

Let Freedom Ring CMLC Liberator

Now \$10
per year.

Elections Imminent

By the time you read this, it will be the day after elections. Some of our candidates will have one. Some will have lost. All will be members of the Proud. The Few. The Libertarians who **Stood Up for Liberty!** and ran for local, state, or Federal office. And when you meet one of these noble souls, and their equally noble campaign managers, treasurers, fundraisers, phone bankers, volunteers, make a point of thanking them! It's through the effort of our thousands of candidates and tens of thousands of campaign workers that we are moving from being a footnote in the history books to a political movement that can change our Republic's course.

Letters

The following letter went to the Mayor of Springfield in mid-October:

Dear Sir:

Once again we are treated to the proposal of Timothy Rooke to have photographs placed on the ballot. The unmentionable goal is so that no one will vote for a Black with an Irish name by mistake. While he is intent in mimicking the mock elections in the schools, several items are not being addressed.

The results of the Democratic primary was released hours after the polls closed. The re-

(Continued on page 2)

Where Your Money Went

The Liberty Tree Small Government Low Taxes Political Action Committee

Our most local PAC has qualified for status as a "People's Committee", by virtue of having existed for more than six months, having accepted no donations of larger than \$100, and having donated to at least five candidates for office. Forms to establish the Liberty Tree PAC as a "People's Committee" will be filed as soon as the election is over and the last donation checks have been cashed by the respective candidates..

The Howell Campaign

This is all based on the FEC reports. The reports are now available on the web at <http://>

(Continued on page 2)

Stand Up for Liberty!

We continue to reprint chapters from George Phillies' book "Stand Up for Liberty". To read the complete book, see <http://3mpub.com> or <http://www.cmlc.org> Here we are discussing information management.

Chapter Fourteen Continued

Observe that paper newsletters last at least until the trash is taken out, so the chance that a paper newsletter will be read is higher than the chance that an electronic newsletter will reach its audience.

Two State Publications: If an state organization has the skills and human resources, it should publish two different newsletters. First, the organization should run the traditional monthly newsletter for activists. Second, the organization should run a quarterly tabloid to incite the voter base and their friends.

The purpose of the monthly newsletter is to support activists and specialists in their work.

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Our Web Pages

<http://www.wmlp.org>

<http://www.cmlc.org>

Brought to you by www.excell.net.

Libertarian owned-Libertarian operated

Provider of internet services

Recipe Column

Duck Kennedy

Take one old fat bird. Prick the bird deeply many times with a fork. Marinate an hour in hard liquor. (If you are like many Americans other than the author and like duck in fruit sauce, Calvados (French apple brandy) or an American equivalent will work). Rub the duck inside and out with handcrushed rosemary and sage. Stuff the duck with fine-sliced peeled apples to keep the interior moist. Place the duck on a high rack in a pan. Roast in a high oven (400 F). Baste as appropriate. Check in an hour and periodically thereafter. It will be necessary to remove the pan from the oven and drain the fat. (The apples will perhaps need to be discarded at the end of the cooking process, though note traditional recipes for apples fried in pan fat.) The duck takes about three hours to finish, at which point you have a succulent duck with a nice crisp skin. Before serving, use mustard to paint a yellow stripe down the back.

It serves itself at your expense.

Who Are We?

The Pioneer Valley Libertarian Association is Massachusetts' oldest local Libertarian organization, with regular meetings since 1995. The PVLA and its sister Central Massachusetts Liberty Coalition work to advance freedom across Massachusetts' 1st, 2nd, and 3rd Congressional Districts, stretching from Williamstown to Dartmouth. Read about the PVLA and CMLC at <http://www.wmlp.org> and <http://www.cmlc.org>.

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First Class Mail

sults of the opposition parties, such as the Libertarians, was only released after nine days. They were released after letters went to the Secretary of the Commonwealth, and only to those who specifically asked for them.

In anticipation of the accusation that the Union News performs a public service, the Springfield is a profit making company and they print that part of the results that suits their business, thus eliminating the moral high ground of performing a public service. In effect the city was working at helping the Union News run its business while citizens had to go through considerable trouble to get primary returns.

I use the word Primary loosely. It was reported that one Libertarian ballot was cast in Ward 2 Precinct 2. I know that there were at least two because I saw them. Thus far it looks like they lost at least one ballot, at least 50%.

I do not know the total number of ballots that were lost. Did the City government lose Democratic ballots as well? How many ballots were lost? We are constantly being told that minorities did not vote. Is that true? Or are the ballots lost? In the past there have been several races were the lost ballots could have made a difference. I now know that the city loses ballots. The only question is how many? And whose?

For the curious you may wish to canvass the voters at 60 Pembroke Street. It looks like a movie I saw where the house was transported to the Twilight Zone. I wonder how the occupants of this vacant lot voted.

How many other vacant lots are registered? Did Rod Serling vote by absentee ballot? An Albano supporter perhaps?

Sincerely,

Robert Underwood.

www.fec.gov.

For the period July 1— September 30 of this year, the Howell campaign raised an additional \$246,000, bringing the year total to slightly over \$532,000. Approximate (rounded) Expenditures for the same period were \$266,000, including \$26,000 for advertising to GRX, \$50,000 to Media Guys of Yarmouth for advertising, \$700 to the LP National Committee for advertising, and \$1900 to the Message (the GOAL newsletter) for advertising. The Howell campaign advertising spending is larger than the Browne campaign advertising spending.

Staff expenses included \$6500 to Kay Pirrello (\$500 a week), \$1900 to MADATA Automation, \$3800 in legal fees, \$250 to Web Commanders for Internet Services, \$1900 for photography, and \$27,000 in partial payment of a \$52,000 Fundraising Commission for the Quarter to Michael Cloud. Mailing and printing expenses included \$13,000 in mailing list rentals, more than \$37,000 for postage, and \$71,000 for printing. Even modest bits like supplies (pushing \$4000), travel (\$1200), and utilities (pushing \$1200) add up. It would appear that the campaign is doing somewhat better (not counting commissions) that \$2 returned on every \$1 invested in direct mail advertising, which is really quite good.

Liberty Tree Small Government Low Taxes Political Action Committee

Since the last report, the Liberty Tree PAC has made an additional \$200 donation to the Wilcox campaign, donated \$50 to the Fischetti campaign as recommended to us by our friends the Schoaffs, and received an additional \$135 in donations.

Pioneer Valley Libertarian Association

We're not a PAC. We don't give money to candidates. We don't endorse candidates. We do encourage citizens to participate in the political process.

We do develop resources for Libertarian educational efforts. One of those resources is a list of people interested in our message. We went off to the Boston Common in September,

showed the flag, and gained stacks of names and addresses. Ones from other states, places like Colorado, were sent off to the local state LP organization, with a request that they reciprocate if they ever see people from our neck of the woods.

Your chair contacted Libertarian Party of Massachusetts Secretary Dave Roscoe and proposed trading our names for his, trading whatever was gathered at the Freedom Rally. The name trade proposal was turned down, because we are not one of their affiliates. It's indeed fortunate that we had our own table at the Freedom Rally, which has thusfar netted us several new members and a list of names.

Your Chair also rolled out a new renewal/annual report letter, which went off to the first person to have his LFR subscription expire. He renewed! I'll be sending it to more people as soon as I can find it on my disk again. I know it's there someplace.

(Continued from page 1) [Stand Up for Liberty!]

The activist newsletter thus discusses strategy, running local groups, campaigning opportunities, and lessons on how to run for office. The activist newsletter also provides appropriate information from the state organization to its members, such as financial and spending reports, so that the state organization's active supporters can see in detail how their money is being spent. The activist newsletter rarely runs feel-good news or general articles on Libertarian philosophy. For those sorts of articles, other venues are more appropriate.

The activist newsletter has similarities to a libertarian political convention. At a convention, it's worthwhile to have a few speeches berating the evil of government policies. In an election year, a good convention also generates television news footage. However, the core of a good convention should be party business and political nuts and bolts. You only bring your activists together once or twice a year. There's a lot of important networking to be done, but that networking is not advanced by two hour lectures on seriously obscure issues. Similarly, the newsletter only reaches activists once a month. The state organization needs that

monthly moment to prime activists on their opportunities to Stand Up for Liberty!

The purpose of the Tabloid is to tell members what their party is doing: who is running for office, what issues there are, information on petitioning for initiatives, etc. The quarterly tabloid seeks to inspire its readers, so that when there is an election they will do their bit by voting for our candidates. With some luck, the quarterly tabloid will also encourage a few members to take the first tentative steps toward activism.

It's not hard to to put both newsletters on your Libertarian Party Web Site. The web posting is good at reaching students. Remember, a large fraction of Americans choose which party they are going to support when they start voting, and then only change once or twice in their entire life. If you convert a student to the Libertarian Party, you have just just generated hundreds of Libertarian votes over the next 40 years. If the state party can afford it and has a good quarterly tabloid, giving a subscription to every college and high school library in the state may eventually prove rewarding.

Conservative religious activists reportedly make very heavy use of fax and telephone trees to get information out rapidly to members. Fax/phone trees in which each person on the tree contacts several other people spread news exponentially quickly. A well-designed tree has crosslinks between people on the farthest branches, so that they contact other people on remote branches. If word has not yet reached them from above, they contact the person closer to the trunk on their branch of the tree. Crosslinks ensure that messages propagate into the tree from below as well as above, so loss of a single link does not isolate parts of the tree. Fax has the further technical advantage that it almost always leaves a paper trail, not just a readily-deleted electronic file.

FAX/EMail has a second distribution use, namely transmitting Libertarian news to third parties and the press. FAXed press releases are only effective if short and well-written: a couple of sharp paragraphs are the upper limit. Finding FAX numbers is a challenge. Several media encyclopedias, available in many college libraries, lists FAX and EMail numbers for more-

or-less every press and broadcast outlet in the state. In general, it is worthwhile to improve the focus of a fax broadcast by directing the FAXes by personal name to the outlet's political reporter or political editor.

Based on public reports, various conservative/patriot organizations use short-wave radio to reach their membership. High-tech enthusiasts are beginning to use internet radio for the same purposes.

THE COMMUNAL MEMORY STORE

An extended group acts as a communal memory bank for the Libertarian Party. As time goes on, there are any number of opportunities for Libertarian groups to accumulate useful facts, addresses, and other bits of information that local organizers can use. Many of these facts and names would be challenging for each organizer to find for themselves. A well-run extended group will have facts in their files ready to be provided to local activists when the need arises. A really well-organized group will get those facts to local activists before the activists realize that they are needed.

Dangers of Centralized Databases: Note that I described the memory bank as "communal" rather than "central". There is safety and efficiency in sharing information. If you have an address data base listing activists, its content and corrections should be reasonably shared. When only one operator can manipulate the data, his approach will determinate how that data is organized, analyzed, and distributed. When many operators have the same information, different approaches to organizing, analyzing, and using information will flourish.

Data Security: A distributed communal memory is a secure memory. It's like a hologram. Scratching a hologram blurs the hologram very slightly, but does not erase part of it. In the early 1960s, the FBI tried to destroy one of our country's socialist parties via illegal break-ins and burglaries. Their approach was straightforward: wreck the membership and donor records, thus paralyzing the target group. We don't presently worry about FBI harassment. A fire or tornado at the main office could be as destructive as a criminal attack. Human failure is as damaging as physical de-

struction. If the donor data base is in a single pair of hands and that pair of hands gets sick or loses interest in politics, the donor data base has effectively ceased to exist. When records are dispersed to many sites, no single-site event can paralyze survivors.

Furthermore, in a volunteer organization a single individual may always have a personal emergency, need to take a break, or morally disagree with some particular course of action. If many people have copies of the records, this possibility is less of an issue. If only one person has access to the database, that one person has a veto over the organization's possible activities. By running a communal memory store, in which activists share information and back each other up effectively, a state or local organization can keep information available for Local Organization.

Finally, a communal memory store prevents rent-seeking. If one group has a monopoly on a particular sort of information, even though that information was gathered by the efforts of many volunteers and fed to some one group that volunteered to preserve the information,

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The Pioneer Valley Libertarian Association meets monthly at Bickfords Family Restaurant, Old Boston Road, Springfield. Bickfords serves dinner, breakfast, and a full range of desserts. Meetings start at 7PM, with a working meeting at 8PM.

The Worcester County Libertarian Association meets the third Sunday at Tweed's Restaurant, Grove Street, Worcester, at 6PM. [This is not the Tweed's Restaurant on Route 9, Shrewsbury.] Bring a friend. WCLA organizers include Kevin Haskell, City Council candidate Jerry Horton, and George Phillis.

The PVLA and CMLC web sites are hosted by Excell.net (<http://www.excell.net>) a locally-owned, locally operated internet service provider offering solutions to people and businesses in the Pioneer Valley. Why not patronize a fellow Libertarian? See www.excell.net for excellent internet service.

that one group has an opportunity to levy high rates for its data, thereby diverting other groups' resources to its use. This activity is not generally in the interest of most libertarian groups in the same community. Those groups are well advised for the protection of their treasuries to ensure that information is shared rather than monopolized.

The notion of a communal memory bank is bit dry. A communal memory does not sound as if it will incite activists to run for office, support candidates, or deepen our voter base. The communal memory is a facilitator and an insurance policy. It makes difficult tasks easier and impossible tasks difficult. It shields the hard-gained resources of the party from adversity and accident.

SUMMARY

Information management -- as tedious as it sounds -- is a fundamental task for Libertarian groups at every level. If you question the importance of information management, look at corporate America or the Federal government. For every dollar we spend on defense, we spend ten cents on our spy agencies. Among MBAs, experts in Management Information Science command a large specialist premium.

Information management includes three major areas:

Under **Political Intelligence**, I group the collection, analysis, retention, and distribution of information, including after-action post-mortems. To be able to use information, you have to find it, figure out what it means, store it where you can find it later, and get it in front of the people who really do need to know it.

Under **Information Distribution**, I collect all efforts that put facts and propaganda in front of people. This includes electronic means, web pages, phone and fax trees, posters and signs, activist and voter newsletters, short-wave radio, public-access cable stations, and advanced internet media.

The **communal memory store** is a way to keep and protect information. A delocalized store of information is like a hologram. With a well-distributed communal memory, the destruction of a single node has no effect on what

is known, only on the details of the list of storage locations.

CHAPTER THE FIFTEENTH AND LAST

What Are We to Do?

Above all, we keep in mind that

The Purpose of a Political Party is

*to Advance Its Agenda,

*to Run Candidates and Win Elections, and

*to Use Electoral Victory to Put Its Program into Effect.

In the above, I've given an implementation proposal for the Local Organization path to Libertarian victory. Local Organization is not a new strategy. It has always had practitioners and champions. New in this book is an implementation: What will Libertarians do to put the Local Organization strategy into effect from sea to shining sea?

This Chapter is divided into two sections. The first section is a summary of my implementation proposal. The second section is the missing piece in the puzzle. The second section answers the critical question: "What do we do within the Libertarian party to implement the local organization strategy?"

Section One - Implementing the Local Organization Strategy in the United States

In Chapter One I discuss grand strategy. We may win by converting our opponents, by capturing their political parties, or by creating a major party of our own. No matter what we do to win, we're going to need the Alphabet, the Numbers, and the V's. The Alphabet gets us activists, ballot status, candidates, dollars, and enrolled libertarians. The Numbers are the consultants, PACs, special interest groups, incumbents, candidates, and donors we must have. Finally, the V's are the volunteers and voters we need for victories.

Chapter Two presents three paths to Libertar-

ian Victory. I summarize the membership recruitment, local organization, and moral armament paths, and their successes (or lack thereof) to date. Chapter Three discusses how we might choose one of these paths, based on issues of principle, issues of substance, and purely practical issues. All issues lead to the same conclusion: the correct path to Libertarian victory is the Local Organization strategy.

Chapter Four introduces the implementation proposal given in the remainder of this book. The chapter summarizes what topics will be discussed in the rest of the book, and what will be said about them.

Chapter Five gives activities that every Libertarian political group should perform, including developing the voter base, inciting members to organize and run for office, managing information, performing outreach, keeping promises of all sorts, and finally raising money. Chapter Six considers activities that are most appropriate for a party group or another. At the national level, Libertarians cooperate with other national party groups, lobby, maintain 50-state ballot access for the Presidential candidate, operate Federal and other PACs, and support special-interest and local libertarian activities. State groups support their local groups and local campaigns. They usefully publish two newsletters, one for activists and one for voters. Last and most important, it is local groups that run local meetings, support candidates for local office in winnable elections, and create the political machine needed for victory.

Chapter Seven examines campaigns and campaigning. The theme is simple: A political party exists to elect candidates, not to debate moral philosophy. Libertarians across the 50 states should run as many people for office as we reasonably can. The objective of running people for office is to elect them, or to build a voter and support base for future campaigns, not to generate a list of fundraising targets for the national Party. We attain these goals by running people at different levels of effort for different offices.

Chapter Eight considers our most impor-

tant resource: our people. Our people are members, specialists, and activists; they are candidates, campaign staffers, volunteers, and voters. We need to develop our resources and to incite members into becoming specialists and activists. Chapter Nine considers another specific resource: the Internet. We cannot get victory simply by using the Internet, but the use of modern communications of all sorts will greatly facilitate our victory. I make proposals for web pages, internal communications, remote archives, new technical means, and -- for the more distant future -- bringing the Libertarian Freedom Message to the downtrodden masses of Europe, Asia, and Australia.

Chapter Ten considers non-geographic Libertarian organizations: people interested in one issue, and how Libertarians with that interest can be effectively mobilized for the Libertarian cause. I discuss how the other major parties benefit from having nominal special-interest groups that are actually tools of their party, and give a five-step plan by which Libertarians can create corresponding groups with Libertarian inclinations.

Chapters Eleven through Thirteen consider implementing a marketplace of ideas. Chapter Eleven traces the roots of the marketplace of ideas concept. Chapter Twelve discusses how one might in practice be operated. Chapter Thirteen discusses getting market information to individual investors.

Chapter Fourteen examines information management. Information management has four parts: collection, analysis, retention, and distribution. If any of these parts fails, the entire system fails. The many virtues of operating with a distributed memory store are considered.

Finally, this Chapter summarizes the other chapters (above) and examines what supporters of Local Organization must do to put their strategy into effect.

Section Two - Implementing the Local Organization Strategy Within the Libertarian Party.

There's one more piece needed to complete the picture. So far, I've said what we must do

to compete with liberals, conservatives, populists, Democrats, Republicans, and Reformers. Before the Libertarian Party puts Local Organization into effect, advocates of Local Organization must also compete successfully within our own party. This Chapter considers what we will do to implement Local Organization as our Party's strategy.

What do we do? How do we support local organization?

*We help local and state groups that try to put Local Organization into effect. No argument in favor of Local Organization is more powerful than *we tried it! look how well it worked!* We support local organizers with our money, our words, our knowledge, and most precious of all, we support them with our time and energy.

*We support local organization and local election campaigns as the strategy for our local Libertarian groups. We encourage local and state groups to compete in the marketplace of ideas. We encourage Libertarian groups to stay independent of each other so they can respond to the invisible hand of the market.

*At all levels, we support candidates for Party office who Stand Up for Liberty! and support Local Organization. We support pro-local candidates at every level, up to the Libertarian National Committee and National Chair. When pro-local candidates run for party office, we support them. When no pro-local candidates appear, we Stand Up for Liberty! ourselves and persuade pro-local activists to join us in running for party office.

*In towns, cities, and states, we support Libertarian groups and people who support local organization. We support pro-local state organizations with our money, our good names, and our time. We support real local organizations that actually run candidates, do outreach, and mobilize voters. We support local communications, including local meetings, newsletters, Email lists, and telephone/fax trees.

*We support the local candidates themselves. We support the formation of local Polit-

ical Action Committees (exact title of such groups depends on the law in your state) to raise money and support local candidates and groups. We encourage you to keep your money at home so you can watch how it is spent.

*We support candidates for higher office when they support Local Organization. They support Local Organization by helping candidates lower on the ticket, by supporting the Local Organization Strategy within the party, and be moderating their demands on the party's limited resources.

*At all levels, we work to make the structure fit the mission. At the national level, we support restructuring the Libertarian National Committee to focus on Local Organization. We change the focus of the Libertarian National Committee by changing its composition. At present the National Committee includes National Officers, at-large National Committee members, and regional National Committee members. A restructured National Committee replaces At-Large members with Regional Members, leading to a national committee with four National Officers and roughly fifteen regional National Committee members.

Changing the Committee's structure changes how the Libertarian National Committee will identify national issues. After restructuring, an issue will be seen to be national because it is important to many regions, not because it appeals to a group of members with diffuse constituencies. Changing the Committee structure also eliminates certain conflict of interest issues. When most members represent a geographic area, area-by-area interests balance out.

We also encourage the development of subcommittee structure within the Libertarian National Committee. The Libertarian National Committee should be responsible for developing the policies and approaches that the Chair as CEO will execute and that the paid national staff will implement. In practice, large boards function best by having subcommittees that recommend policy, to such level -- perhaps quite fine -- as the board sees fit, and then having the board act on subcommittee recommendations.

To Be Concluded