

Let Freedom Ring!

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LNC Meets

Sean Haugh's Report, Continued

We continue from the last issue with LNC May Meeting minutes, in particular a discussion of why several staff members had recently resigned. According to Sean Haugh:

Colley noted that he was present for Villarreal's interview and recommended her highly. He said it is unfortunate that she feels the way she does, but none of her charges were substantiated after investigation. He stated that Seehusen is very good at the outside stuff and they had hoped Villarreal could handle the inside stuff.

Colley asked how outsourcing is going and what is next with it. Seehusen replied it is going very well, in large part thanks to new Operations Manager Robert Kraus stepping up. He said that Kraus' support frees him up to do more of his

[LNC Meets] (Continued on page 4)

Underwood on Ballot

Liberty for Massachusetts State Organizing Committee member Robert Underwood is on the ballot for Springfield City Council. He needed 200 signatures to satisfy the legal requirement.

Underwood is planning a campaign based on personal contact to get elected. He writes "I think my next move will be to leaflet door to door. I have a leaflet with our URL. If a paper decides to do a story about me good (if they do not misquote me), if a talk show or media interviews me, good, but I do not think we can count on that. I expect that there will be some candidate events.

"Peter Paul Nicolai has asked me to sign the "master" petition for the (tax) under-ride. Some issues change daily. For instance, who would have expected the Control Board to pay Police Chief Meara

[Underwood on Ballot] (Continued on page 2)

LNC ExComm Approaches Database Challenge

Salaries, Benefits, Outreach Spending Frozen
Our sources (ncway.blogspot.com) report that the LNC ExComm met by phone on 6/23 and passed a resolution on the Raiser's Edge database program, namely

"Whereas, the LNC believes that Raiser's Edge database program has not been given enough attention by the national staff so that it is accurate, reliable, beneficial to the national program and beneficial to the state programs, and

Whereas, the LNC appreciates its hardworking employees but believes their actions have not been focused on making the program work and in being responsive to the state affiliates and their needs;

"Whereas the LNC has tried to informally address these issues, without success;

"Resolved, the LNC orders the Executive Director to freeze all salaries and benefits unless otherwise required by contract or law;

"It is further Resolved that the budget shall be amended to withdraw all discretionary spending by the Executive Director and there shall be no expenditure in the following areas:

[LNC ExComm on Raiser's Edge] (Continued on page 2)

LPMA State Board Acts on List Requests

One Approved, Three Rejected; Bowen, Hudson, Resign from State Committee

The LPMA recently received requests from four libertarians for use of part or all of the LPMA mailing lists.

Robert Underwood (candidate, Springfield City Council) Request for Activist List information read:

"I now have enough signatures to get on the ballot for the upcoming election for City Council of the City of Springfield. I would like a list of Libertarian Activists (LPMA members) for Springfield and surrounding towns, Agawam, Longmeadow, East Longmeadow, Wilbraham. Chicopee, Holyoke, West Springfield. I will use the list to ask for assistance for my campaign."

Robert Power (National Chair, Outright Libertarians)'s request read: "Outright Libertarians, the largest LGBT Libertarian organization in the country, is starting a Massachusetts chapter. We would like to contact all LP members by email and postcard to let them know we're starting a new chapter and allow all LGBT and straight-ally Libertarians who want

[List Requests] (Continued on page 4)

Liberty for Massachusetts now live at <http://www.LibertyForMassachusetts.org>

New Jersey News

At its May 15 special general membership meeting, the New Jersey Libertarian Party removed Brian Philips as State Chair of the New Jersey Libertarian Party. The NJLP Steering Committee had previously suspended the authority of Mr. Philips to act as chair. Distinguished Libertarian activist Ken Kaplan was elected as Interim Chair.

NJLP Steering Committee minutes report that in September 2004 the LNC changed its membership database program, and since that date the NJLP had been unable to extract information from the LNC membership database. Also, the NJLP minutes claim that the LNC had cashed checks from the NJLP paying for membership renewals. The result is that National Members renewing through the NJLP were not necessarily credited by National with the renewals. The NJLP had therefore stopped forwarding National Party renewal dues to the LNC. Members of the National Committee were apparently unaware that New Jersey had stopped forwarding renewals. (This April the NJLP Organizing Committee voted a catchup in dues forwarding, but ordered that this be a one-time event. Future forwardings are dependent on LNC activities.)

Based on reports, it appears that when Brian Philips became NJLP chair he learned that the NJLP was not forwarding dues, and ordered that the payments be resumed. There was then a vehement disagreement as to the propriety or lack of propriety of the NJLP Steering Committee and the State-Chair. Matters went downhill with disputes between Committee members.

(Continued from page 1) **[Underwood on Ballot**
\$300,000 to retire?" Springfield City Council Race

The City Council may seem like a relatively benign position.

The latest round of gun control legislation was started by then City Councilor Michael Albano. Ordinances have been proposed for the seizure, without trial, of cars by persons judged by the police to be soliciting prostitutes. The local police are the foot soldiers of the war on drugs.

Most of my opponents have as their platform, more police and more of the war on drugs. Given this situation, one would have expected the city council races to be a high priority item among libertarians. It was among the Pioneer Valley Libertarian Association and Liberty for Massachusetts. Several PVLA members offered to help my run for the city council minutes after I announced that I would run. Members of LFM in the eastern part of the state offered very good advice and are waiting to take further action is support of city council races around the state.

I would like to thank PVLA members Carol McMahon, Alvin See, Alan Wilcox, a gallant effort by Richard Watras, and Philip Reed, who went collecting signatures with me on several occasions. I would like to thank Leroy and Bessie Crenshaw, local activists. Bessie Crenshaw not only collected many signatures but helped me find a notary public with an embossed stamp at the last minute (many notaries now use a rubber stamp, which the election commission would not accept).

Underwood on Ballot By my count I had 306 good signatures. The election Commission said I had 260 signatures. Steve Drobnis's advice to get 300 signatures when I needed 200 was good advice.

Since I did not have to worry about party affiliation, I got more knowledgeable and involved voters. In the state representative race when we were a major party, there was a much higher refusal rate among un-enrolled voters and Libertarian voters. This time, most of the Libertarian voters could not be found. Some had moved.

This time I had a very low refusal rate. I would say at least half the houses on most streets did not appear on the voting list.

Puerto Rican voters had an almost zero refusal rate. The only ones who refused were older ones down the Carew St. Hill, in the North End, Representative Cheryl Rivera country. Spanish names made up about 80-90% of my signatures. In 16 acres, where Bessie Crenshaw collected what few people had Spanish names tended to sign, and I had nothing to do with those, so it was more than just speaking Spanish.

I have some statistics. Most of my signatures came from Hispanic Democrats. Had major party rules applied I might not have made it on the ballot. I suspect this situation may be the case in other cities as well.

(Continued from page 1)[LNC ExComm on Raiser's Edge]

"Program line items, including all Outreach and Media Relations, with the exception of LP News and UMP; and

"All project line items, with the exception of retiring the Ballot Access debt.

"It is further Resolved that any direct or indirect violation of this motion by the Executive Director will be considered cause for termination of the Executive Director.

"It is further Resolved that these salary freezes and budget amendments shall be in effect until processes are in place and implemented that result in:

"The monthly data dumps to the states including two phone numbers, if available and two e-mail addresses, if available; and

"The monthly data dumps to the states including information the status of the most current address (labeled as the bad address field in the prior database); and

"The monthly data dumps to the states reconciling to the monthly state by state membership report."

Nelson explained the practical effects during the debate. He said it would put off possible raises or new benefits for some employees were due annual review soon, result in no quarterly bonus for Seehusen at the August LNC meeting, keep Sam New and other staff from attending outreach conferences, and

[LNC ExComm on Raiser's Edge] (Continued on page 3)

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(Continued from page 2) [LNC ExComm on Raiser's Edge]

stop membership acquisition mailings. At-large representative BetteRose Ryan suggested that this should take only two or three weeks.

Chair Michael Dixon noted, as he also had at the beginning of the meeting, that as part of the settlement with Blackbaud (who makes RE) they would be sending in some of their people to our office by month's end for training and data cleanup, and that they had agreed to clean up the list quarterly on an ongoing basis. Maryland ED Roy Meyers has carried forward the projects Chris Farris was working on when he resigned, apparently with some continuing assistance from Farris. Dixon also said that simply the news that the Executive Committee would consider such a motion had definitely gotten the attention of staff and spurred them to greater action.

Vice Chair Lee Wrights spoke against the motion, saying that we would be shutting down the entire office over one thing with which only two employees have direct involvement. He also predicted the change would have a demoralizing effect it would have on staff.

At-large representative Michael Colley (not a member of the Executive Committee) asked that, as the new Chair of the Employment Policy and Compensation Committee, his committee should be allowed to do its work, and this motion would take away their latitude to complete their review. After the vote, Colley said the action made him very uncomfortable.

YES: Nelson, Ryan, and Regional Representative Aaron Starr.
NO: Wrights.

Abstain: At-large representative Bill Redpath, Secretary Bob Sullentrup.

Not Voting: Dixon

Not Present: At-large representative Mark Rutherford.

The motion carried 3-1-2.

Nelson reported that revenues are below projections now that the final results of the Annual Report are in. He offered two motions for reports which both passed 5-0. One report is to give a detailed summary of all products and services where the account payable (AP) is past due as of June 30th, and to reduce past due AP items from its current level of about 70% of AP down to 10%. (It was noted that the Blackbaud settlement alone, once completed, will reduce AP by 20%.) The other motion asks for a similar report on receivables past due, including details of any collection activities.

Indeed, as may be seen on the FEC web site, the most recent FEC filing from the LNC, complete through the end of May this year, shows income of \$107 510 for the month and \$896 182 for the year, coupled with expenditures for the month of \$126 867. The reports also indicate no expenditures at all in February and \$527,000 cash on hand, numbers which are at least somewhat surprising.

PVLA MEMBER Robert Underwood writes on the LNC Membership List action: "So all is on hold until the new database is in order. I imagine the staff must be very demoralized.

The membership might also be demoralized if they new the true value of the data and how much is being paid to maintain it. But we are being told that our dues are not being used to maintain the database. I guess that will make us feel better when someone tells us we may not have access to the database. Some of us in Libertarian Party Massachusetts just got a lesson in whose database it really is. Of course since the rest of us may not look at it we have no idea how "valuable" it is.

But Party politics seems to have shifted to the mechanics of maintaining a database and limiting who has access to it. I really wonder if that is a good strategy to win an election? Of course I am presuming that those in control of the database really want the party to win an election.

Within the Pioneer Valley Libertarian Association we have excellent cooperation and mutual assistance. There are not that many of us, and there is not very much money. We are running on a shoe string budget. About four or five of us (out of about 12 regulars) have run for various things at one time or another, and have been full time organizers.

The National Party and the State Party has not been that helpful. I was able to find about 5 of the 300 registered Libertarians in my House district (counting my wife and myself). All but one had no idea that they registered libertarian. Several of the "Libertarians" refused to sign my petition.

Most of the Literature put out by the LPMA and the LP mean nothing to the people in my neighborhood. I usually end up printing something myself, with no help from the LPMA or the LP.

When I pointed out that I could do better if I had some money I was sent a thank you note with a request that I make a donation to the LPMA, after printing things at my own expense, and walking about the streets distributing the literature. The harsh reality is that the LPMA and the LP do not want us to volunteer, they want our money to finance their own ivory towerish agenda. Robert Joseph Underwood 83 Cherrelyn St. Springfield, MA 01104-2441"

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(Continued from page 1) [List Requests]

to support our organization to help in formation of the chapter. We would like the mailing address and email address of all LP members in Massachusetts."

Richard Watras (PVLA Chair) asked for contact names in counties north of him to try to set up regional activist groups. Bill Hees (candidate, Cambridge City Council) asked for Cambridge names to support his campaign. The votes were

Board Member	Hees	Watras	Underwood	Power
Aucoin	Y	N	N	N
Bowen	Y	Y	Y	
Cloud	Y	N	N	N
DeLeo	Y	N	N	N
French	Y	N		N
Howell	Y	N	N	N
Hudson	Y	A	N	N
Jepson	Y	N		
Kuntz	Y	N	N	N
LaRoche	Y	Y	N	N
McMahon	Y	Y	Y	N
Phillies	Y	Y	Y	Y
Wilcox	Y	Y	Y	A
Outcome	Yes 13-0	No 5-7-1	No 4-7-2	No 1-9-1

Jessica Bowen has since resigned from the State Committee, for personal reasons. James Hudson has since resigned from the state committee, sending to the State Committee a long letter critical of some activists around the state.

Rich Watras responded publicly to the State Committee action, writing: The PVLA and its members have done outreach to many different groups with little or no help at all from the LPMA. I asked very limited access to the LPMA membership list(s). I told the State Committee that such Lists would not be used for any other purpose than for first contact. I also pledged not to share or pass along such information (list contact info) and to delete such information after a single use.

What was amazing was a few characters with in the LPMA State committee (Carla Howell and few others) used the excuse that they needed a confirmation that my list usage would be kept confidential and not be passed along, after I publicly stated to the LPMA Chair, and the rest of the State committee, I would not pass along / share or keep such information after a one time usage, that to seek those that favorable to local organizations.

It should be no surprised as to why the LPMA has become is a nonplayer in any substantial political activity within Massachusetts. It seems that a few bad apples have decided that it is better to sit back rather than do anything of substance, or to help those who are willing to work to push Libertarianism forward. I am thankful to Tom LaRoche and other members of the LPMA State Committee for their positive votes. It's the other 7 state committee members who need to explain to the LPMA membership why they saw fit to be obstructionists and harm the movement of liberty in Massachusetts.

Richard W Watras Jr
Chair Pioneer Valley Libertarian Association

(Continued from page 1) [LNC Meets]

high level outreach.

Ryan asked about Getz' charges regarding Dollie Parker. Getz had claimed in his memo that Seehusen had used the transition of Parker from salaried employee to independent contractor as a ruse to take away her health insurance. Seehusen replied that it was former Chair Geoff Neale who had negotiated Parker's new contract with her and that she remained with the party for several months after that. At the time she left, she signed an agreement that her health insurance would expire one month later. Dixon read from the contract letter in Parker's file to confirm Seehusen's answer.

Lieberman asked if Kraus is stepping up to help run the office, to which Seehusen replied affirmatively. Lieberman followed up by quoting from the LNC's Policy Manual's section on the responsibilities of the Executive Director, including evaluating headquarters operations, hiring and firing, and establishing personnel policies. Dixon answered that Seehusen is perfectly free to delegate his responsibilities. Seehusen added that he can and will delegate, and that in his view his portfolio is to raise money and have something to raise it about. Wrights noted the difference between being responsible for the work and actually doing it, and affirmed Seehusen's ability to delegate.

Sullentrup noted Seehusen's success on the financial end and that none of the charges against him have stuck. He lauded Seehusen for making great progress despite personnel problems not of his making and stories which keep changing. He thanked Seehusen for bringing us out of the dire financial straits we were in when he was hired.

McGinnis pointed out that he had just fired three people from his business and had received "a Villarreal letter" from one of them. He expressed his support for Seehusen to be the boss, setting the direction and tone for staff and clearing out those who do not support his program. His team should be the team of his choice, doing the work he wants done.

Gilson noted the need for an office director so Seehusen could be set loose. He said the LNC should start thinking about raising money to make this happen. Gilson noted that Seehusen has delivered on what he has promised.

Salvette had a follow up question about Parker. She asked if Seehusen had promised her a raise to compensate for her loss of health insurance. Seehusen replied that there were no extra conversations about this outside of her contract negotiations with Neale, and that he had hired her back at 100% over what he eventually paid for her replacement.

Lieberman asked why turnover has been so high over the last six months. Seehusen said he wasn't sure that was the case. Dixon noted much of the change in the office is replacing directors with clerks. While Dixon said the Villarreal hiring was obvious flawed, we are hiring a different type of employee, fewer of our friends and more from off the street.

Keil asked Seehusen how the LNC could help him. Seehusen replied that he has much respect for Dixon because he understands sales and growth. The main thing he wants is improved communications. He noted that other organizations have greater experience with staff-board interaction and maybe we could avail ourselves of that knowledge. He finds outreach invigorating and commented how getting truly involved in politics changes one's worldview. Clarification of priorities would always be welcome. He said just asking this question is progress. Seehusen would like to see his job as three equal parts: administration, money and outreach. As he gets out of the office, good things happen.

Squyres referenced his own managerial experience and noted that employees who leave are almost never happy, and that many questions are backward looking finger pointing. He asked where Seehusen sees us in two years. Seehusen replied, "my wildest dreams are why I'm here." He sees gaping holes emerging in the dominant political parties, giving us great opportunities for outreach to libertarians in all parties and among independents. He is putting together a media team to generate stories in the mainstream media. He wants to use the new website for leverage, noting that Al Gore himself now works for a website (moveon.org). He wants us to have impact on and get credit for federal legislation. He concluded that the administrative stuff is necessary but not sufficient for a political party.

Ryan asked about Getz' charge that Seehusen wanted to spend \$14,000 beyond budget for an ad in a publication of the Washington Times which Getz had recommended against. Seehusen replied that his conversation with the Times led him to an epiphany that success in DC is defined by moving law. While this gave him a new enthusiasm, he eventually decided not to do that particular ad.

Starr asked what impediments keep Seehusen from doing his job. Seehusen replied that we need to minimize the need for internal marketing, that we can't fight the world if we are fighting ourselves. We need to refocus on our potential.

Starr followed up by asking Seehusen to place metrics on what he wanted to accomplish in the next six months. Seehusen replied that he wanted to meet the budget. That includes outreach spending and fundraising he needs to do. He'd also like to get credit for some piece of legislation, such as the death tax repeal. He'd like to get out in front of the parade of future pro-liberty legislation. This would help us recruit better candidates once they can see the laws we are affecting. At this point Dixon moved to extend time on the debate, which failed.

Later in the meeting, the Employment Policy and Compensation Committee gave their report, including a recommendation for Seehusen's quarterly bonus. Colley has replaced Rutherford as the Chair of that committee. Keil has resigned from it and no replacement has been named yet for him. They are developing new metrics for evaluating the Executive Director's performance and setting a new bonus structure.

In the transition, Dixon moved that Seehusen be given a bonus of \$933 out of a potential \$5,000. He suggested \$200 for the

metric of 3% quarterly membership growth, although that was rounded up from 2.5%, and \$733 for a subjective measure of LNC satisfaction. Members and subscribers as of the end of April totaled 22,609, which is 738 short of budgetary projections. Pledge revenue remained relatively unchanged and media contacts were difficult to measure during this period.

Starr offer a substitute motion to delete the \$200 for membership growth, as Seehusen had not met that criterion. Wrights seconded. This substitute failed on a voice vote. Starr then moved to divide the question on the two components, which failed for lack of a second. The \$933 bonus was approved by a show of hands 9-5.

4) FEC Filing

Nelson continues to work on corrections to past FEC reports. That this continues to be a problem is not only vexing, it could lead to serious liability in the form of FEC fines. The LNC met in executive session to discuss these matters and is clearly concerned about the possibility of an audit. Yet to date the FEC has not indicated they are planning any action against us.

By now it is obvious to the casual observer that our past two operations managers, Rod Severson and Jennifer Villarreal, were not successful at performing this vital function. The errors made are so glaring at times that they cannot be excused by complicated software problems or loss of institutional memory.

The LNC has hired professional FEC consultants to help us find permanent solutions, which may include outsourcing the preparation of these monthly reports. Nelson has also been speaking directly with FEC staff and developing a positive working relationship with them. One problem is that our database program Raiser's Edge does not map to Quicken properly. New software to accurately translate our financial data into FEC reports may also be considered.

The one result of the executive session was a motion made by Nelson to investigate the creation or selection of a nonprofit entity which could run LP News, with a recommendation to be presented at the August meeting. This passed unanimously by voice vote. One can presume by the placement of this motion on the agenda that the LNC may believe our current ways of funding LP News are not in compliance with ever shifting federal regulations. **TO BE CONTINUED**

Massachusetts Events

July 2005

23-30 Roger's Campground and Motel, Lancaster NH, Free State Project PorcFest
30 Plymouth, New Hampshire, New Hampshire Liberty Alliance Dinner 6PM

August 2005

10-Springfield 6:30PM Pioneer Valley Libertarian Association Monthly Meeting Hu Ke Lau Restaurant near Turnpike Exit 5. 413 250 6608 or ihaveknown@verizon.net for information
Mid-August Cambridge, Liberty for Massachusetts Board Meeting (2 PM) and Social Afternoon (3-6 PM; Potluck) Place and Date to be announced
21 Worcester 3PM Worcester County Libertarian Association Monthly Meeting Location to be decided.

The Actual Zero Dues Proposal And Responses

George Squyres, in the state chairs echo list, wrote of his proposal: *Understand clearly that this is not a finished product. Considerably more work is needed to flesh out the details and to work out considerable transition issues.*

This is a draft of a proposal to change the model of how dues/ membership/ state affiliate relations/ regions and their reps all function. The proposal has been put forward to address a number of problems and to recognize that these issues all function together, and that solving any of them requires solving all of them. The alternative is to continue putting band aids on the entire system. The bottom line will focus the LNC's efforts to those functions that are truly appropriate to it, and devolve all else to the states, putting the states in the drivers seat. Much input from many sources has been received and incorporated into this proposal. Your comments are appreciated and welcome. Please direct them to the appropriate list and to your regional rep, rather than to me personally.

George Squyres,
LNC Southwest Region

The Alternate Dues and Affiliate Structure:

1) Membership

Membership in the national party shall be without payment of any dues, and shall require only the individual's name, address and email. The only benefit the member will receive is a membership card, and this shall be a tear-off that is a part of a post card, or something of similar low cost, rather than a plastic credit card type of card. Sending this membership card will verify addressing. Significant benefits will instead accrue to contributors. Membership in the national party shall be automatic if one is a member of a state affiliate party. State parties may be encouraged to make membership free also, and follow the same model of turning members into contributors, or may elect to charge dues to be a member of a state affiliate. In either case, membership in the state affiliate becomes the primary vehicle. This shall not preclude someone being a national party member only. This will greatly expand our database, give us more members that we can turn into contributors, and will eliminate one of our greatest expenses, as we will no longer need to send out membership renewal letters.

Delegate allocation for convention will need to be reconsidered, as some states have a policy automatically making all registered Libertarians members of the state party, while other states do not allow partisan registration. This will require changing Article 2, Section 2 of the Policy Manual, and possibly Bylaws changes as well, and such changes must be consistent with the capabilities of Raiser's Edge. In addition, Bylaws changes will need to ensure anti-takeover provisions are in place to prevent an influx of free memberships resulting in delegate rigging at convention.

In order to transition to a new system without impacting the '06 National Convention delegate allocation, we would implement the change eliminating dues as of 01/01/06. This allows the current rubric for selecting convention delegates to stand for 2006, and allows the body to change it at the 2006 convention.

This will also entail a change in regional makeup and representation, as well as life memberships, as a free membership will not necessarily expire, unless otherwise adjusted.

2) Contributors

The primary activity and responsibility of both the national and the state parties will be to turn members into contributors. If states utilize this model, their efforts will also be to turn their members into activists, but the latter category will be only incidental to the national party.

Benefits will accrue to contributors annually on a tiered basis starting at the \$25 level with a hard copy of LP News mailed to the contributor. This encourages donors, rather than simply newsletter subscribers. Provision needs to be made to allow those states electing to charge membership dues to purchase discounted subscriptions of LP News as a component of a package of benefits of membership.

Benefits at other levels need to be fleshed out, including Torch Club, Project Patrons, Executive Director's supporters, etc, with input from the committee as well as the ED. Possibilities include packages to the national convention, donor dinners in various cities at LNC meetings, recognition as a supporter in various ways, etc. The benefit levels above the basic \$25 should start at \$100 and go upwards to the point of major donor levels.

3) New State Affiliate Agreement

The UMP program shall be ended and a codified agreement with states shall be created specifying benefits and obligations for both national and the states. The terms of this agreement, including all necessary changes to the Policy Manual and Bylaws shall be the responsibility of a five member committee including two representatives of the LSLA, Dan Karlan and two other LNC representatives, and shall be ratified no later than the August LNC meeting.

At a minimum the agreement shall include the following:

- Ballot Access: The state must to agree to put our presidential candidate on the ballot if they have ballot access, and cooperate with LNC-driven efforts to improve ballot access and/ or lessen requirements.
- Database Resources: The states can make use of the LNC database if they agree to submit all member/donor names to the LNC. Database resources must be bidirectional, so that the databases of the states are shared with national for inclusion in the national database, and inquiries and contacts that national obtains from whatever source, such as Cato, Heartland, Liberty or Reason magazine devolve to the states. The LNC should be responsible for outreach efforts with such organizations including the purchase of their databases. The states agree to certain protocols for use of the national database.
- LP News: The states can purchase LP News subscriptions for state members/donors for \$10, to be mailed by the LNC, as a component of a package of benefits for state party membership.
- Material Sales: States shall be able to buy LP materials, including brochures, at a discount and benefit from the national office's economies of scale in developing, producing and printing their own materials.

Let Freedom Ring!

- Integrity Clause:** Affiliates shall be responsible for the behavior of their members and candidates insofar as they reflect on the party at any level.
- FEC Compliance:** States shall maintain FEC compliance where necessary, and the national office shall develop and deliver a program to implement this; the individual state shall be responsible for the cost of the program as delivered.
- Adherence to Common Purpose:** It is essential that all state affiliates maintain a common ground with the national party so that we do not have each of 50 states going their own way. While individual states must be able to respond to the issues that are state specific, each must also support the national platform and maintain a specific core of positions that identify them as Libertarian.

All UMP contracts shall be phased out as of 9/30/05. This gives our state affiliates six months of full UMP payments (May for April membership, through October for September membership) from the date of the vote before payments start decreasing by 1/12 each month as we unwind from the UMP contracts. We might want to consider offering a discounted buyout for some states to start pilot programs. The phase out may be 12/31/05 as determined, with appropriate modifications to the schedule.

This will require the affiliates to do their own membership prospecting, activist recruitment, candidate recruiting, fund raising, etc. It will be incumbent on the LNC to create and offer the appropriate programs to facilitate the increased responsibility of the states in the form of training, resources, organization and other help.

4) National Resources Provided to States:

The logistics of delivering support should include at a minimum the following:

- Quarterly or bi-annual training at LNC offices for new state chairs, Executive Directors and possibly Treasurers, all expenses paid by LNC. This would include some RE training, some FEC training, some leadership training and hooking the state leaders up with the national organization.
- Holding regular professional training sessions for organizers, activists, candidates and campaign managers throughout the nation at low or no cost to our affiliates. The use of professionals such as the Corey's from TX, the Leadership Institute or similar groups should be used to put on this training wherever possible.
- These initiatives should be developed and offered before the end of this year, in conjunction with the LNC meetings in August and November and at the State Chairs conference in January.
- The LNC should budget for a low of 20 to a high of 50 scholarships, including sharing transportation costs, to the Leadership Institute's training sessions.
- A substantial amount of free training sessions at the 2006 convention.
- As much as possible, resources and support including training, materials and services shall be outsourced; the national office shall develop the program, arranges its distribution to the states

through the regional representatives, and the states pay for these resources directly to the provider. Where possible under the FEC regulations, the best course is to outsource both the LP News and material sales so that those and other "services" are supplied by a non-FEC filing entity. Thus states can pay for all of these with non-federal money.

Program Resources for State Affiliates:

The programs that are offered by the LNC to the affiliates shall at a minimum include the following:

Ballot Access:

Ballot access shall no longer simply involve fund raising by national and distribution of funds to various state affiliates, but shall place emphasis on lobbying strategies to change state election codes where legal and regulatory obstacles are present. Recent Supreme Court decisions provide opportunities for success in changing ballot laws, and these must not be missed. The LNC shall consult with professional lobbyists as to the preparation of efforts in individual states. A prioritizing of types of lobbying efforts must be recognized as resources will not be available to engage in all efforts at once. Cooperation with such organizations as Freedom Ballot Access shall become higher priority that efforts solely by the LNC.

FEC Compliance

FEC compliance can no longer be considered as elective, or to be circumvented. All states must become FEC compliant and all state treasurers must be educated and trained in the mandates of BCRA. The LNC shall immediately begin a program, not staffed by LP personnel as has been done in the past, but by professional accountants schooled in FEC compliance, or preferably by FEC personnel themselves. Many training programs may be implemented by non-FEC filing entities, so that affiliates can pay these with soft money. Treasurers must be schooled to know what payments must be made with hard money. This is the first program that the LNC must deliver.

Fund Raising

A program of help in fund raising must be an immediate move, as states will not have the funding to implement various programs without help. Training by professionals shall be delivered at regional conventions or where a state has sufficient personnel and resources, at the single state level. One suggestion for this is that an independent professional fund raiser be recruited to train fund raisers in individual states, possibly to be paid on a multi-level marketing basis. This is certainly not offered as the only solution, but as one that could be implemented immediately and with virtually no expenditure of LNC resources.

States must have a program of regular fund raising efforts including mailings, local fund raising events at such things as county fairs, gun shows, NRA dinners, and the events of other freedom oriented groups. Regular county level and state level events must become a more prominent component of affiliates. Such Republican events as the annual picnic, the Lincoln Day dinner, etc., must have LP equivalents. State conventions must have fund raising as a standard component and must create the events in the state that county organizations utilize.

Let Freedom Ring!

Fund raising letters shall be coordinated so that contributors do not receive too many letters at once from national, state and local affiliates. Drop dates shall be determined farther into the future so that states are able to recognize windows where their letters will not coincide with either national or local efforts.

Database Usage

States are encouraged to create and maintain their own databases that are tailored to their own functions and resources, but which have the possibility of interfacing with the national database. For those states unable to implement their own databases, access to the national database will be available. Training for RE usage shall be offered by the LNC to the state secretaries or database managers. Practical and facile usage of Raiser's Edge for fund raising and other purposes by those states who choose this option shall be guaranteed by the LNC.

For those states which prefer to utilize their own database, vendors can be solicited by national and referred to the states.

Member Recruitment

In states that have no partisan registration lobbying efforts shall be undertaken by the LNC to change state election codes to allow affiliates to register voters as Libertarians. Once successful, voter registration drives will be supported by the LNC through the use of paid petitioners and other means.

Recruitment efforts must also recognize that voters, members and donors alone will not be sufficient for state level efforts. Activist recruitment must be a high priority in the states as it will determine whether a state has adequate personnel to execute other functions. Campus efforts will play a larger role in this as younger activists in college situations will not only build a future member base, but are far more likely to be the activists that will put in the time and effort to create success.

Rapid turnover in some states has left little or no institutional knowledge of how these tasks are accomplished in individual states, and a clearing house of this information shall be compiled and maintained at national headquarters to be delivered to state leaders at their initial training at the beginning of their terms.

Contributor Renewals & Mailing Efforts

Mailings to contributors shall be fund raising efforts and newsletters, which must include reports to donors of results that their contributions have made possible. Mailing support must include sample letters, access to the LNC's bulk rate mailing permit as well as Business Reply Mail permit, along with instruction as to how to file and renew these with the local USPS office, and either access to a mailing house that is willing to work with us on a large scale effort that is coordinated with individual states, or pointers on how to find local sources. Database feedback must be utilized to provide knowledge of donor history and preferences. Current development staff can perform this training either at state conventions or at regional conventions, but the latter would be more cost efficient.

Mailings must be coordinated to prevent overload of contributors. This will necessitate limiting the number of house and project letters sent by national and their scheduling being known in advance and coordinated with states, so that timing is optimized for both national and states and contributors do not receive an overload of mailings.

Candidate Recruitment and Training

Candidate recruitment and training shall be a joint effort between the LNC and the LSLA, rather than the old model of a top down program implemented solely by national, as the states shall be the primary resource for candidates in state campaigns. Training for campaign managers shall be a part of this program. Regions and their representatives shall work with the affiliate services director in the hiring of personnel.

It is critical that states handle candidate recruitment rather than this being a national office responsibility, for all but the highest offices.

Executive Directors

The LNC may need to provide seed money, training and personnel resources in enabling states to employ Executive Directors, first to the state affiliates to understand the role, functioning and compensation of EDs. Existing EDs throughout the country should be encouraged to lend expertise to other states. It may be possible for two or more states to each share an ED on a part time basis as an interim step in the process of employing an ED full time.

Recruitment of personnel for these positions should involve the experience of Joe Seehusen in recruitment. An ongoing recruitment of EDs may begin with the LNC providing the seed money for salaries, but this must be on a limited time basis only so that the ED becomes self-sufficient in a short time. The determination of who gets helped first will be based on a business plan strategy, much as was done with ballot access in 2004, with the states who have a business plan getting higher priority.

5) Regions and Regional Representatives

The regional representative is the critical difference between a state affiliate actually achieving the value of being an affiliate of a national party as opposed to simply being an independent state party. If the regional rep does not maintain the connection between the affiliate and the national party, that connection does not exist. The regional representative must at a minimum attend the state convention of all affiliates within the region, attend the state chair's conference and write a report to the region of each LNC meeting that he attends.

The regional representative shall be responsible for determining what the states in the region most need for support, be it fund raising, FEC compliance, membership and contributor development or other issues. The regional representative shall coordinate with the affiliate services staff member to plan the delivery of those resources, but shall be responsible for their delivery. The regional report shall include an evaluation of those needs, planned response and delivery dates. The national committee may recommend to the region that a rep be replaced if it judges the rep to not be delivering the support that the affiliates need.

Regional representatives shall also facilitate outreach from stronger states in the region to those less developed to help the latter improve. This shall include working to identify and recruit new and good leaders. Regional Conventions for the purpose of delivering resources and training must be a component of regularly planned regional activities. These conventions should become semiannual events, solely for the purpose of providing training, education and other support functions. The regional representatives will be charged with the responsibility of putting on these conventions and coordinating the participation of the states. Until such time as the states are financially able to pay for these, the LNC will likely have to provide funding for these efforts.

A neglected aspect of LP events is the social interaction between Libertarians that creates the solidarity to make parties strong. Too often the events we put on are simply work oriented without recognizing that the social interaction is necessary to recharge the batteries, to "relight the fires of liberty" in our ranks and motivate people to further the efforts of the party. Regional conventions must stress a social event in the evening where Libertarians from different states in the region get acquainted and establish the networking relations that enable them to share local best practices, resources, successes and failures. Often simply knowing other Libertarians and knowing that these others are fighting the same fight creates the drive to success. Local competition should not be discounted as a motivator in these efforts.

Policy Manual Changes This is all it takes: Effective January 1, 2006, delete: Article II, Sections 2-7.