership packets
Promoting wider syndication of Neil Boortz' radio program
Advertising in movie theaters showing libertarian movies
Positioning the LP as the #1 alternative party rather than the largest third party
Devoting 50% of LP News to support our volunteers
Positioning the LP as the only third party with other minor parties called fourth parties

Idea Restated
Developing training materials on how to write letters to the editor
Employing an outside firm to rewrite the LP Platform -- e.g., Information Mapping, Inc.
Developing more outreach tools
Training candidates to stick to the issues in their race
Publicizing the successes of libertarians serving in public office
Changing UMP to share revenue with both local and state organizations
Defining funding responsibilities
Encouraging members to take their local newspaper editor to lunch and pay for it.
Relocating LP national headquarters out of Washington, DC
Developing a better system for handling member complaints
Developing letter-size poster materials similar to those of the Chicago LP, distributed in electronic format
Developing consistent metrics for comparing libertarian groups
Promoting the LP Statement of Principles by placing it on the back of LP membership cards
Developing a libertarian cable television program
Establishing scholarships for attending campaign training for candidates and office holders
Scheduling annual planning meetings
Nominating the LP vice-presidential candidate separately from the presidential candidate
Developing a pain-free means for the national party and its affiliates to exchange major donor lists
Developing a standardized set of tools and forms available on the Internet
Developing a printing and mailing service for local newsletters and fundraising letters
Adopting standards for financial reporting
Developing more web-based training for activists
Soliciting libertarian businesses for contributions
Developing a replacement for the million dollar bill -- something fresher
Encouraging creation of state and local LP speakers bureaux
Stressing the slogan: "Property rights, personal freedom, Libertarian"
Developing an intranet bulletin board for 24/7 communication
Developing a program where national purchases voter lists and distributes them to affiliates
Amending the LP Bylaws to clarify them for members and the public
Developing a program to have libraries archive LP records
Developing materials which multiply state and local efforts
Developing campaign finance disclosure software downloadable from the Internet
Developing accessible training for activists
Encouraging national LP staff to make field trips
Developing camera ready ads for high school yearbooks
Developing resources on how to produce a newsletter and how to run a state convention
Providing each affiliate party its own area or section in LP News
Employing outside services as much as possible for activities that do not require political activism
Assessing and evaluating whether the LP national headquarters should be in DC
Encouraging members to run as a Republican or Democrat
Developing a formal organizational chart indicating what individuals perform what functions
Employing outside services for caging and fulfillment at the national LP
Lobbying state legislators
Integrating libertarians into the community -- individually and as groups
Amending the LP Bylaws to replace At-Large reps with additional regional reps
Developing an effective means for affiliates to share news articles

Idea Restated
Developing a document describing the history of the LP for new members
Developing totally revamped outreach literature
Developing FAQ and answer sheets which are available on the Internet for downloading
Changing control of LP News to be less biased
Developing a members-only page on www.lp.org
Developing a centralized database
Taking advantage of economies of scale and division of labor
Employing an outside service to develop outreach materials
Developing of definition of what each affiliate can do for candidates -- (to be done by affiliates)
Developing a project tracking capability showing what needs to be done so that activists can be involved right away
Amending the LP Bylaws to adopt instant run-off voting for LNC positions to eliminate multiple votes
Ending UMP
Amending the LP Bylaws so that voting at national conventions is done earlier to promote inclusiveness
Changing LP national staff from employee status to contractor status
Amending the LP Bylaws to create term limits for LNC members and officers
Developing a book of libertarian jokes
Developing a program to recognize outstanding candidates and volunteers
Publishing the national LP's financial statement quarterly in LP News
Developing a members-only section on www.lp.org
Developing a "franchise manual" for state activists which is updated semiannually
IDEA ELIMINATED - 03/10/01
Appointing and supporting county chairs everywhere
Amending the LP Bylaws to establish specific duties for regional reps and other positions
Broadcasting LNC meetings live via the Internet with non-binding votes telling representatives what members think
Developing a videotape library of our wisdom
Providing "crash space" for students in DC
Developing a clearinghouse to assist candidates in filling out candidate questionnaires
Converting LP News to a magazine format
Documenting all convention decisions with majority and minority reports
Developing a geographical/precinct database of activists
Continuing the use of a volunteer National Chair
Developing a written history to educate new members and to evaluate past projects
Developing projects like "Defend Your Privacy" related to other bad bills, laws, and regulations
DUPLICATE - ELIMINATED - 03/10/01
Developing a Libertarian Action Alert System
Amending the LP Bylaws to allow presidential candidates to select their own VP running mate
Spending wisely on advertising and media
Publishing a speakers directory
Adopting a policy of prefunding special projects -- off-budget, not subject to reserve requirements, and in segregated accounts
Developing intra-regional cooperation
Resolving the AZ issue prior to the next election
Developing the national membership database system so that it can be sent to each state
Advertising on semi trucks

Idea Restated
Encouraging the presidential candidate to travel to as many states as possible during the campaign
Amending the LP Platform to advocate that there is no legal income tax -- ala Schiff
Creating a designer LP clothing line
Encouraging direct contact with people to "get out of the ivory tower"
Create large acknowledge format (I.e., a mountain)
Creating a designer line of LP fashions including boxers and thong bikinis
Amending the LP certification by adding the phrase "or fraud" after force -- to strengthen it
Establishing a PAC for ballot access
Encouraging Libertarians to work for legislators
Using the phrase "victim disarmament"
Conducting in depth surveys and focus groups of non-voters
Encouraging candidates not to voluntarily discuss unpopular ideas
Testing of suggested ideas locally to make sure they work before trying them nationally
Stopping chasing after celebrity candidates
Focusing on training activists and candidates how to be good activists and candidates
Developing generic forms and brochures and making them available on the Internet
Conducting a workshop on legislative lobbying skill at the next national conference
Implementing tracking of how and why members join the LP, reporting the results to affiliates
Sharing state newsletters with other affiliates
Providing staff support for local organizations too small to have their own staff
Implementing professionalism
Establishing a national account with Kinko's
Sending promising campaign managers to a seven-day Leadership Institute crash course
Clarifying the role of LP News
Developing evening overflow sessions at the LP national convention
Developing an improved process for rewarding volunteers
Changing LP travel subsidies to a partial payment (e.g., 50-50) to cover only long distances
Developing opposition research documenting how D's and R's serve bureaucrats not the people
Developing a shadow government as an integrated marketing team
Encouraging members to run against judges and magistrates who are on the ballot for retention
Recruiting Green Party members by showing only Libertarians will help the environment
Recruiting members from environmental organizations
Facilitating cross border cooperation
Employing an assistance political director charged with membership growth
Encouraging libertarians to become newspaper reporters
Promoting LP News subscriptions as a means to communicate our ideas
Working more with the LP in other countries
Soliciting PAC support for libertarian campaigns
Developing a list of issue advocacy speakers who are identified with the LP
Exploring database marketing techniques
Planting spies in the Republican caucus
Sponsoring a national Libertarian high school essay contest
Establish a contest for play writing
Encourage working on staff of major parties to gain experience
Positioning the LP as the party of compassion by supporting medical marijuana patients
Developing realistic assessments of stuff not working at the national level

Idea Restated
Adopting a policy which permits LP staff to recruit presidential candidates
Developing working relationships with like-minded organizations
Stressing children's rights
Funding a Libertarian public relationship spokesperson to represent the LP in public
Raising the issue of whether 535 people in Congress can run a country of 280 million people
Avoiding the use of the word "statist"
Opposing campaign finance reform
Advertising on John Stossel specials
Focusing on industrial hemp rather than recreational hemp
Lobbying with senators or representatives to introduce a bill to repeal the 16th Amendment
Developing an LP card -- like the ACLU "bust card" -- connecting the LP to the Bill of Rights
Replacing our approach to the war on drugs by calling it a "war on people"
Establishing a program to recognize members who recruit new members ?
Recruiting weak candidates to run for other parties
Reaching out to the Second Amendment Sisters
Developing an endowment to ensure the long term financial health of the party
Positioning the LP by painting the vision of the beauty of freedom rather than the ugliness of statism
Purchasing a blimp
Advertising on race cars
Developing animated Internet pop-up ads
Developing celebrity ballot access tours
Developing a left-oriented Project Archimedes
Avoiding working to sabotage activist efforts if you disapprove of the way some libertarians are running and project
Promoting the link between the war on drugs and corporate welfare
Developing Internet prospecting with an eye to successful sites like Drudge
Selling political services to other parties
Speaking at a guest at meeting of other organizations
Producing and writing libertarian movies and television shows
Supporting instant run-off voting at the affiliate level
Developing LP memberships as a Christmas gift
Limiting excessive use of the LP mailing list to avoid scaring people away
Leading by example
Training activists how to have a coffee with their state legislators
Focusing efforts on colleges and universities that create the most ".com" workers
Developing a book of 432 Libertarian names for your child or pet
Scheduling the LP national convention before Memorial Day weekend
Developing an internship program for high school and college students
Studying the LP of Florida budget and improvement system
Developing a video archive of proceedings (of what?) for use by local and state LP
Locking up some people when the cameras are running
Establishing an annual award for the best affiliate newsletter
ELIMINATED - 03/10/01
Developing operations management training for affiliate party officers
Publishing LP News on the Internet, if revenue goes up
Developing ways to reduce libertarian litigation

Idea Restated
Establishing goals for the number of office holders rather than the number of candidates
Establishing a suggestion program
Developing a recommended reading list for new members
Using instant runoff voting with local LP party organizations to introduce the concept
Preparing national convention attendees for exposure on nationwide television
Outsourcing national functions to state and local affiliates on a paid basis
Developing a program to have the national party track volunteer hours at all levels of the LP and reward volunteers
Developing a program to contact non-renewing members and find out why they did not renew -- and share the resulting information
Showing delegates the movie "The Life of Brian"
Acknowledging good work by staff
Employing an outside service to develop LP Literature / sell ISIL brochures
Development of a contract between the national party and its affiliates
Employing an outside service to handle database and customer service matters, freeing up office space at LP headquarters
Developing and make available a generic LP radio advertisement
Publishing public office holder profiles in each issue of LP News instead of book reviews or unscientific
Avoiding reliance on the presidential campaign to bring in new members and prospects
Using Internet web pages corresponding to activism in cities or towns
Abolishing UMP
Providing issue-related campaign signs free of charge (national)
Assisting local and state affiliates in using the LP database
Hiring full time staff at all levels of the LP
Developing a direct marketing presentation intended for home meetings
Promoting nonviolent civil disobedience and direct action against government and business alliances
Positioning the LP as supporting regulation of drugs rather than legalization
Avoiding comparison to other non-profit or membership organizations in evaluating membership retention rates
Stressing that the pro-life/pro-choice issue should not be a government decision
Promoting increased sensitivity to voter's environmental concerns
Advertising on radio works radio network
Adhering to time limits at the national convention
Developing lesson plans for high schools
Publishing more stories in LP News about local office holders
Paying local affiliates to prepare a training manual
Having a meeting among representatives of the state affiliates state vs. national responsibilities
DUPLICATE - ELIMINATED - 03/10/01
Integrating the presidential campaign tightly with the national party to the point of merging databases, including contribution history as was done in 1992.
Adopting a project-based model for the national party budget
Showcasing diverse members at national conventions
Holding a party for elected local Libertarians
Preventing non-members from nominating the LP presidential candidate
Developing a process for removing bad members
Developing downloadable templates for fundraising letters and announcements

Idea Restated
Challenging and reevaluating our basic assumptions
Including everyone in the decision making process
Promoting pride in our past and faith in our future
Adopting participatory, egalitarian, non-hierarchical processes
Eliminating the purity police
Focusing on funding projects with a reasonable chance of success
Exploring why Gale Norton is not still an LP member
Don't assume that partisan victories will come at the local level first -- since 1971, partisan 3rd party statewide wins about equal state legislative wins
Avoiding shortchanging the LP, we are the best organized third party
Promoting focusing on productive dialogs instead of deep philosophical arguments
Avoiding discouraging/destructive activity -- avoid the words "instead of"
Calling for a US Constitutional convention
Recognizing that there are no purity police, only pragmatists that are upset that purists aren't towing their line
Avoiding factionalism, behave professionally, National LP should be a role model
Focusing more attention on LP internal elections
Identifying unsuccessful practices and avoiding them
Promoting the notion that courtesy and teamwork are a part of image and message
Believing that we can win.
Promoting the notion that every issue is a "life or death" issue for someone
Working to elect a Libertarian government in Costa Rica
Focusing on efforts which produce the best results, recognizing that most ideas produce some good
Making every new member feel welcome
Encouraging politeness and courtesy among newsgroup posters
ELIMINATED - 03/10/01
ELIMINATED - 03/10/01
Discussing local government issues
Explaining that the certification is the Libertarian Golden Rule
Making positive contributions and avoiding attacking fellow Libertarians
Understanding that no group of leader will win this war alone
Establishment of a Libertarian community
Passage of legislation achieving Libertarian goals
Focusing resources to achieve a governing majority in several local communities
Discrediting the cult of the omnipotent state
Pick issues which are already of concern to the public
Splitting 50% of all national revenues from membership with UMP states
Adopting an "incrementalist strategy" to reach long term goals
Reaching out to those of retirement age to become activists
Distributing LP literature to high school students
Promoting goods and services offered by libertarian businesses
Grow voter registration faster (%) than any other party each year
Increase number of Libertarians in public office each year
Increase dues paying membership by _____% each year
Increase fundraising revenues to \$ _____
Increase number of candidates to _____ by _____

Idea Restated
Increase number of recognized local organizations by _____ by _____
Increase number of grassroots volunteers by _____% year
Increase number of states with paid staff by _____ states per ear
Increase the number of campus organizations to _____ by _____
Increase the total number of votes by libertarian candidates by XXX% over four years only
Increase the % of the public who correctly and favorably recognizes libertarian ideas as libertarian to XXX by XXX
Increase % of public who correctly self-identifies as libertarians
Increase % of all pieces of legislation on which Libertarians are actively lobbying on by _____% each
Increase the number of self reported libertarian successes by elected libertarians
reduce the demographic gap between supporters and the public
Achievement of parity with other major parties by _____ and dominance by _____ (national, state, and local)
Minimize the number of authoritarians elected into office due to our actions
Increase the number of elections in which we hold balance of power
Ballot access self-sufficiency (i.e. national assistance not required) by _____
Achieve major party status nationwide by _____ -
At least one candidate other than president on every ballot in every election by _____
A libertarian candidate for every elected office every election by _____
Increasing the responsiveness of the national party to the state and local level
(needs phrasing by Lois) Decentralize
Achieve and get credit for a major public policy victory by _____
Establish a culture which recognizes and celebrates Libertarian efforts and successes with mutual
Governing majorities on _____ executive boards by _____ in communities in excess of _____
Reduced public support for government solutions
Achievement of broad positive acceptance of LP within the broader "small 'l'" libertarian movement by _____
Increase % of public who self-id's as a Libertarian
Deepened and expanded understanding of the application and understanding of the freedom philosophy by members
Increased number of candidates running competitive campaigns
Increased number of Libertarians participating and active in local government by _____% each year
Elect one statewide or Congressional candidate by _____
Elect # _____ of Libertarians to local or county by _____
Maintain our ideological integrity
To hold the controlling minority bloc of votes in one house of a state legislature by _____
Receive 5% of the popular vote in the presidential race to achieve federal status as a major party by _____
Stop promotion of paper candidates
Maintain control of the LP by Libertarians -- avoid hostile take over
Establish organized LP affiliates in all U.S. areas
Complete a reevaluation of issues and positions, literature in Platform with a view to enhancing candidates prospects of success
Complete review of membership definition and certification requirements
Complete a review of internal governance and election issues

Idea Restated
Complete review of LNC governance issues
Increase fundraising to a level competitive with D's and R's at local state and national levels by _____
Maintain an open, transparent and unbiased organization
Establish a support system for elected candidates
development of a multi-year transitional strategy to go from statism to liberty
Electoral Success
Party Building
Developing Libertarian comics.
Promoting activities that attract volunteers.
Developing literature that approaches issues from the perspective "How Liberty benefits people" on this or that issue.
Forging alliances with businesses under attack by the government.
Developing pro-Libertarian educational/action interest groups in other parties, interfaced with LP lead members.
Developing informal support and promotion of Libertarians in key positions in lifestyle, professional, union, church, policy and military groups (cadres) educational seminars therein.
Encouraging, supporting and tracking legislative assistants and other advisors in government or key bureaucracies at DC level and encouraging at State level.
Increasing the numbers of Libertarians in public office to _____ by _____.
Supporting actions with facts and proven methods.
Providing a national resource location for activists.
Surveying every LP candidate requesting information such as . . .level of office sought, total hours of volunteer time spent, and on what, total budget spent, and on what, nature of competition, vote totals, other pertinent questions
Studying use of LNC-member teams focused by operational area to facilitate and divide labor on improvement, cost reduction, bias and other member concerns.
Having a "Libertython" before election, with celebrity guests from sports, music, Hollywood, etc.
Running post-election local newspaper display ads with "Did you vote for any of these people? Thank you, and we'd like to talk with you."
Implementing National recognition for any local county that delivers unusually good presidential vote
Studying feasibility of sending all or near-all UMP funds to States while converting most LNC staff functions to sub-contracted groups authorized by LNC, and sustained by their own fundraising.
Setting specific campaign service criteria by LNC staff for campaigns to assure fairness in consultation with State LPs.
Creating activity kits similar to Tax day kits for other activist events and activities.
Setting ongoing goal of getting a target number of LP literature to the public each year until each
Using 'dedicated' earmarking or project management system of funds reporting and planning to assure financial transparency and timely control and improvement.
Documenting tactic of offering not to run for offices to get concessions and build alliances with sympathetic persons in other parties, and place in a new manual or manual section on political tactics.
Establishing 72-hour turnaround between a query from a prospect and a contact by national and local affiliate.
With local affiliate's help, offering the "Libertarian Solution" that is run in LP News to newspapers across the country for reprint.

Idea Restated
Developing Tyranny Response Teams (TRTs) to protest incursions on liberty.
Developing model legislation -- both transitional and final -- to implement our mission.
Developing recommendations for elected Libertarians at all levels to use their office as part of our
Developing a program for national and affiliates to educate candidates on specific issues.
Recommending tactics for affiliates and candidates to use to respond to difficult situations, including those which are regional, which involve issues of morality or bad publicity.
Developing a series of target goals for measurable voter penetration which define achieving various levels of success.
Developing a set of sample tactics for candidates and activists applicable to various situations.
Developing a list of activities -- external to the LP -- that the LP should indirectly support (for example, privatization).
Developing a formal internal education program which focuses on specific issues.
Developing a wealth of issues-specific support materials -- organized by Platform plank -- for use by elected Libertarians, candidates, and activists (studies, FAQs, real-world examples, etc.).
Repealing the "Dallas Accord" and purging the LP of anarchists. (Cf. 78)
Repealing the "Dallas Accord" and purging the LP of minarchists. (Cf. 78)
If the Republican is more authoritarian than the Democrat, emphasize economic issues and gun rights
If the Democrat is more authoritarian than the Republican, emphasize social issues (sex, drugs,...) and/or foreign policy
Achieve the end the federal income tax by 2010 and receive substantial credit for it
Achieve the end of federal involvement in education by 2010 (or all government involvement?) and receive substantial credit for it
Achieve the end of drug prohibition at the federal level by 2010 and receive substantial credit for it
Achieve the end of the federal social security program by 2010 and receive substantial credit for it
Move some or all LNC elections to a staggered four year cycle
Create family LP memberships
Create student LP memberships
Establish a Libertarian Legal Foundation as a tax-deductible vehicle for legal causes
Establish a Libertarian Educational Foundation as a tax-deductible vehicle for education
Use the courts -- support FIJA
Missing Tactics!!!
Misc - Miller
Misc - Miller
Membership growth
Use "tie-in" products to promote the LP
Communicate to the particularly oppressed
Talking head outreach
Develop and implement intense form of indoctrination
Pay people to learn about liberty
Adopt a flexible dues structure to accommodate different situations
Provide for discretionary member exclusion
Building a brand image that people can identify with.
State/local party should survey municipalities to identify which boards exist and have openings
State/local party should encourage local Libertarians (registered and dues-paying) to seek local
Effective Membership Growth and Retention

Idea Restated
Improve visibility of LNC members to promote more involvement from membership
Poll membership thru LP News and web site
Provide monthly column in LP News and/or web site by LNC members for contact with membership
Provide more coverage in LP News regarding upcoming LNC elections
drop affiliates that don't have measurable success in getting Libs in local government
require state affiliates to report local officeholders -- appointed and elected
all levels of participation in local government counts towards affiliation
where affiliates don't have Libs in office, require they attend local gov meetings
evaluate where affiliates can get Libs on local bds/commissions
Staggered terms for LNC members
Allow membership to vote for LNC & presidential candidates by proxy (mail ballot) vs in-person at convention
put national staff on independent contractor relationship, not salaried
open market of LP News production to competition
states to hire political dir for ballot access drive vs. allocating funds out of general account
train regional ballot access directors who compete for business of states
eliminate media director; candidates and officeholders should be promoted thru media, not office staff
complete re-evaluation of central database function
make database mgr reportable directly to LNC, not natl dir, so database mgr is not in conflict of interest of having to protect his boss
eliminate congressional-level and lower candidate recruitment by natl office--responsibility s/b w/ states
Evaluate headquarters operations policies
APPOINT A COMMITTEE TO REVIEW POLICIES concerning conflicts of interest
COMMISSION SALES PEOPLE TO SELL MEMBERSHIPS
DIRECT MAIL
MASS ADVERTISING CAMPAIGNS
REQUIRE STATES TO INCREASE MEMBERSHIP BY X% IN ORDER TO GET BALLOT ACCESS
hire national director with proven track record of increasing membership
use free media to attract members
DEVELOP A LOCAL PLATFORM
DEVELOP LIBERTARIAN SOLUTIONS TO Local government issues
actively recruit green party members by showing only libertarians will help the environment
RECOGNIZE STATES/COUNTIES WITH GREATEST INCREASES IN VOTER REG
State Affiliates create culture of cooperation with single issue groups
Purchase subscription based national bill tracking service and allow access to all state chairs
Poll membership nationally to identify major areas of interest and use these as guidelines for publication of legislative tracking data
get members to be aware of local/state legislation
Increase the Number of Libertarians Holding Public Office
Increase the number of Libertarians in public office to _____ in 2002
Increase the total number of votes received by Libertarian candidates by _____% over 1998.
Increase the number of Libertarian candidates to _____ in 2002.
*Increase the number of candidates running competitive campaigns in 2002 to _____
Elect _____ Libertarians to local or county office in 2002.
*Grow voter registration by a greater percentage than any other party in 2002.

Idea Restated
Complete a reevaluation of issues and positions, literature, and Platform with a view to enhancing
Achieve Ballot Access Self-Sufficiency (e.g. no national assistance required) by All Affiliates
*Achieve ballot access self-sufficiency (e.g. no national assistance required) in _____ states (incl DC) by 2002.
Increase the Number of Governing Bodies with a Libertarian Majority
*Increase number of governing bodies with Libertarian majority to _____ by 2002.
Build a Stronger Libertarian Party by Strengthening State and Local Affiliate Parties
*Increase the number of recognized local affiliate organizations to _____ by 2002.
Increase the number of grassroots volunteers by _____% by 2002.
*Increase the number of state affiliate parties with paid staff to _____ by 2002.
Increase the number of campus organizations to _____ by 2002.
?*Increase the number of dues paying national party members by _____% by 2002.
*Complete development of a contract between the national party and state affiliates.
*Increase the percentage of all pieces of legislation on which Libertarians are actively lobbying by
Increase the number of Libertarians participating and active in local government by _____% in 2002.
*Increase national party fundraising revenues to _____ in 2002.
*Reduce the demographic gap between members/supporters and the public.
****Opportunistically Grab New Issues as They Arise
Build a Stronger Libertarian Party by Increasing the Number of Affiliated Campus Organizations
Build a Stronger Libertarian Party by Protecting the Ideological Integrity of the Party
*Complete a review of membership definition and certification requirements in 2002
*Complete a review of internal governance and election issues in 2002.
Maintain and open, transparent, and unbiased organization
Build a Stronger Libertarian Party by Increasing the National Party's Membership/Support Base
Increase the percentage of the public who correctly and favorably recognizes libertarian ideas as libertarian from _____% to _____%
*Increase the number of self-reported libertarian successes by Libertarians to _____ in 2002
?*Increase the percentage of the public who correctly self-identify themselves as libertarians
Issues Success
Increase Public Acceptance of Libertarian Ideas
Parity
Increase the number of governing bodies with a Libertarian majority
Increase the number of Libertarians holding public office
Strengthen Libertarian state and local organizations
Increase the Libertarian Party's market share among youth
Increase the Libertarian Party's support base (members, contributors, activists, and supporters)
Remain the Party of Principle as we grow
Increase public agreement with Libertarian ideas
Achieve the repeal of drug prohibition at the federal level by 2010 and get substantial credit for it
Increase the number of Libertarians in serving public office to _____ in 2002, 500 in 2004, and _____ in
Increase the number of Libertarian candidates running for elected public office to _____ in 2002, _____ in 2004, and _____ in 2008.
Increase the number of recognized local affiliate organizations to _____
Increase the number of state affiliate parties with full-time staff to _____
Complete development of a contract between the national party and state affiliate parties

Idea Restated
Complete a recommendation from state chairs on how to achieve cooperation instead of conflict within the LP
Complete a recommendation from state chairs on how to minimize burnout
Complete a recommendation from state chairs on anti-takeover provisions at the state and local level
Complete a recommendation from state chairs on how best to provide internal education
Complete a recommendation from state chairs on what, if any, provisions should exist for expulsion of a
Increase the number of campus organizations to _____
More??? (size?)
Increase the number of dues paying national party members to _____ by 2002, 50,000 by 2004, and _____ by 2008
Achieve national party revenues of \$3 million in 2002, \$5.5 million in 2004, and \$_____ in 2008
The total number of people casting at least one Libertarian vote
Complete a review of membership definition and certification requirements
Complete a review of internal governance and election issues
Maintain an open, transparent, and unbiased organization (how measured?)
Increase the percentage of the public who correctly and favorably recognize libertarian ideas as (Split 1160 into to separate parts?)
More???
Any 2002 metric?
The number of Libertarian candidates running for various levels of elected public office each year
The number of Libertarians reported by affiliates as serving in appointed public offices
The number of Libertarians elected to public office each year
The number of governing bodies with a Libertarian majority
The total number of votes for all Libertarian candidates
Number of pieces of legislation on which Libertarians are actively lobbying
Number of Libertarians not holding public office who are actively participating in local government
The demographic gap between members/contributors and the public
The number of members and the number of non-member financial contributors
The percentage of members renewing after one year ("the conversion rate")
The percentage of members renewing after two or more years
The number of inquiries generated by various sources
The percentage of inquiries becoming members ("the inquiry conversion rate")
The number of volunteers and what work they did during each year (as reported by affiliates)
The number of voters registering as Libertarians and for each other party
Sustained giving by members and contributors
Convince public opinion leaders to embrace and espouse libertarian ideas
Develop quality presentations of libertarian ideas for use by affiliates, campaigns, the national party, and individuals
Improve communication skills of Libertarians
Use the initiative procedure to build public acceptance of libertarian ideas
Develop targeted appeals to groups holding similar views on issues
Use targeted messages to groups based on ethnic background, gender, or other demographic criteria
Present libertarian ideas in a manner that includes both "direction" and "destination"
Use Libertarian public officials to demonstrate libertarian ideas in action

Idea Restated
Provide support and training to Libertarian candidates, public officials, and leaders to promote libertarian ideas in a manner supportive of the Libertarian "brand" (includes image)
Promote awareness of problems or potential benefits before presenting libertarian solutions
Focus on local or other winnable elections and achievable appointments
Recruit electable candidates who want to win and are willing to invest time, invest energy, and raise the money required to run a competitive campaign
Develop an awareness among LP members that winning requires adequate resources of all sorts
Develop compatible state and local strategies to elect or appoint Libertarians to public office based on stand and local strengths, weaknesses, opportunities, and threats
Provide support and training to Libertarians on how to run effective campaigns
Redevelop the LP Platform with an eye toward electoral success without compromise core beliefs
Concentrate resources on a subset of winnable races
Determine what would motivate non-voters to register to vote (if necessary) and to vote Libertarian
Target potential groups of voters on a personal basis to encourage them to vote Libertarian
Run more candidates
Chose leading issues to maximize votes in each race
Promote cooperative campaigns within a given jurisdiction
?Research what geographic areas offer the greatest viability for Libertarian candidates
Actively recruit and support enough candidates over enough election cycles to win a Libertarian majority
Target party building in areas which offer the greatest viability for Libertarian candidates
?Focus the attention of higher level candidates to support lower level candidates in areas which offer the greatest viability for lower level Libertarian candidates where appropriate
?Develop and encourage a culture within the LP that recognizes and celebrates political activity and success
Provide organizational support and training to state and local affiliates
Define, develop, measure, and report core and critical activities at the state and local level (requires definitions: core=basic and recurring, critical=key things moving the party forward)
Develop strong, active LP organizations at multiple levels below the state level
Emphasize enjoyable social interaction as a feature of association with Libertarians
Get local LP members active in community affairs as members of their community
Promote written inter-affiliate agreement which address rights, responsibilities, privilege, expectations and appropriate mechanisms for dissent and dispute resolution
Develop a joint national/state affiliate plan to achieve ballot access self-sufficiency in each state
Encourage teamwork and collaborative effort by state chairs to address issues and provide input to the national party
UMP + (needs definition)
?Encourage state affiliate and members to be involved in political processes at all level outside of campaigns and election.
?Cultivate and support faculty and staff contacts to ensure continuity within campus organizations
Provide national resources and support to campus organizations
Provide national resources and support to local affiliates to do campus outreach
Establish a program to formally recognize campus organizations
Provide incentives to campus organizations to enroll/renew LP members

Idea Restated
Implement a reduced price class of campus membership with all rights and privilege of membership except that these members will only receive communications from the national LP electronically
Provide intellectual resources to school communities
Recruit, train, and promote LP candidates and members to speak to students
Encourage the use of campaigns and other political action to recruit new supporters
Implement a plan to generate inquiries and convert inquiries into members, contributors, activists, and supporters
Use advertising to support and improve prospecting
Engage in ongoing prospecting to generate new members, contributors, activists, and supporters
Improve member retention rates thru coordinated efforts at all levels of the LP
Develop and promote the use of tools for recruiting members, contributors, activists, and supporters at the local level
Network and use other organizations events to build relationships (tactics to include speaking before other groups)
Develop a "grasstops" outreach plan targeting opinion leaders
?Motivate increased efforts by members, contributors, activists, and supporters thru recognition and
Increase available financial resources by moving donors to higher levels of financial support
Develop and encourage a culture which discourages infighting
Welcome into the LP anyone within the libertarian quadrant as a member, contributor, activist, or supporter (needs description of Lib quadrant)
Convert contributors, activists, and supporters to also become members
Convert non-activist members, contributors, and supporters to also become activists
Develop qualified, motivated leaders at all levels of the LP
Work to achieve and maintain a "left" / "right" balance within the LP membership
Increase diversity within the LP membership
Develop and implement a program of ideological internal education (tactics should deal with issues, core ideology, statement of principles, etc.)
Use the spoiler strategy to remove the worst drug warriors from office
Concentre resources to support local candidates in areas where polling shows public support for drug legalization
Target congressional races based on polling support for drug legalization
Develop and implement an issue-oriented advertising campaign (drug war only?)
Develop and Implement a "grasstops" campaign to associate the LP with the drug legalization issue (elected officials, media, opinion leaders)
Persuade the drug reform movement to accept the LP as a means to achieve our common goal
Implement a targeted fundraising efforts to drug reformers
Develop tools to maximize Libertarian candidates' ability to campaign on the drug legalization issue and to minimize any negative impact of supporting the LP position
Develop tactics to preempt retaliatory actions by law enforcement officials in response to the LP's position on drug legalization
Integrate the LP's drug war related position into a broad range of regular communications on a frequent basis
Develop and promote activities and events concerning to the drug war and related issues to stimulate publicity
Stress compassion as the basis of the LP's drug legalization position

Idea Restated
Develop a new vocabulary to discuss drug legalization (include personal responsibility, position the LP as favoring drug legalization which in no way endorsing/condoning drug use)
Position the LP as the champion of innocent third party victims of the drug war
Position the LP as the champion of incarcerated drug users who are not guilty of other offenses
Build a "Parents Against Prohibition" organization
Create organizations -- real or virtual -- which actively support libertarian ideas
Use high-quality presentations of Libertarian ideas, which present both direction and destination, to support the work of affiliates, campaigns, the national party, and individuals
Redevelop the Libertarian Party Platform, presenting both direction and destination, with an eye toward electoral success without compromising core beliefs
Provide training, training materials, and training support to Libertarian Party candidates and campaigns
Provide training, training materials, and training support on organizational matters to state, local, and campus Libertarian organizations
Provide training, training materials, and training support to Libertarian Party candidates and campaigns, to state, local, and campus organizations on organizational matters; and to Libertarians to improve their communications skills
Increase the number of new people comprising the Libertarian Party's support base
Increase the commitment of those already within the Libertarian Party's support base.
Expand and strengthen Libertarian Party organizations at levels other than the affiliate level (e.g. local, city, county, campus)
Define, develop, and promote the LP brand
Recruit more and better qualified candidates
Target races and allocate resources for maximum effectiveness
Coordinate campaign activities within and among campaign levels
Define and codify relationships between and expectations among national, state, local, and campus Libertarian Party organizations
Track the performance of core and critical activities in state and local Libertarian Party organizations; encourage and support them in creating and executing plans to improve performance
Target public opinion leaders to embrace and espouse libertarian ideas
Target existing independent groups to act in support of Libertarian Party efforts and provide opportunities for us to spread our message
Encourage state, local, and campus Libertarian Party organizations and our entire support base to be involved in political processes at all levels outside of campaigns and elections
Create organizations -- real or virtual -- which actively support libertarian ideas
Motivate the Libertarian Party support base to increase activism by recognizing and rewarding both effort and success and by striving to make involvement in the Libertarian Party an enjoyable, positive
Develop an awareness that success requires adequate resources of all sorts
Strive to achieve a left/right balance among the Libertarian Party support base
Strive to make involvement in the Libertarian Party an enjoyable, positive experience
Focus resources to achieve the repeal of drug prohibition at the federal level by 2010 and get substantial credit for it
Develop and implement a program of ideological internal education (tactics should deal with issues, core ideology, statement of principles, etc.)

Appendix 9: Further Issues

The following additional issues developed from the efforts of SPT. They are listed here to provide a starting point for considering what, if any, action should be taken regarding these matters in the future.

Special thanks goes to Michael “MG” Gilson de Lemos who kept track of these issues and developed a structured list of those ideas which were not included elsewhere in the SPT Report.

REPORTING ISSUES

- Defined LNC reporting
- Defined Regional Representative reporting
- Defined national LP staff reporting

SPT AS A TOOL

- Recognition that SPT – and SPT-like processes – are a key tool in “doing Libertarianism”
- Teaching communications techniques used in SPT to Libertarians
 - Brainstorming
 - Intentional dialog
 - Team-building exercises
 - Measuring support before discussing ideas
 - Consensus building
 - Identification and handling of third-rail issues
 - Developing champions for ideas
 - Replacing factionalism with nurf balls

WORK

- Work can drift to staff, discouraging volunteers
- Need to delegate work to teams to tackle particular issues
- Need to develop ways to measure results and report progress in a manner which easily conveys information to many people
- Need to develop improved ways to gather and disseminate information on efforts and achievements by Libertarians
- Need to remain aware of the importance of tools to evaluate performance
- Need to present an open and transparent governing structure
- Need to challenge assumptions at all levels
- Need to develop a better understanding of both parliamentary and business procedures.
- Need to learn from studying other political parties – what does and does not work
- Need to stress basis and standards for setting metrics: stretch vs. non-stretch, historical vs. constructed

THINGS THAT NEED TO BE SAID

- SPT participants changed their opinions based on new information or what others had to say. Any personal “agendas” brought into SPT were quickly abandoned.
- The tools which SPT used can be employed by the LNC in other contexts to the benefit of the LP. This may be particularly helpful in building this and future LNC’s into stronger teams.
- Training sessions for LP leaders at other levels which teach some of the techniques which SPT used may benefit the LP. Observers watching SPT meetings noted that they had learned from watching the SPT process.
- SPT participants learned the importance of making sure that people discussing an issue are discussing the same issue, the same aspect of the issue, etc. This is another important thing to impart on other LP leaders.
- To successfully implement this plan, effort needs to be undertaken to translate it into incremental steps which the appropriate group can reasonably be expected to manage, fund, and staff.
- It is important that we carefully define our own vocabulary for discussing both strategic and political issues.
- There is no inconsistency in emphasizing transitional measure while working to achieve an end result.
- A condensed and simplified LP Platform – with details left to white papers – is one possible way to redevelop the LP Platform.
- Even operating a peak efficiency, the LP is significantly constrained by available resources as to what it can do and what it can currently achieve.

GETTING OUT INTO THE WORLD

- We need to place greater emphasis on what is being done successfully at the local level.
- Libertarians holding local office are a hidden strength that we should talk about more.
- More active community involvement by Libertarians would benefit the LP.
- The LP would benefit if Libertarians would spend more time patting each other on the back and less time tearing each other down.

TECHNICAL ISSUES

- Consideration should be given to measurements of inputs (e.g., members, contributions), outputs (e.g., public opinion, laws), and process (e.g., how the LP does things).
- Need to develop improved models for growth.
- Recognize and cope with wide divergence in development and abilities among LP organizations.
- Need to relate what the national LP is doing so that benefits to state and local LP organizations are explained.
- Need to document the backlog of what needs to be done to better structure priorities.