MEETING MINUTES
LIBERTARIAN NATIONAL COMMITTEE
DECEMBER 1-2, 2018
ALEXANDRIA, VA

PREPARED BY CARYN ANN HARLOS, LNC SECRETARY

CURRENT STATUS:	**DRAFT**
VERSION #:	**1**
LAST REVISION DATE:	**12/18/18**

TABLE OF CONTENTS

OPENING CEREMONY 4

CALL TO ORDER 4
OPPORTUNITY FOR PUBLIC COMMENT 4

HOUSEKEEPING 4

ATTENDANCE, CREDENTIALS, AND PAPERWORK CHECK 4
ADOPTION OF THE AGENDA 5
REPORT OF POTENTIAL CONFLICTS OF INTEREST 8

OFFICER REPORTS 8

CHAIR'S REPORT 8
VICE-CHAIR'S REPORT 8
TREASURER'S REPORT 9
SECRETARY'S REPORT 10
APPROVAL OF THE SEPTEMBER 29-30, 2018 LNC MINUTES 10

STAFF REPORTS 11

SPECIAL COUNSEL'S REPORT 12

STAFF REPORTS CONT'D 13

VISTACOM PRESENTATION 13

REPORTS OF STANDING COMMITTEES 13

AUDIT COMMITTEE 13
AFFILIATE SUPPORT COMMITTEE 13
CONVENTION OVERSIGHT COMMITTEE 13
EMPLOYMENT POLICY AND COMPENSATION COMMITTEE 14
HISTORICAL PRESERVATION COMMITTEE 14
INFORMATION TECHNOLOGY COMMITTEE 14
BALLOT ACCESS COMMITTEE 14

NEW BUSINESS WITH PREVIOUS NOTICE 15

ADOPTION OF 2019 BUDGET 15

EXECUTIVE SESSION 16

EVENING ADJOURNMENT 16

TABLE OF NUMBERED MOTIONS/BALLOTS 16

TABLE OF APPENDICES 16

APPENDIX A - PUBLIC ATTENDANCE ROSTER AND COMMENTS 17
APPENDIX B – UPDATED CONFLICTS OF INTEREST 19
APPENDIX C – CHAIR'S REPORT 23
APPENDIX D – VICE-CHAIRS REPORT 24
APPENDIX E – TREASURER'S REPORT 25
APPENDIX F – SECRETARY'S REPORT 38
APPENDIX G – STAFF REPORTS 44
APPENDIX H – SPECIAL COUNSEL'S REPORT 105
APPENDIX I – VISTACOM INFORMATION MATERIALS 108
APPENDIX J – CONVENTION OVERSIGHT COMMITTEE REPORT 122
APPENDIX K – EMPLOYMENT POLICY AND COMPENSATION COMMITTEE REPORT 125
APPENDIX L – BALLOT ACCESS COMMITTEE REPORT 126
APPENDIX M – REGION 1 REPORT 129
APPENDIX N – REGION 2 REPORT 130
APPENDIX O – REGION 3 REPORT 131
APPENDIX P – REGION 4 REPORT 132
APPENDIX Q – REGION 5 REPORT 133
APPENDIX R – CAMPUS ORGANIZING REPORT 134
APPENDIX S – INTERNATIONAL REPRESENTATIVE REPORT 135
APPENDIX T – AWARDS COMMITTEE REPORT 136
APPENDIX U - REGION 6 REPORT 137
APPENDIX V – REGION 7 REPORT 138
APPENDIX W – REGION 8 REPORT 139

LEGEND: **text to be inserted**, ~~***text to be deleted***~~, unchanged existing text, ***substantive final main motions.***

Main motions are tracked at https://tinyurl.com/lncmainmotions.

All main substantive motions will be set off by ***bold and italics in green font*** (with related subsidiary and incidental motions *set off by highlighted italics*) and will be assigned a motion number comprising the date and a sequential number to be recorded in the Secretary's Main Motion/Ballot Tally record located at https://tinyurl.com/lncmainmotions.

The Secretary produces an electronic One Note notebook for each meeting that contain all reports submitted and attached to these minutes as well as supplementary information. The notebook for this meeting can be found at https://tinyurl.com/Dec2018OneNote.

.

OPENING CEREMONY

CALL TO ORDER

Chairman Nicholas J. Sarwark called the meeting to order at 9:00 a.m. (all times Eastern Standard Time)

OPPORTUNITY FOR PUBLIC COMMENT

Brief abstracts of issues mentioned during public comment are attached as **Appendix A.**

HOUSEKEEPING

ATTENDANCE, CREDENTIALS, AND PAPERWORK CHECK

The following were in attendance:

Officers: Nicholas J. Sarwark (Chair), Alex Merced (Vice-Chair), Caryn Ann Harlos (Secretary), Tim Hagan (Treasurer)

At-Large Representatives: Joseph Bishop-Henchman, Sam Goldstein, Alicia Mattson, Bill Redpath, Joshua Smith

Regional Representatives: Richard T. Longstreth (Region 1), Steven Nekhaila (Region 2), Elizabeth Van Horn (Region 3)[1], Jeff Hewitt (Region 4), Jim Lark (Region 5), John Phillips (Region 6), Whitney Bilyeu (Region 7), Justin O'Donnell (Region 8)

Regional Alternates: Craig Bowden (Region 1), Paige Lee (Region 2)[2], Dustin Nanna (Region 3)[3], Brent Olsen (Region 4), Susan Hogarth (Region 5), Phillip Anderson (Region 6), Erin Adams (Region 7)[4], Jeff Lyons (Region 8)

Absent: Craig Bowden (Region 1 Alternate), Brent Olsen (Region 4 Alternate), Phillip Anderson (Region 6 Alternate), Jeff Lyons (Region 8 Alternate)

Staff:[5] Lauren Daugherty (Acting Executive Director), Tyler Harris (Member Services Department), Bob Johnston (Fundraising and Candidate Support Specialist), Robert Kraus (Operations Director), Jess Mears (Membership and Social Media Manager), Apollo Pazell (Campaigns Advisor), Cara Schulz (Candidate Recruitment Specialist)

Other: Special Counsel Oliver Hall

[1] Arrived after meeting commencement with arrival noted in minutes.
[2] Arrived after meeting commencement with arrival noted in minutes.
[3] Arrived on second day with arrival noted in minutes.
[4] Arrived after meeting commencement with arrival noted in minutes.
[5] Not all staff were present for the entire meeting

The gallery contained multiple other attendees as noted in the Attendance Roster attached hereto as **Appendix A** comprising attendees who signed the attendance book circulated by the Secretary as well as brief summaries of any commentary offered. Mr. Sarwark recognized the elected Libertarians in attendance as follows: Jeff Hewitt[6], Jenn Moore, and Apollo Pazell. The LNC gave a round of applause.

Mr. Sarwark verified that all attendees were aware that the "Giant Printed Handout" comprising 99 pages was available for anyone who desired a copy. Ms. Harlos reminded the LNC to make use of the electronic One Note notebook.[7]

As detailed in the Secretary's Report **(**see **Appendix F)**, there were no changes in the composition of the Libertarian National Committee (LNC) since the last meeting. No LNC members or alternates gave advance notice of absence for this meeting.

ADOPTION OF THE AGENDA

The Chair previously submitted a proposed agenda as follows:

Opening Ceremony	
Call to Order	9:00 am
Opportunity for Public Comment	10 minutes
Housekeeping	
Attendance, Credentials Report, and Paperwork Check	3 minutes
Adoption of Agenda	10 minutes
Report of Potential Conflicts of Interest (Harlos)	2 minutes
Officer Reports	
Chair's Report (Sarwark)	15 minutes
Vice Chair's Report (Merced)	15 minutes
Treasurer's Report (Hagan)	15 minutes
Secretary's Report (Harlos)	15 minutes
Recess	10 minutes
Staff Reports	45 minutes
Special Counsel's Report (portions may be in Executive Session)	30 minutes
Vistacom Presentation (during Lunch)	12:00pm - 1:30pm
Reports of Standing Committees	
Audit Committee	15 minutes
Affiliate Support Committee	15 minutes
Convention Oversight Committee	15 minutes
Candidate Support Committee	15 minutes
Employment Policy & Compensation Committee	15 minutes
Historical Preservation Committee	15 minutes

[6] Subsequent to this meeting, the final tally for the Riverside County, California Board of Supervisors District 5 resulted in a win for Mr. Hewitt with 51% of the votes and a vote spread of 1,877 votes.
[7] https://tinyurl.com/Dec2018OneNote

IT Committee	15 minutes
Ballot Access Committee	20 minutes
Recess	10 minutes
New Business with Previous Notice	
Adoption of 2019 Budget	90 minutes
Evening Adjournment	
Sunday Morning Session	9:00 am
Opportunity for Public Comment	10 minutes
Reports of Special Committees	
Blockchain Committee	15 minutes
Youth Engagement Committee	15 minutes
Convention Voting Process Committee	5 minutes
Membership Support Committee	5 minutes
New Business with Previous Notice (cont.)	
Adoption of 2019 Budget (cont.)	30 minutes
Scheduling the next LNC Meeting	10 minutes
New Business without Previous Notice	
Discussion of 2018 Election Results (Bishop-Henchman)	20 minutes
2019 Goals Discussion (Harlos)	30 minutes
FASB Functional Reporting Requirements (Bishop-Henchman)	10 minutes
Regional Reports (supplements to printed reports)	
Region 1	5 minutes
Region 2	5 minutes
Region 3	5 minutes
Region 4	5 minutes
Region 5	5 minutes
Region 6	5 minutes
Region 7	5 minutes
Region 8	5 minutes
Announcements	10 minutes
	TOTAL: 595 minutes

Mr. Redpath moved to add ten (10) minutes to New Business without Previous Notice to discuss to discuss a proposed voting resolution. There was no objection.

Without objection, the time allotted for the Treasurer's Report was increased to twenty (20) minutes to allow time for a motion regarding the "Wiener Rule".[8]

Without objection, the time allotted for the Candidate Support Committee was struck.

[8] See discussion during Treasurer's Report for more details.

Ms. Harlos requested fifteen (15) minutes to discuss a resolution in support of Liberland during New Business without Previous Notice. Without objection, five (5) minutes was approved for that request.

Ms. Harlos requested two blocks of fifteen (15) each to discuss potential amendments to the Policy Manual regarding alternates and for stylistic cleanup during New Business without Previous Notice. These changes passed without objection.

The amended agenda was adopted without objection as follows:

Opening Ceremony	
Call to Order	9:00 am
Opportunity for Public Comment	10 minutes
Housekeeping	
Attendance, Credentials Report, and Paperwork Check	3 minutes
Adoption of Agenda	10 minutes
Report of Potential Conflicts of Interest (Harlos)	2 minutes
Officer Reports	
Chair's Report (Sarwark)	15 minutes
Vice Chair's Report (Merced)	15 minutes
Treasurer's Report (Hagan)	20 minutes
Secretary's Report (Harlos)	15 minutes
Recess	10 minutes
Staff Reports	45 minutes
Special Counsel's Report (portions may be in Executive Session)	30 minutes
Vistacom Presentation (during Lunch)	12:00pm - 1:30pm
Reports of Standing Committees	
Audit Committee	15 minutes
Affiliate Support Committee	15 minutes
Convention Oversight Committee	15 minutes
Employment Policy & Compensation Committee	15 minutes
Historical Preservation Committee	15 minutes
IT Committee	15 minutes
Ballot Access Committee	20 minutes
Recess	10 minutes
New Business with Previous Notice	
Adoption of 2019 Budget	90 minutes
Evening Adjournment	
Sunday Morning Session	9:00 am
Opportunity for Public Comment	10 minutes

Reports of Special Committees	
Blockchain Committee	15 minutes
Youth Engagement Committee	15 minutes
Convention Voting Process Committee	5 minutes
Membership Support Committee	5 minutes
New Business with Previous Notice (cont.)	
Adoption of 2019 Budget (cont.)	30 minutes
Scheduling the next LNC Meeting	10 minutes
New Business without Previous Notice	
Discussion of 2018 Election Results (Bishop-Henchman)	20 minutes
2019 Goals Discussion (Harlos)	30 minutes
FASB Functional Reporting Requirements (Bishop-Henchman)	10 minutes
Voting Resolution (Redpath)	10 minutes
Liberland Resolution (Harlos)	5 minutes
Policy Manual Amendments re: Alternates (Harlos)	15 minutes
Stylistic Clean-up to Policy Manual (Harlos)	15 minutes
Regional Reports (supplements to printed reports)	
Region 1	5 minutes
Region 2	5 minutes
Region 3	5 minutes
Region 4	5 minutes
Region 5	5 minutes
Region 6	5 minutes
Region 7	5 minutes
Region 8	5 minutes
Announcements	10 minutes
	TOTAL: 630 minutes

REPORT OF POTENTIAL CONFLICTS OF INTEREST

Ms. Harlos had previously circulated a copy of the currently disclosed conflicts and asked for any updates. The updated list of conflicts of interests is attached as **Appendix B**.

OFFICER REPORTS

CHAIR'S REPORT

Mr. Sarwark had submitted a written report in advance (see **Appendix C**) and supplemented with a brief oral report regarding his experiences with his campaign. Of note, out of a total of 40,000 votes, only 3,000 were already registered Libertarians.

The LNC took no action.

VICE-CHAIR'S REPORT

Mr. Merced had submitted a written report in advance (see **Appendix D**) and supplemented with an oral report including the details on the re-launch of the "Meet the Libertarians" podcast for any LNC members who wish to appear.

He concluded by fielding questions and comments.

The LNC took no action.

TREASURER'S REPORT

Mr. Hagan submitted his regular monthly end-of-month financial report in advance (see **Appendix E**) and supplemented as follows (with input from Mr. Kraus):

We are still in the red with $12,300.00 in unrestricted cash and $90,853 in accounts payable. The outstanding Hyatt bill is included in the accounts payable total, and that balance is being paid down regularly. In January, withdrawals of approximately $33,900.00 can be made from each of the two bequests presently held in trust.[9]

Mr. Hagan moved to amend the Policy Manual at Section 2.03 (also known as the "Weiner Rule") as follows:

17) Office Mortgage

It shall be the goal of the LNC to completely pay off the office mortgage as quickly as possible, and in any case prior to the due date of the 10-year balloon payment. Towards that end the LNC shall budget a minimum of ~~$60,000~~$20,000 in each odd-numbered year to pay down the principal until the mortgage balance is zero. Fundraising for this specific purpose shall be made a high priority. This provision does not preclude additional fundraising and prepayments in even-numbered years.

Mr. Redpath moved and subsequently withdrew without objection a substitute motion that would eliminate the "Weiner Rule" entirely.

A roll call vote was conducted with the following results:

Member	Aye	Nay	Abst.
Bilyeu	X		
Bishop-Henchman	X		
Goldstein	X		
Hagan	X		
Harlos	X		
Hewitt	X		
Lark	X		
Longstreth	X		
Mattson		X	
Merced	X		
Nekhaila	X		
O'Donnell	X		
Phillips	X		

[9] The amounts may be slightly higher due to calculation of inflation.

Redpath	X		
Sarwark			X
Smith	X		
TOTALS	14	1	2

This motion PASSED with a roll call vote of 14-1-2. **[181201-1]**

Mr. Redpath raised the issue of a potential conflict of interest in his role as Assistant Treasurer due to his engagement to the Audit Committee member Julie Fox. Ms. Harlos inquired whether this relationship would need to be listed in the Potential Conflicts of Interest Disclosures. Mr. Sarwark left that issue for the parties to decide outside of the meeting.

The LNC took no action.

SECRETARY'S REPORT

Ms. Harlos had submitted a written report in advance (see **Appendix F)** and supplemented with a brief oral report highlighting regular activities to engage membership and affiliate leadership.

Ms. Mattson affirmed she would be sending the past archive of affiliate bylaws.

Dr. Lark was awarded the Easter egg prize for his careful proofreading of the prior minutes.

APPROVAL OF THE SEPTEMBER 29-30, 2018 LNC MINUTES

Ms. Harlos moved to approve the September 29-30, 2018 LNC Minutes.[10]

Without objection, Dr. Lark requested that this item be moved until tomorrow to give further time to review.

Ms. Harlos moved to appoint the members of the Convention Voting Process Committee and the Membership Support Committee via ranked-choice voting (Scottish STV3) using the OpaVote site with a voting period of seven (7) days or until all votes are cast, whichever comes first. Alternates will note their choices manually, which will be input by the Secretary if the corresponding regional representative does not vote or expressly abstain.[11]

Member	Aye	Nay	Abst.
Bilyeu	X		
Bishop-Henchman		X	
Goldstein		X	
Hagan	X		
Harlos	X		
Hewitt		X	
Lark		X	
Longstreth	X		
Mattson		X	

[10] Ms. Harlos noted that there was formatting cleanup needed to the underlying Word code in the appendices.
[11] Ms. Mattson confirmed that there would be ways to conduct this in conformity with the current Bylaws.

Merced	X		
Nekhaila	X		
O'Donnell			X
Phillips			X
Redpath	X		
Sarwark			X
Smith			X
TOTALS	7	5	4

This motion PASSED with a roll call vote of 7-5-4. **[181201-2]**

STAFF REPORTS[12]

Staff members had submitted a written report (see **Appendix G**) with Acting Executive Director Lauren Daugherty providing an oral supplement and explanation including the following points:

- Current financial crunch
- Strong yearly fundraising
  - 2018 has thus far surpassed the average past ten years by 19%
  - 2018 has thus far surpassed the average past five even-numbered years by 2% (if 2016 is excluded as an outlier, this average increase would remain at 19%)
- Priorities while Acting Executive Director
  - Meeting payroll obligations
  - Catching up on bills
  - Replenishing reserves
  - Reviewing and implementing best practices

Ms. Daugherty yielded the remaining time to the rest of staff to provide oral supplements regarding their various activities and departments.

The following highlights were covered:

- **Robert Kraus**
  - Playing catch up to replenish ballot access funds that were used for convention funding

- **Bob Johnston**
  - Gave overview of his general activities including data-keeping on ballot access and filing requirements for the presidential ticket

- **Tyler Harris**
  - Gave overview of his responsibilities including providing assistance to campaign field teams

[12] Ms. Van Horn joined the meeting during this portion of the agenda.

- **Apollo Pazell**
  - Offered to give details in person to any interest LNC members on lessons learned during the past targeted campaigns

- **Cara Schultz**
  - Explained how her role of candidate recruitment naturally expanded into candidate support and the various ways this manifested during the 2018 campaign season

- **Jess Mears**
  - Gave information on her background and how her role has evolved over the past months with additional responsibilities and focus
  - Plans to grow the Party's social media presence

- **Tom Mahon**
  - Explained his role in assisting Apollo Pazell and the field teams with targeted races

Staff then entertained an extensive question and answer period that focused on finances, campaign lessons, and campaign successes.

Without objection, Mr. Redpath moved to amend the agenda to go immediately to a ten (10) minute recess, then proceed to Special Counsel's report, and then return to Staff Reports for an additional fifteen (15) minutes.

The LNC broke for a brief recess.

Ms. Harlos passed around a list for LNC members to document their required departure times on Sunday.

SPECIAL COUNSEL'S REPORT

LNC Special Counsel Oliver Hall submitted a written report in advance (see **Appendix H)** and supplemented with a brief oral report and fielded questions and answers focusing on the following:

- Debate access issues
- Ohio Ballot Access
- Maryland Ballot Access
- Maine Ballot Access
- Hearing on the LNC v FEC that took place yesterday

Mr. Sarwark noted that we are working towards having a standard checklist for handling debate access denials as they happen so often. Mr. Hall asked for guidance on the amount of advocacy that the LNC prefers when he brings a potential amicus opportunity for consideration.

The LNC took no action.

STAFF REPORTS CONT'D[13]

Staff continued to field questions and answers from the LNC.

Without objection, time was extended to hear from Mr. Nekhaila and Ms. Adams.

The LNC broke for lunch.

VISTACOM PRESENTATION

Scott Casey of Vistacom gave a demonstration of their electronic voting solutions. Informational materials provided by Vistacom are attached to these minutes as **Appendix I**.

REPORTS OF STANDING COMMITTEES

AUDIT COMMITTEE

Mr. Sarwark needs to appoint an interim chair for the Audit Committee. There is no report at this time.

The LNC took no action.

AFFILIATE SUPPORT COMMITTEE

This committee is not yet fully populated. Mr. Sarwark needs to appoint committee chair who then selects three (3) regional representatives or alternates to serve.

The LNC took no action.

CONVENTION OVERSIGHT COMMITTEE

Daniel Hayes, as Chair of the Convention Oversight Committee, had submitted a written report in advance (see **Appendix J**) and supplemented with an oral report, noting the following:

- Fundraising planned including the Welcoming Committee, paid theme context, and the return of the "pay to pie" event
- Convention website is ready to go live in order to solicit donations for the Welcoming Committee
- Research into a mobile app

[13] Ms. Adams joined the meeting during this agenda item.

Mr. Hayes concluded by fielding questions and comments.

The LNC took no action.

EMPLOYMENT POLICY AND COMPENSATION COMMITTEE

Jim Lark, as Chair of the Employment Policy and Compensation Committee, had submitted a written report in advance (see **Appendix K**) and supplemented with an oral report confirming that Mr. Sarwark asked this committee to assist in the search for a permanent executive director.

Mr. Smith moved to suspend the rules to amend the agenda to add consideration of a Policy Manual amendment regarding selection of an executive director. This motion PASSED with 10 votes noted in the affirmative in order to meet the 2/3 vote threshold.[14]

HISTORICAL PRESERVATION COMMITTEE

Caryn Ann Hair, as Chair of the Historical Preservation Committee, gave a brief oral report including the following:

- Retro t-shirts available as a donation gift
- Spike in LPedia traffic and regular edits
- Framed Statement of Principles to be featured at the evening fundraiser at headquarters
- Donation of original convention materials from the 1972 convention

Ms. Harlos concluded by fielding questions and comments.

The LNC took no action.

INFORMATION TECHNOLOGY COMMITTEE

Elizabeth Van Horn, as Chair of the Information Technology Committee, gave a brief oral report, noting that recommendations have been made to Mr. Sarwark for population of the remaining committee seats. She plans on creating a better avenue for complaints to be addressed.

The LNC took no action.

BALLOT ACCESS COMMITTEE

Bill Redpath, as Chair of the Ballot Access Committee, had submitted a written report in advance (see **Appendix L**) and supplemented with an oral report, noting the following:

[14] Mr. Longstreth noted that previous notice had been given including the proposed language for the Policy Manual amendment via an email dated October 14, 2018. Mr. Sarwark agreed that would lower the passage threshold for amendment to a majority vote.

- **Alaska**
  - $50,000.00 is requested for the Alaska voter registration drive in which up to 3,000 registrations will need to be obtained at a cost of up to $8.00 each
- **Arkansas**
  - 10,000 valid signatures will be needed
  - They came very close to securing the needed 3% vote in the gubernatorial race
- **Minnesota**
  - 100,000 valid signatures are required and that is beyond our reach
  - There are two pro-pot parties that have ballot access that perhaps might be persuaded to change their name to the Libertarian Party or otherwise transfer their ballot access (as suggested by Richard Winger)

Mr. Redpath concluded by fielding questions and comments including concerns over the potential plan in Minnesota. Mr. O'Donnell briefed Mr. Redpath on the ballot access situation in New Hampshire.

The LNC took no action and broke for a brief recess.

NEW BUSINESS WITH PREVIOUS NOTICE

ADOPTION OF 2019 BUDGET

Mr. Hagan had distributed a proposed budget in advance, gave an oral overview and fielded questions. *Without objection, Mr. Hagan noted the following changes:*

- *Hyatt Regency bill (spreadsheet line 207) from $60,300.00 to $48,000.00*
- *Building payment (budget line 4108) adjustment from $60,000.00 to $20,000.00*
- *Ballot access expense (budget line 7380-10) from $110,000.00 to $50,000.00*

Mr. Longstreth moved to amend budget line 4090 from $132,800.00 to $75,000.00 that PASSED without objection.

Mr. Goldstein moved to amend budget line 4200-15 from $0.00 to $20,000.00 that PASSED by a raise of hands with a vote total of 9-5.

Dr. Lark moved to amend budget line 7090 from $16,200.00 to $12,000.00 that PASSED without objection.

Mr. Bishop-Henchman moved to amend budget line 7020-30 from $0.00 to $5,000.00 that PASSED without objection.

Mr. Longstreth moved to amend budget line 4310 from $54,800.00 to $25,000.00 that FAILED by a raise of hands with a vote total of 4-8.

Without objection, Mr. Goldstein moved to go into executive session with Ms. Daugherty present.

EXECUTIVE SESSION

The LNC went into executive session to discuss salary budget issues.

EVENING ADJOURNMENT

The LNC adjourned for the day without objection at 6:25 p.m.

TABLE OF NUMBERED MOTIONS/BALLOTS

ID#	Motion/Ballot	Result
181201-1	Amend Policy Manual 2.03.17	PASSED

TABLE OF APPENDICES

Appendix	Title	Author
A	Public Attendance Roster and Comments	Caryn Ann Harlos
B	Updated Conflicts of Interest	Caryn Ann Harlos
C	Chair's Report	Nicholas J. Sarwark
D	Vice-Chair's Report	Alex Merced
E	Treasurer's Report	Tim Hagan
F	Secretary's Report	Caryn Ann Harlos
G	Staff Reports	Staff
H	Special Counsel's Report	Oliver Hall
I	Vistacom Informational Materials	Vistacom
J	Convention Oversight Committee Report	Daniel Hayes
L	Ballot Access Committee Report	Bill Redpath
K	Employment Policy and Compensation Committee Report	Jim Lark

APPENDIX A - PUBLIC ATTENDANCE ROSTER AND COMMENTS

GALLERY ATTENDEES

Dawit Amdework	DC/MD
Marcus Baker	TN
Michael Carney	MD
Andy Craig	MD
David Pratt Demarest	NE
Re Demarest	NE
Alexander DiBenedetto	NV
Jeff Douglas	PA
Dan Fishman	MA
Oliver Hall *(Special Counsel)*	DC
Casey Hartman	VA
Daniel Hayes and Mother	LA
Bishop Hayes *(Service Animal)*	LA
Michael Heise	PA
Barbara Howe	NC
Andrew Jacobs	PA
David Lashar	MD
Siobhán Patricia Lynch	MD
Tom Mahon	NM
Bruce Majors	DC
Ken Moellman	KY
Jenn Moore	PA
Chelsea Moriarty	TN
Chuck Moulton	PA
David Sexton	TN
Preston Smith	PA
Adam Theo	VA
Christopher Thrasher	RI
David Van Horn	IN
Resa Willis	TX

BRIEF SUMMARIES OF ISSUES RAISED DURING PUBLIC COMMENT[15]

Daniel Fishman: Mr. Fishman thanked the LNC for their support in his 2018 campaign for auditor (MA).

Daniel Hayes: Mr. Hayes brought attention to the fact that the race has not yet been called for Jeff Hewitt (Candidate for Riverside County, California Board of Supervisors District 5 and Region 4 Representative), and he has a very good chance of winning.

[15] Notation of these comments does not entail approval by the LNC. The video recording of the commentary can be viewed at http://www.ustream.tv/channel/libertarian-party1.

Susan Hogarth (*Region 5 Alternate and Chair of the Libertarian Party of North Carolina*): Ms. Hogarth promoted the "Dad Bod Calendar" fundraiser for the Libertarian Party of South Carolina and encouraged everyone to purchase.[16]

David Lashar: Mr. Lashar noted that he and Bob Johnston were candidates for US Congress (MD) and is looking forward to helping the LNC in any way that he can.

Chuck Moulton (*Chair of Acting Judicial Committee*): Mr. Moulton thanked the LNC for its clarity in dealing with the issue of Judicial Committee following convention and encouraged the LNC to pass a balanced budget.

Steve Scheetz: Mr. Scheetz noted that we need to have better branding so that people know who we are and what we stand for during campaigning and suggested that a branding committee be formed.

[16] This calendar may be purchased at Amazon through the following link: https://tinyurl.com/LPSCDadBodCalendar.

CUMULATIVE POTENTIAL CONFLICTS OF INTEREST

Erin Adams
- Board Member, The Feldman Foundation
- Co-host of the Crossover TV show
- Elected Chair of Libertarian Party of Oklahoma 2018
- Elected Chair of the Libertarian State Leadership Alliance 2018
- Networking Director for Roads to Freedom Foundation

Phil Anderson
(none)

Whitney Bilyeu
- Member, Steering Committee of the Foreign Policy Alliance
- Husband is Vice-Chair of the Harris County Libertarian Party

Joseph Bishop-Henchman
- Executive Vice-President Tax Foundation

Craig Bowden
- Chair, Libertarian Party of Weber County in Utah
- Founder: Libertarian Party Candidate Resources. Group on Facebook
  President: 5 & 1 Project. A Libertarian PAC
- Treasurer, Libertarian Party of Utah

Sam Goldstein
(none)

Tim Hagan
- Treasurer, Libertarian Party of Nevada

Caryn Ann Harlos
- Social Media Volunteer, national Libertarian Party
- Page Owner/Admin multiple FB groups/Pages, largest of which is Libertarian Party USA
- Husband Wayne Harlos was elected Chair of the CO affiliate in March 2017
- Runs a liberty activist YouTube channel (Pink Flame of Liberty)
- Runs a LP-centric podcast (The Big L Podcast)

Jeff Hewitt
- Mayor, Calimesa, California

- Member, Libertarian Millennial Caucus
- Member, West Riverside County Council of Governments

Susan Hogarth
- State Chair, Libertarian Party of North Carolina
- Board member, Libertarian Party Radical Caucus

Jim Lark
- Secretary, Board of Directors, Liberty International (formerly known as International Society for Individual Liberty)
- Board of Advisors, Students For Liberty
- Board of Advisors, Freedom and Entrepreneurship Foundation (Fundacja Wolnosci I Przedsiebiorczosci) in Poland
- Secretary, Jefferson Area Libertarians
- Member, Faculty Network, Foundation for Economic Education
- Secretary, Libertarian Party of Virginia

Victoria Paige Lee
- Healthcare policy advisor- Larry Sharpe campaign
  Tennessee liaison- The Feldman Foundation
  Carroll County Chair- Libertarian Party of Tennessee

Richard Longstreth
- Works for Lowe's Home Improvement
- Member of the Libertarian Party Radical Caucus

Jeff Lyons
- Libertarian Association of Massachusetts, Executive Committee Member (Membership Director)
- Young Americans for Liberty: Chapter President at Bunker Hill Community College
- YAL Legacy Society
- Member of the LPCaucus
- Member of the Libertarian Veteran Caucus
- Thinks Bill Weld is a good libertarian

Alicia Mattson
- Secretary, Libertarian National Campaign Committee

Alex Merced
- Senior Policy Advisor for the Larry Sharpe for Governor Campaign

- Media Director of Manhattan LP

Dustin Nanna
(none)

Steven Nekhaila
- Treasurer, Libertarian Party of the Florida Keys
- At-large director, Libertarian Party of Florida
- Alumni member, Young Americans for Liberty

Justin O'Donnell
(none)

Brent Olsen
- Northern Vice-Chair, Libertarian Party of California
- Chair, Kings County affiliate in the in Libertarian Party of California
- Employee, CA Dept of Corrections
- Wife is Treasurer for the Kings County affiliate of the Libertarian Party of California

John Phillips
- Candidate for County Board
- Candidate for VP
- County Chair
- Gas Station Owner/Operator
- Executive Board (CFO) of Decatur Defenders - an anti-violence organization
- Secretary Libertarian Unity Caucus
- Incorrigible Smart Ass

Bill Redpath
- Treasurer of Fairvote (formerly the Center for Voting and Democracy)
- Treasurer, Citizens in Charge Foundation
- Treasurer, Citizens in Charge
- Vice Chair, Libertarian Party of Virginia
- Engagement to Audit Committee member Julie Fox

Nick Sarwark
- Ex-officio member of the Executive Committee of the State Committee of the Arizona Libertarian Party

Elizabeth Van Horn
(none)

APPENDIX C – CHAIR'S REPORT

Chair's Report - 9/29/2018 - 12/1/2018

- Met with major donors in person and on the phone to keep them updated on Libertarian Party progress and plans.
- Participated in two panels and spoke at the U.S. Cannabis Conference & Expo.
- Attended in-person donor events in Houston.
- Appointed members to LNC Committees.
- Gave media interviews, including the Men in the Middle podcast, ABC, NPR, and others.
- Worked with staff to put out timely press releases and statements on issues.
- Consulted with Oliver Hall on legal issues, including lawsuits, appeals, and amicus briefs.
- Engaged with candidates and LP members on social media.
- Responded to LP member correspondence regarding official positions and concerns.
- Ran for Mayor of Phoenix, receiving 10% (40,218 votes) in a four-way, nonpartisan race. Participated in 16 candidate debates/forums.

APPENDIX D – VICE-CHAIRS REPORT

Vice Chair Report #2
By Alex Merced
10/1/2018 - 12/01/18

Have been active in contributing to the LP facebook page and twitter page with the social media team.

Spoke at LP Florida Event on 10/13/18 in Orlando

Spoke at Larry Sharpe rally on 11/04/18

"Meet the Libertarians" now on iTunes/Stitcher/Google Play, episodes also uploaded and archived on LPedia.org. In talks with several candidates to get post-election audio for podcast.

Had breakfeat with Chair of the Dutch Libertarian Party and the Secretary of the Spanish Libertarian party on 11/9/18

Assisted in submitting content for "We the People" week and spoke regarding the effort at the November Manhattan Libertarian Party Meeting

Appeared on popular Blockchain podcast "The Bad Crypto Podcast" to talk about the blockchain committee and the role of the Libertarian Party

Appeared on Public Radio show "Seldom Said" with Robert Amato to discuss the Libertarian Party and the current political climate

Submitted content that has been published in the LP News and the Liberty Pledge and have been contacting media outlets about submitting op-eds.

Spoke at event at Fordham University by GOUSA on 11/3/18

LIBERTARIAN
Minimum Government Maximum Freedom

OCT 2018 DRAFT END OF MONTH FINANCIAL REPORTS

Page 2 – EOM Membership and Revenue Charts and Graphs

Page 4 – EOM Financial Summary Reports

Page 5 - Statement of Operations Budget vs. Actual

Page 6 - 2018 v. 2016 Comparisons Statement of Operations

Page 7 - P&L Detail (w-Functional Allocation of Expenses) by Month

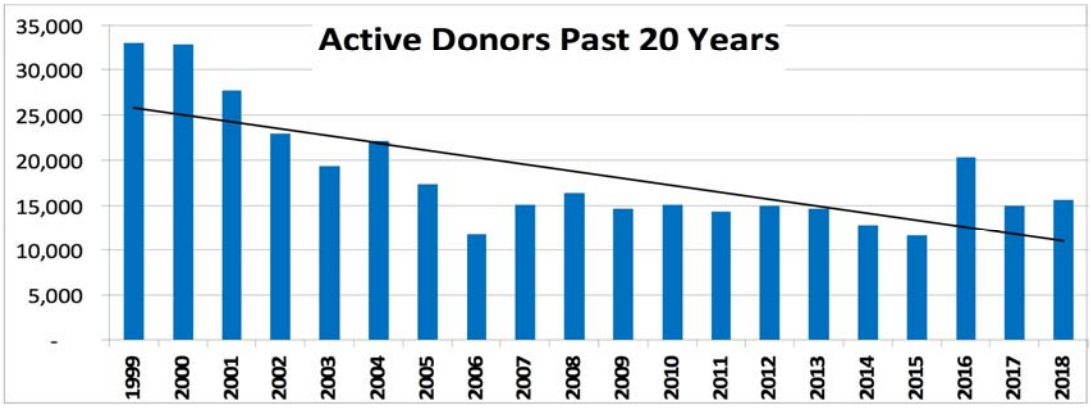
Page 10 – Balance Sheet Curr v. Prior Month Comparison

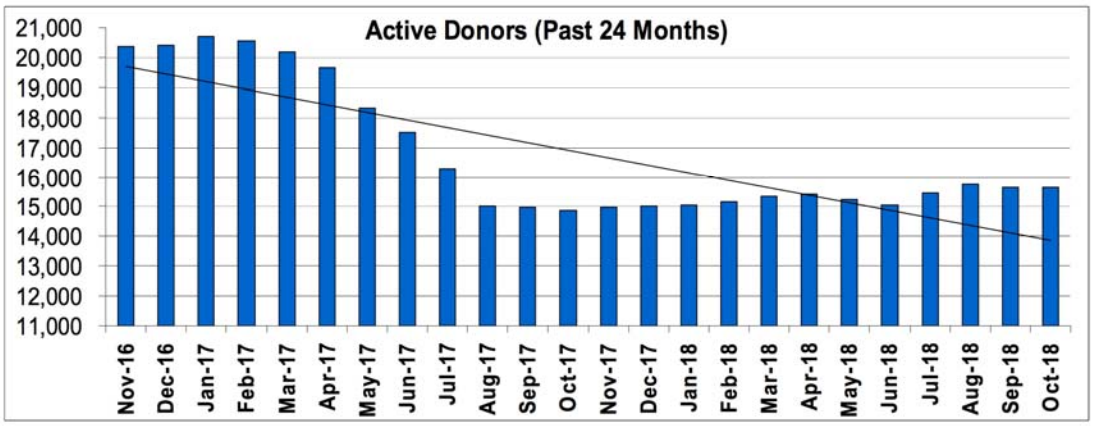
Page 12 - Cash Flow Report

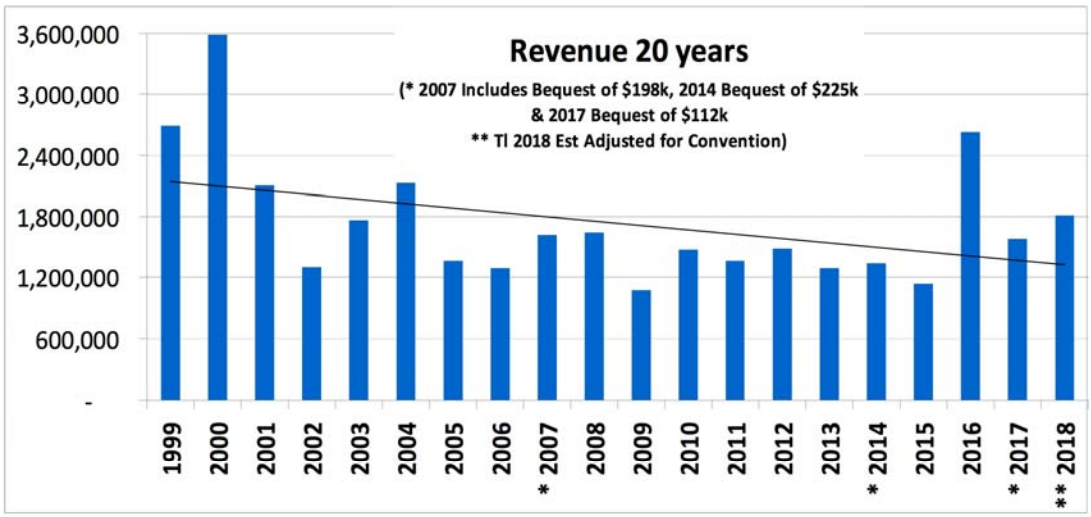
Page 13 – Related Party Contributions and Disbursements

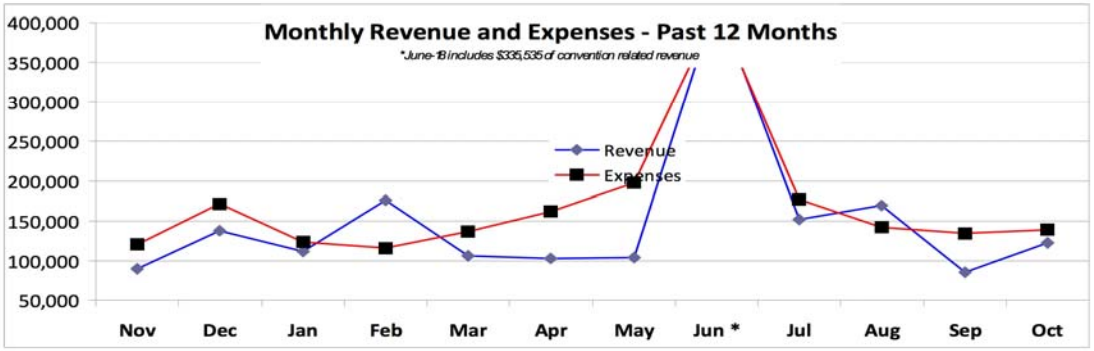
Page 13 – Chair's Discretionary Disbursements

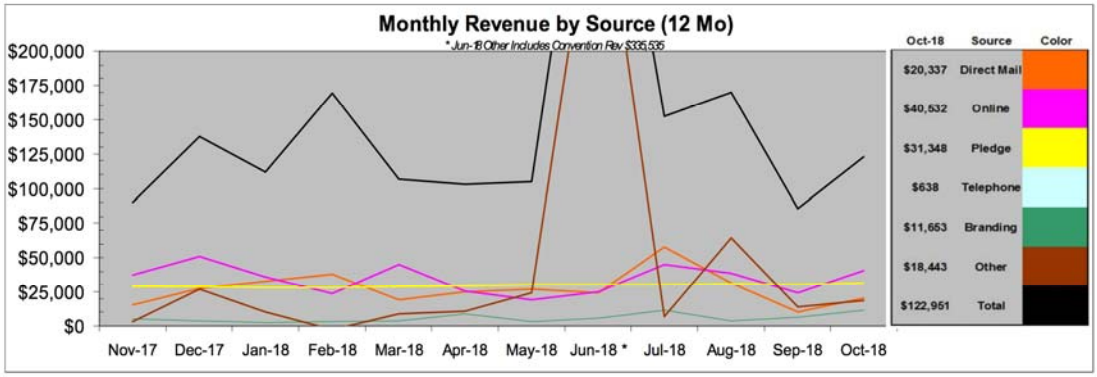
End of Month Reports – Charts

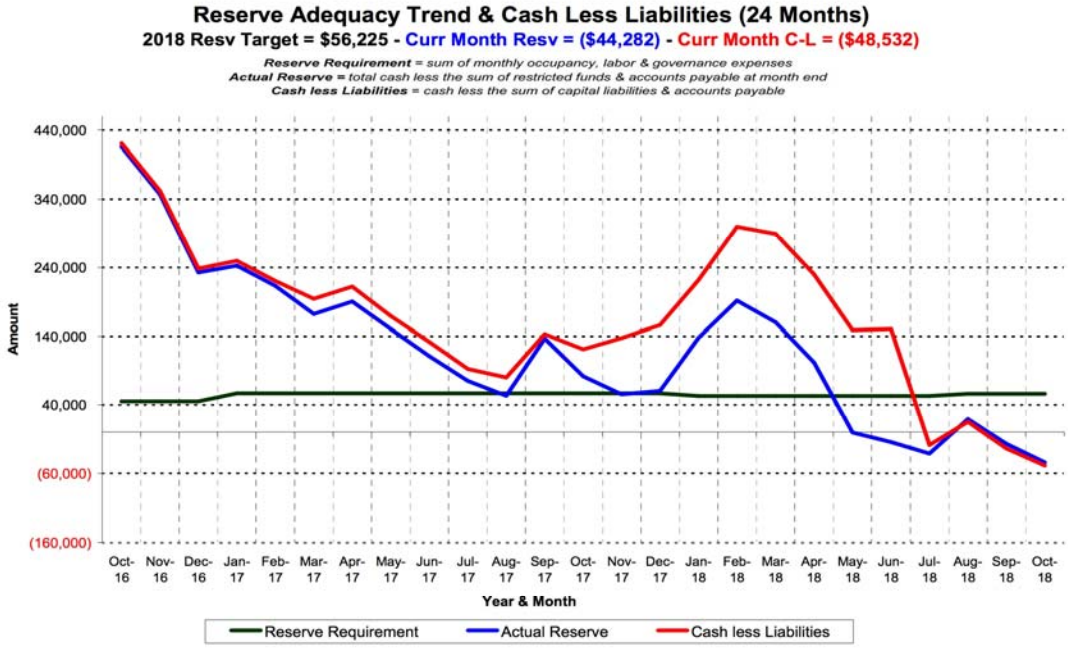







Monthly Revenue and Expenses - Past 12 Months
*June-18 includes $335,535 of convention related revenue
400,000
350,000
300,000
250,000
200,000
150,000
100,000
50,000
Revenue
Expenses
Nov
Dec
Jan
Feb
Mar
Apr
May
Jun *
Jul
Aug
Sep
Oct


Monthly Revenue by Source (12 Mo)
* Jun-18 Other Includes Convention Rev $335,535
$200,000
$175,000
$150,000
$125,000
$100,000
$75,000
$50,000
$25,000
$0
Nov-17
Dec-17
Jan-18
Feb-18
Mar-18
Apr-18
May-18
Jun-18 *
Jul-18
Aug-18
Sep-18
Oct-18
Oct-18 Source Color
$20,337 Direct Mail
$40,532 Online
$31,348 Pledge
$638 Telephone
$11,653 Branding
$18,443 Other
$122,951 Total


Reserve Adequacy Trend & Cash Less Liabilities (24 Months)
2018 Resv Target = $56,225 - Curr Month Resv = ($44,282) - Curr Month C-L = ($48,532)
Reserve Requirement = sum of monthly occupancy, labor & governance expenses
Actual Reserve = total cash less the sum of restricted funds & accounts payable at month end
Cash less Liabilities = cash less the sum of capital liabilities & accounts payable
Amount
440,000
340,000
240,000
140,000
40,000
(60,000)
(160,000)
Oct-16
Nov-16
Dec-16
Jan-17
Feb-17
Mar-17
Apr-17
May-17
Jun-17
Jul-17
Aug-17
Sep-17
Oct-17
Nov-17
Dec-17
Jan-18
Feb-18
Mar-18
Apr-18
May-18
Jun-18
Jul-18
Aug-18
Sep-18
Oct-18
Year & Month
Reserve Requirement
Actual Reserve
Cash less Liabilities

End of Month Reports – Financial Summary

Statement of Operations Summary

Last Month & YTD

	Total Oct 18	2018 YTD	2018 Budget Year to Date	Actual vs. Budget YTD	Total Annual Budget 2018	2018 Budget Remaining
Support and Revenue	122,951	1,568,680	1,631,833	(63,153)	1,900,200	331,520
Cost of Support and Revenue	23,924	619,913	684,917	(65,003)	765,900	145,987
Net Support Available for Programs	99,027	948,767	946,917	1,850	1,134,300	185,533
Program Expense	115,217	1,123,985	1,302,470	(178,485)	1,562,964	438,979
Net Operating Surplus (or Deficit)	**(16,190)**	**(175,218)**	**(355,553)**	**180,335**	**(428,664)**	**(253,446)**

P&L Acct Summary Last Month Plus YTD

January through October 2018

	Jan 18	Feb 18	Mar 18	Apr 18	May 18	Jun 18	Jul 18	Aug 18	Sep 18	Oct 18	TOTAL
Revenue											
4000 · General Fundraising	107,814	169,453	96,520	85,782	100,808	84,059	136,647	138,693	65,232	92,855	1,077,863
4100 · Project Revenue	360	20	35	0	0	2,000	0	0	0	4,015	6,430
4200 · Events and Conventions	0	0	0	7,655	0	344,035	0	0	0	4,920	356,610
4300 · Program Revenue	3,443	3,835	10,313	9,364	3,833	5,876	15,869	31,006	20,156	21,161	124,856
4400 · Trf fr Auth. FEC Comm - PACS	0	2,333	0	0	0	0	0	0	0	0	2,333
4600 · Refunds of Contributions	0	(15)	(25)	0	0	0	0	0	(250)	0	(290)
4700 · Other Receipts	0	0	208	0	0	276	0	0	394	0	878
Gross Revenue	111,617	175,626	107,051	102,801	104,641	436,246	152,516	169,699	85,532	122,951	1,568,680
Expense											
7000 · General Fundraising Expense	33,117	32,486	45,433	51,426	50,269	33,816	30,555	25,473	35,473	25,560	363,608
7100 · Project-Related Expenses	49	137	445	669	0	0	0	0	0	0	1,300
7200 · Events and Conventions Exp	296	503	1,622	1,732	1,228	288,432	4,315	1,368	656	2,233	302,385
7300 · Program-Related Expenses	49,575	36,626	40,248	55,960	98,982	60,058	89,311	67,705	47,028	53,795	599,288
8000 · Salary & Related Expense	17,888	16,895	18,309	18,607	19,138	15,628	19,380	22,393	22,596	25,859	196,693
8100 · Admin & Overhead Expense	13,459	16,227	23,210	25,569	19,494	13,716	10,421	17,200	20,882	21,647	181,825
8200 · Professional Services	1,432	11,000	6,000	6,225	6,170	6,000	21,500	6,000	6,000	8,000	78,327
8300 · Depreciation Expense	1,984	1,984	1,984	1,984	1,984	2,364	2,047	2,047	2,047	2,047	20,472
Total Expense	117,800	115,858	137,251	162,172	197,265	420,014	177,529	142,186	134,682	139,141	1,743,898
Net Revenue or Loss	(6,183)	59,768	(30,200)	(59,371)	(92,624)	16,232	(25,013)	27,513	(49,150)	(16,190)	(175,218)

Balance Sheet Summary - Current vs Prior Month

	Oct 31, 18	Sep 30, 18	$ Change	% Change
ASSETS				
Current Assets				
Total Checking/Savings	28,558.38	47,823.43	(19,265.05)	-40.28%
Total Other Current Assets	77,733.85	79,663.85	(1,930.00)	-2.42%
Total Current Assets	**106,292.23**	**127,487.28**	**(21,195.05)**	**-16.63%**
Total Fixed Assets	**819,026.52**	**821,073.67**	**(2,047.15)**	**-0.25%**
Total Non Current - Other	**72,604.38**	**72,604.38**	**0.00**	**0.00%**
TOTAL ASSETS	**997,923.13**	**1,021,165.33**	**(23,242.20)**	**-2.28%**
LIABILITIES & EQUITY				
Liabilities				
Total Current Liabilities	115,190.55	121,152.18	(5,961.63)	-4.92%
Total Long Term Liabilities	222,747.74	223,838.68	(1,090.94)	-0.49%
Total Liabilities	**337,938.29**	**344,990.86**	**(7,052.57)**	**-2.04%**
Total Equity	**659,984.84**	**676,174.47**	**(16,189.63)**	**-2.39%**
TOTAL LIABILITIES & EQUITY	**997,923.13**	**1,021,165.33**	**(23,242.20)**	**-2.28%**

Standard Statement of Operations - Jan-Dec 2018

Budget vs. Actual

	Un-restricted Oct18	Temp. Restricted	Total Oct 18	Total Jan-Dec 18	Budget Year to Date	Actual vs. Budget YTD	Annual Budget 2018 *	2018 Budget Remaining
Support and Revenue								
20-Membership Dues	52,467		52,467	509,464	458,833	50,631	550,600	41,136
21-Donations	13,960		13,960	264,375	189,000	75,375	226,800	(37,575)
22-Recurring Gifts	31,348		31,348	298,155	386,167	(88,012)	463,400	165,245
23-Board/ED Solicitation MajorGifts	0		0	38,912	50,000	(11,088)	60,000	21,088
24-Convention Revenue	0		0	280,892	290,000	(9,108)	290,000	9,108
25-Project Program Revenue	9,303	4,015	13,318	71,379	19,833	51,545	23,800	(47,579)
26-Brand Dev / Political Materials	11,653		11,653	59,702	104,167	(44,465)	125,000	65,298
27-Ballot Access & Related Donations	0		0	44,718	127,667	(82,949)	153,200	108,482
28-Membership Communication	205		205	205	6,167	(5,962)	7,400	7,195
29-Other Revenue	0		0	878	0	878	0	(878)
Total Support and Revenue	118,936	4,015	122,951	1,568,680	1,631,833	(63,153)	1,900,200	331,520
Cost of Support and Revenue								
32-Fundraising Costs	10,450		10,450	133,307	157,000	(23,693)	188,400	55,093
33-Membership Fundraising Costs	13,474		13,474	198,210	238,250	(40,040)	285,900	87,690
35-Convention	0		0	279,546	280,000	(454)	280,000	454
36-Ballot Access Fundraising Exp	0		0	8,789	9,667	(877)	11,600	2,811
37-Building Fundraising Exp	0		0	60	0	60	0	(60)
Total Cost of Support and Revenue	23,924	0	23,924	619,913	684,917	(65,003)	765,900	145,987
Net Support Available for Programs	95,012	4,015	99,027	948,767	946,917	1,850	1,134,300	185,533
Program Expense								
40-Adminstrative Costs	29,694		29,694	278,191	298,303	(20,112)	357,964	79,773
45-Compensation	55,183		55,183	441,096	446,333	(5,237)	535,600	94,504
50-Affiliate Support	2,739		2,739	60,239	91,667	(31,428)	110,000	49,761
55-Brand Dev / Political Materials	2,973		2,973	47,712	104,167	(56,454)	125,000	77,288
58-Campus Outreach	0		0	0	0	0	0	0
60-Candidate, Campaign & Initiatives	20,580		20,580	80,051	77,667	2,384	93,200	13,149
70-Ballot Access VR & Related Exp	0		0	148,173	179,667	(31,494)	215,600	67,428
75-Litigation	2,000		2,000	2,889	5,000	(2,111)	6,000	3,111
80-Media	2,048		2,048	21,596	42,500	(20,904)	51,000	29,404
85-Member Communication	0		0	30,800	45,500	(14,700)	54,600	23,800
88-Outreach	0		0	8,361	7,500	861	9,000	639
90-Project Program Other	0	0	0	4,877	4,167	711	5,000	123
Total Program Expense	115,217	0	115,217	1,123,985	1,302,470	(178,485)	1,562,964	438,979
Total Net Operating Surplus (or Deficit)	(20,205)	4,015	(16,190)	(175,218)	(355,553)	180,335	(428,664)	(253,446)
Unrestricted Net Operating Surplus (or Deficit)			(20,205)	(191,940)			(354,264)	

** Budget adjusted for amendments made at April & June board meetings plus Aug email votes.*

Statement of Operations - 2018 v. 2016 Comparision

	Total Oct 18	Oct-16	Diff 18 v 16	Jan - Dec 18	Jan - Dec 16	Diff 18 v 16
Support and Revenue						
20-Membership Dues	52,467	45,395	7,072	509,464	722,209	-212,745
21-Donations	13,960	40,428	-26,468	264,375	659,378	-395,002
22-Recurring Gifts	31,348	31,785	-437	298,155	288,371	9,783
23-BoardSolicitation MajorGifts	0	0	0	38,912	0	38,912
24-Convention Revenue	0	0	0	280,892	291,294	-10,402
25-Project Program Revenue	13,318	100	13,218	71,379	15,510	55,869
26-Brand Dev / Pol Materials Rev	11,653	37,862	-26,209	59,702	305,132	-245,430
27-BallotAccess Donations	0	500	-500	44,718	149,769	-105,051
28-Publications Materials Other	205	4,336	-4,131	205	14,376	-14,171
29-Other Revenue	0	0	0	878	412	466
Total Support and Revenue	122,951	160,406	-37,454	1,568,680	2,446,451	-877,771
Cost of Support and Revenue						
32-Fundraising Costs	10,450	17,971	-7,521	133,307	174,069	-40,761
33-Membership Fundraising Costs	13,474	7,383	6,091	198,210	102,499	95,711
35-Convention	0	0	0	279,546	218,607	60,939
36-Ballot Access Fundraising Exp	0	0	0	8,789	5,830	2,960
37-Building Fundraising Exp	0	0	0	60	0	60
Total Cost of Support and Revenue	23,924	25,354	-1,430	619,913	501,005	118,909
Net Support Available for Programs	99,027	135,052	-36,025	948,767	1,945,447	-996,680
Program Expense						
40-Adminstrative Costs	29,694	56,115	-26,421	278,191	295,531	-17,339
45-Compensation	55,183	41,703	13,479	441,096	405,883	35,213
50-Affiliate Support	2,739	3,520	-781	60,239	35,726	24,513
55-Brand Dev / Pol Materials	2,973	32,415	-29,442	47,712	359,289	-311,577
58-Campus Outreach	0	0	0	0	0	0
60-Candidate, Campaign & Initiatives	20,580	20,000	580	80,051	34,426	45,625
70-BallotAccess Petitioning Related Exp	0	0	0	148,173	392,592	-244,419
75-Litigation	2,000	6,400	-4,400	2,889	6,841	-3,953
80-Media	2,048	1,416	632	21,596	3,909	17,687
85-Member Communication	0	13,644	-13,644	30,800	55,348	-24,548
88-Outreach	0	0	0	8,361	5,669	2,692
90-Project Program Other	0	0	0	4,877	0	4,877
Total Program Expense	115,217	175,213	-59,996	1,123,985	1,595,214	-471,229
Net Operating Surplus (or Deficit)	-16,190	-40,161	23,972	-175,218	350,233	-525,450

P&L Acct Detail w-Funct Alloc of Exps Last Month Plus YTD

January through October 2018

	Oct 18	TOTAL
Revenue		
4000 · General Fundraising		
4010 · Direct Mail Fundraising		
4010-10 · DM - House Fundraising General	768.02	67,380.92
4010-11 · DM - House Fundraising Renewal	100.00	9,874.00
4010-12 · DM - House Fundraising NewDonor	0.00	335.00
4010-20 · DM - Donor Renewal	19,037.42	187,240.84
4010-30 · DM - New Donor Prospecting	432.00	22,090.00
Total 4010 · Direct Mail Fundraising	20,337.44	286,920.76
4020 · Direct Solicitation Major Donor		
4020-10 · Board Soliicitation	0.00	4,512.00
4020-20 · Chair Solicitation	0.00	34,400.00
Total 4020 · Direct Solicitation Major Donor	0.00	38,912.00
4030 · Online Contributions - Web		
4030-10 · Online Cont - General	8,238.68	41,014.33
4030-20 · Online Cont - Donor Renewal	21,793.00	186,861.66
4030-30 · Online Cont - New Donor Prosp	10,500.00	94,712.76
Total 4030 · Online Contributions - Web	40,531.68	322,588.75
4040 · Tele Fundraising - Phone Bank		
4040-10 · Tele Fund - General	33.00	78,219.11
4040-20 · Tele Fund - Donor Renewal	605.00	8,350.00
Total 4040 · Tele Fundraising - Phone Bank	638.00	86,569.11
4080 · Recurring Contrib - Pledge	31,348.18	298,154.73
4090 · Ballot Access / Voter Reg	0.00	44,717.76
Total 4000 · General Fundraising	92,855.30	1,077,863.11
4100 · Project Revenue		
4108 · Building Fund	4,015.00	6,420.00
4111 · Legal Offense Fund	0.00	10.00
Total 4100 · Project Revenue	4,015.00	6,430.00
4200 · Events and Conventions		
4200-10 · Convention Revenue	0.00	280,892.00
4200-20 · Conv Fundraising - Unrestricted	0.00	63,143.00
4200-30 · Other Events	4,920.00	12,575.00
Total 4200 · Events and Conventions	4,920.00	356,610.00
4300 · Program Revenue		
4310 · Affiliate Development	1,101.00	45,771.00
4340 · LP News	205.00	205.00
4360 · Campaign Support & Initiatives		
4360-40 · Campaign/Candidate Support	7,202.00	16,034.92
Total 4360 · Campaign Support & Initiatives	7,202.00	16,034.92
4375 · Brand / Political Materials	11,652.86	59,701.73
4395 · LPedia Historical Preservation	1,000.00	3,142.76
Total 4300 · Program Revenue	21,160.86	124,855.41
4400 · Trf fr Auth. FEC Comm - PACS	0.00	2,333.01
4600 · Refunds of Contributions	0.00	(290.00)
4700 · Other Receipts		
4710 · Interest & Dividends	0.00	878.48
Total 4700 · Other Receipts	0.00	878.48
Total Revenue	122,951.16	1,568,680.01

7

Expense	Oct 18	TOTAL
7000 · General Fundraising Expense		
7010 · Direct Mail Fundraising Exp		
7010-10 · DM - House General Expense	2,954.79	66,272.79
7010-20 · DM - Donor Renewal Expense	9,086.84	121,408.53
7010-30 · DM - New Donor Prospecting Exp	1,616.02	39,713.11
Total 7010 · Direct Mail Fundraising Exp	13,657.65	227,394.43
7030 · Online Contributions Exp - Web		
7030-10 · Online Cont Exp - General	0.00	170.00
7030-20 · Online Cont Exp - Donor Renewal	19.99	1,421.92
7030-30 · Online Cont Exp - New Donor	24.49	14,468.68
Total 7030 · Online Contributions Exp - Web	44.48	16,060.60
7040 · Tele Fundraising Expense		
7040-20 · Tele Fund Exp - Donor Renewal	2,727.00	21,088.00
Total 7040 · Tele Fundraising Expense	2,727.00	21,088.00
7080 · Recurring Contrib - Pledge	2,112.56	21,206.11
7085 · Building Fund Fundraising Exp	0.00	59.98
7090 · Ballot Access Fundraising Exp	0.00	8,789.48
7095 · Credit Card Prc Fees	3,197.23	35,000.06
7099 · Gen Fundraising Staff Salary	3,820.65	34,009.07
Total 7000 · General Fundraising Expense	25,559.57	363,607.73
7100 · Project-Related Expenses		
7106 · Campus Outreach Project		
7106-20 · Campus Outreach Staff Salary	0.00	631.43
Total 7106 · Campus Outreach Project	0.00	631.43
7111 · Legal Offense Fund	0.00	669.11
Total 7100 · Project-Related Expenses	0.00	1,300.54
7200 · Events and Conventions Exp		
7200-10 · Convention Expenses - General	0.00	137,294.50
7200-15 · Convention Expense - Travel/F&B	0.00	142,251.67
7200-20 · Convention Fundraising Expense	0.00	4,761.92
7200-30 · Other Events	2,185.19	6,006.43
7200-40 · Events & Conv Staff Salary	47.76	12,071.26
Total 7200 · Events and Conventions Exp	2,232.95	302,385.78
7300 · Program-Related Expenses		
7310 · Affiliate Support		
7310-10 · Affiliate Development & Support	2,739.00	60,239.13
7310-20 · Affiliate Support Staff Salary	429.82	4,586.22
Total 7310 · Affiliate Support	3,168.82	64,825.35
7320 · Outreach - PR & Marketing		
7320-10 · Outreach PR & Marketing General	0.00	8,360.74
7320-20 · Outreach PR Mrktng Staff Salary	3,008.76	15,470.88
Total 7320 · Outreach - PR & Marketing	3,008.76	23,831.62
7330 · Media Relations		
7330-10 · Media Relations General	2,047.78	21,595.95
7330-20 · Media Relations Staff Salary	238.79	1,159.34
Total 7330 · Media Relations	2,286.57	22,755.29
7340 · Membership Communications		
7340-10 · LP News	0.00	30,800.48
7340-20 · Mem Comm & Support Staff Salary	13,706.55	106,473.20
Total 7340 · Membership Communications	13,706.55	137,273.68
7360 · Campaign Support & Initiatives		
7360-40 · Campaign/Candidate Support	20,580.16	80,050.76
7360-60 · Camp/Cand Support -Staff Salary	6,972.68	51,798.52
Total 7360 · Campaign Support & Initiatives	27,552.84	131,849.28

	Oct 18	TOTAL
7375 · Brand Development		
7375-10 · Brand / Political Materials	2,973.10	47,712.32
7375-20 · Brand Development Staff Salary	1,050.68	9,494.01
Total 7375 · Brand Development	4,023.78	57,206.33
7380 · Ballot Access - Other Related		
7380-10 · Ballot Access Petitioning Exp.	0.00	148,122.50
7380-30 · Ballot Access Legal	0.00	555.20
7380-40 · Ballot Access Lobbing	0.00	50.00
7380-60 · B/A & Petitioning Staff Salary	47.76	8,611.31
Total 7380 · Ballot Access - Other Related	47.76	157,339.01
7395 · LPedia Historical Preservation	0.00	4,208.19
Total 7300 · Program-Related Expenses	53,795.08	599,288.75
8000 · Salary & Related Expense		
8005 · Salary Bonus Sick & Vac (Admn)	10,920.75	83,392.94
8010 · Hourly Wages (Admin Portion)	2,938.08	18,276.26
8015 · Contract & Paid Internships	5,138.38	31,432.75
8020 · Employer Cont to P/R Tax	4,298.15	24,993.69
8030 · Employer Cont to 401K & Adm	1,094.88	10,067.74
8040 · Fed & State Unemployment	(243.00)	621.20
8060 · Health Insurance	1,671.36	25,044.32
8065 · Workers Comp Insurance	(229.00)	734.00
8070 · Other Bens, Gdwill & Training	62.96	62.96
8080 · Payroll Service Fees	206.73	2,066.04
Total 8000 · Salary & Related Expense	25,859.29	196,691.90
8100 · Admin & Overhead Expense		
8110 · Ofc Supplies & Non Cap Equipt	885.71	7,212.05
8120 · Telephone & Data Services	1,293.62	12,175.94
8125 · Equipment Leases & Maint.	973.93	7,103.57
8130 · Postage & Shipping	1,248.09	7,990.91
8140 · Travel, Meeting, & Meals Exp	5,353.08	22,109.53
8160 · Insurance - D/O Cyber - Other	0.00	7,758.00
8170 · Occupancy Expenses		
8170-10 · Mortgage Interest Expense	1,809.27	10,223.97
8170-20 · Utilities Expense	529.84	5,073.10
8170-30 · Property Taxes, Fees & Permits	787.67	7,876.77
8170-40 · Maintenance, Cleaning & Repairs	1,511.27	13,029.97
8170-50 · Property / GL Insurance	0.00	1,026.26
8170-60 · Assc Fees, Rent & Storage	569.39	5,693.90
Total 8170 · Occupancy Expenses	5,207.44	42,923.97
8180 · Printing & Copying	229.48	2,486.09
8190 · Software, Hardware & Other IT	5,311.12	64,500.39
8195 · Other Expenses & Bank Fees	1,144.28	7,564.17
Total 8100 · Admin & Overhead Expense	21,646.75	181,824.62
8200 · Professional Services		
8210 · Legal		
8210-10 · Legal - General	4,500.00	45,395.00
8210-20 · Legal - Proactive	2,000.00	2,333.33
8210-30 · Litigation-Lobbing Staff Salary	0.00	98.78
Total 8210 · Legal	6,500.00	47,827.11
8220 · Accounting	0.00	15,500.00
8230 · FEC Filing & Consulting	1,500.00	15,000.00
Total 8200 · Professional Services	8,000.00	78,327.11
8300 · Depreciation Expense	2,047.15	20,471.48
Total Expense	139,140.79	1,743,897.91
Net Revenue or Loss	(16,189.63)	(175,217.90)

9

Balance Sheet Current vs Prior Month

As of October 31, 2018

	Oct 31, 18	Sep 30, 18	$ Change	% Change
ASSETS				
Current Assets				
Checking/Savings				
11 · Cash				
111U · PNC Check Acct 1 (Unrestricted)	10,550.56	15,912.29	(5,361.73)	(33.7%)
112U · BBT Check Acct 1 (Unrestricted)	6,823.27	26,991.59	(20,168.32)	(74.72%)
113R · PNC Check Acct 2 (Restricted)	5,055.41	2,805.41	2,250.00	80.2%
114R · BBT Chck Acct 2 (Restricted BF)	6,129.14	2,114.14	4,015.00	189.91%
Total 11 · Cash	28,558.38	47,823.43	(19,265.05)	(40.28%)
Total Checking/Savings	28,558.38	47,823.43	(19,265.05)	(40.28%)
Other Current Assets				
13 · Other Current Collectables				
130 · Bequests Expected - Current	68,800.00	68,800.00	0.00	0.0%
Total 13 · Other Current Collectables	68,800.00	68,800.00	0.00	0.0%
16 · Prepaid Expenses				
161 · Bulk Mail Account				
161-10 · Prepaid Bulk Mail VA	1,141.67	1,141.67	0.00	0.0%
Total 161 · Bulk Mail Account	1,141.67	1,141.67	0.00	0.0%
165 · Prepaid Licenses	3,861.99	5,791.99	(1,930.00)	(33.32%)
166 · Prepaid Insurance	3,930.19	3,930.19	0.00	0.0%
Total 16 · Prepaid Expenses	8,933.85	10,863.85	(1,930.00)	(17.77%)
Total Other Current Assets	77,733.85	79,663.85	(1,930.00)	(2.42%)
Total Current Assets	106,292.23	127,487.28	(21,195.05)	(16.63%)
Fixed Assets				
17 · Fixed Assets				
172 · Furniture & Fixtures	25,878.73	25,878.73	0.00	0.0%
173 · Office Equipment	4,365.98	4,365.98	0.00	0.0%
174 · Computer Hardware	24,301.26	24,301.26	0.00	0.0%
175 · Computer Software	84,645.15	84,645.15	0.00	0.0%
176 · Capital Lease Assets	32,961.61	32,961.61	0.00	0.0%
177 · Office Building				
177-10 · Physical Structure	477,119.00	477,119.00	0.00	0.0%
177-20 · Land	347,881.00	347,881.00	0.00	0.0%
Total 177 · Office Building	825,000.00	825,000.00	0.00	0.0%
178 · Ofc Imprmnt Acq & Capt Expense	51,451.11	51,451.11	0.00	0.0%
179 · Accumulated Depreciation	(229,577.32)	(227,530.17)	(2,047.15)	(0.9%)
Total 17 · Fixed Assets	819,026.52	821,073.67	(2,047.15)	(0.25%)
Total Fixed Assets	819,026.52	821,073.67	(2,047.15)	(0.25%)
Other Assets				
18 · Non Current Collectables				
180 · Bequests Expected - Non Current	72,604.38	72,604.38	0.00	0.0%
Total 18 · Non Current Collectables	72,604.38	72,604.38	0.00	0.0%
Total Other Assets	72,604.38	72,604.38	0.00	0.0%
TOTAL ASSETS	997,923.13	1,021,165.33	(23,242.20)	(2.28%)

LIABILITIES & EQUITY	Oct 31, 18	Sep 30, 18	$ Change	% Change
Liabilities				
Current Liabilities				
Accounts Payable				
21 · Accounts Payable	77,089.87	71,843.62	5,246.25	7.3%
Total Accounts Payable	77,089.87	71,843.62	5,246.25	7.3%
Other Current Liabilities				
24 · Accrued Expenses				
241 · Accrued Payroll	7,706.00	21,051.55	(13,345.55)	(63.4%)
242 · Accrued Vacation	23,994.00	24,894.00	(900.00)	(3.62%)
245 · Accrued Real Estate Tax	3,150.68	2,363.01	787.67	33.33%
Total 24 · Accrued Expenses	34,850.68	48,308.56	(13,457.88)	(27.86%)
27 · Deferred Liabilities				
272 · Deferred Convention Revenue	3,250.00	1,000.00	2,250.00	225.0%
Total 27 · Deferred Liabilities	3,250.00	1,000.00	2,250.00	225.0%
Total Other Current Liabilities	38,100.68	49,308.56	(11,207.88)	(22.73%)
Total Current Liabilities	115,190.55	121,152.18	(5,961.63)	(4.92%)
Long Term Liabilities				
28 · Long Term Liabilities				
281 · Capital Lease - Postage Machine	1,755.69	1,755.69	0.00	0.0%
282 · Capital Lease - Copier	8,942.32	8,942.32	0.00	0.0%
Total 28 · Long Term Liabilities	10,698.01	10,698.01	0.00	0.0%
29 · Loans & Mortgages (Principal)	212,049.73	213,140.67	(1,090.94)	(0.51%)
Total Long Term Liabilities	222,747.74	223,838.68	(1,090.94)	(0.49%)
Total Liabilities	337,938.29	344,990.86	(7,052.57)	(2.04%)
Equity				
31 · General Operating	827,268.19	831,283.19	(4,015.00)	(0.48%)
32 · Temp. Restricted Balances				
3204 · Fund - Campus	1,805.41	1,805.41	0.00	0.0%
3210 · Fund - Building	6,129.14	2,114.14	4,015.00	189.91%
Total 32 · Temp. Restricted Balances	7,934.55	3,919.55	4,015.00	102.44%
Net Revenue	(175,217.90)	(159,028.27)	(16,189.63)	(10.18%)
Total Equity	659,984.84	676,174.47	(16,189.63)	(2.39%)
TOTAL LIABILITIES & EQUITY	**997,923.13**	**1,021,165.33**	**(23,242.20)**	**(2.28%)**

Statement of Cash Flows
October 2018

	Oct 18	Jan - Oct 18
OPERATING ACTIVITIES		
Net Revenue	(16,189.63)	(175,217.90)
Adjustments to reconcile Net Income to net cash provided by operations:		
161-10 · Prepaid Bulk Mail VA	0.00	(67.06)
161-20 · Prepaid Bulk Mail DC	0.00	505.56
165 · Prepaid Licenses	1,930.00	19,300.00
167-10 · Prepaid Convention General	0.00	5,331.02
167-15 · Prepaid Convention Travel/C	0.00	1,500.00
169 · Other Prepaid Expense	0.00	1,500.00
21 · Accounts Payable	5,246.25	76,951.85
241 · Accrued Payroll	(13,345.55)	(1,366.59)
242 · Accrued Vacation	(900.00)	2,820.00
244 · Other Accrued Expenses	0.00	(27,443.29)
245 · Accrued Real Estate Tax	787.67	3,150.68
272 · Deferred Convention Revenue	2,250.00	(98,478.00)
Net cash provided by Operating Activities	(20,221.26)	(191,513.73)
INVESTING ACTIVITIES		
174 · Computer Hardware	0.00	(1,499.99)
179 · Accumulated Depreciation	2,047.15	20,471.48
180 · Bequests Expected - Non Current	0.00	69,088.19
Net cash provided by Investing Activities	2,047.15	88,059.68
FINANCING ACTIVITIES		
29 · Loans & Mortgages (Principal)	(1,090.94)	(24,268.13)
31 · General Operating	(4,015.00)	(260.89)
3210 · Fund - Building	4,015.00	920.00
3213 · Fund - Legal Offense Fund	0.00	(659.11)
Net cash provided by Financing Activities	(1,090.94)	(24,268.13)
Net cash increase for period	(19,265.05)	(127,722.18)
Cash at beginning of period	47,823.43	156,280.56
Cash at end of period	28,558.38	28,558.38

RELATED PARTY TRANSACTIONS AS OF: 10/31/18

Related Party Donations	Mem Expires / BSM Expires	MTD Contributions	YTD Contributions	Lifetime Giving (Since 1990)	Liberty Pledge Club
Starchild ***	04/08/19 - 07/05/19	$ -	$ 25.00	$ 3,365.00	
Erin Adams	Life Member	$ 10.00	$ 116.00	$ 1,262.70	Yes
Phillip Anderson	09/19/19 - 11/01/19	$ 15.00	$ 184.00	$ 284.00	Yes
Paul Bilyeu	Life Member	$ 30.00	$ 1,680.00	$ 4,050.00	Yes
Whitney Bilyeu	Life Member	$ 150.00	$ 870.00	$ 3,183.00	Yes
Ethan Bishop	n/a	$ -	$ -	$ 15.00	
Joseph Bishop-Henchman	Life Member	$ 25.00	$ 2,529.00	$ 5,213.50	Yes
Caleb Bowden	07/30/19 - 07/31/19	$ -	$ 25.00	$ 25.00	
Criag R. Bowden	12/31/18 - 05/01/19	$ -	$ 472.00	$ 866.00	Yes
Christopher Campbell	04/04/19 - 04/04/19	$ -	$ 164.00	$ 189.00	
David Pratt Demarest ***	Life Member	$ -	$ 1,895.00	$ 13,435.47	
Sam Goldstein	Life Member	$ 150.00	$ 1,200.00	$ 7,094.45	Yes
Kevin Hagan *	10/12/19 - 10/12/19	$ 25.00	$ 25.00	$ 333.00	
Timothy Hagan	Life Member	$ 15.00	$ 650.00	$ 9,466.82	Yes
Caryn Ann Harlos	Life Member	$ 50.00	$ 375.00	$ 4,203.09	
Wayne Harlos	09/29/18 - 12/05/18	$ -	$ -	$ 1,199.00	
Daniel Hayes ***	Life Member	$ -	$ 2,900.00	$ 13,500.00	
Jeffery Hewitt	Life Member	$ -	$ 709.00	$ 2,808.00	
Susan Hogarth	12/31/18 - 09/01/19	$ -	$ 274.00	$ 2,220.88	Yes
Joshua Katz ***	06/20/18 - 12/27/18	$ -	$ -	$ 1,442.00	
James Lark	Life Member	$ 15.00	$ 650.00	$ 77,962.30	Yes
Victoria Lee	01/05/19 - 05/23/19	$ -	$ 293.00	$ 455.50	
Richard Longstreth	12/31/18 - 11/02/19	$ 15.00	$ 289.00	$ 644.00	Yes
Jeffrey Lyons	Life Member	$ -	$ 1,654.00	$ 1,704.00	Yes
Edward Marsh ***	Life Member	$ -	$ -	$ 6,045.00	
Alicia Mattson	Life Member	$ -	$ -	$ 4,310.00	
Alex Merced	Life Member	$ 5.00	$ 1,681.00	$ 2,465.70	Yes
Dustin Nanna	07/06/19 - 07/06/19	$ -	$ 525.00	$ 1,738.00	
Steven Nekhaila	Life Member	$ 10.00	$ 90.00	$ 2,549.00	Yes
Steven Nielson **	03/31/18 - 03/31/18	$ -	$ -	$ 100.00	
Justin O'Donnell	12/31/18 - 11/02/19	$ 35.00	$ 85.00	$ 274.00	Yes
Kenneth B. Olsen	10/31/19 - 10/04/19	$ 25.00	$ 25.00	$ 548.00	
Sean O'Toole ***	Life Member	$ -	$ 700.00	$ 15,696.00	
John Phillips	06/30/19 - 07/10/19	$ -	$ 613.00	$ 668.20	
William Redpath	Life Member	$ 10.00	$ 10.00	$ 117,439.00	Yes
Frank Sarwark *	10/31/17 - 10/31/17	$ -	$ -	$ 3,436.00	
Nicholas Sarwark	Life Member	$ 120.00	$ 893.00	$ 6,032.00	Yes
Valerie Sarwark *	07/17/19 - 07/17/19	$ -	$ 50.00	$ 482.00	
Steve Scheetz ***	Life Member	$ -	$ 484.00	$ 2,408.00	
Joshua Smith	06/01/19 - 11/01/19	$ 25.00	$ 1,123.00	$ 1,298.00	Yes
Aaron Starr *	Life Member	$ -	$ -	$ 20,963.00	
Elizabeth Van Horn	08/22/19 - 08/22/19	$ -	$ 34.00	$ 228.00	
Arvin Vohra ***	11/01/18 - 06/26/19	$ -	$ 209.00	$ 1,552.00	
	Total Contributions:	$ 730.00	$ 23,501.00	$ 343,153.61	

** Non LNC Member disclosed related party ** Thru 03/31/18 only *** Thru 06/30/18 only*

Related Party Disbursements	Memo	MTD Disbursements	YTD Disbursements
Ms. Caryn Ann Harlos	Reimbursed Expense	$ -	$ 2,248.02
Illinois Libertarian Party	Ballot Access	$ -	$ 56,000.00
New York Libertarian Party Petitioning Co.	Ballot Access	$ -	$ 30,000.00
Connecticut Libertarian Party	Ballot Access	$ -	$ 10,000.00
Alicia Mattson	Reimbursed Expense	$ -	$ 1,086.04
Mr. Nicholas Sarwark	Reimbursed Expense	$ 637.64	$ 1,850.74
	Total Disbursements:	$ 637.64	$ 101,184.80

CHAIR'S DISCRETIONARY DISBURSEMENTS AS OF: 10/31/18

Chair	Memo	MTD	YTD
Mr. Nicholas Sarwark	None yet	$ -	$ -

Libertarian National Committee Meeting
December 1-2, 2018
Alexandria, Virginia

Secretary's Report

Position Duties

Bylaws Article 6 – OFFICERS

5. The Secretary shall be the recording officer of the Party and shall perform such duties as are assigned by the Chair or the National Committee. The Secretary shall attend all meetings of the National Committee and all Party Conventions and shall act as Secretary thereof, keeping such minutes and records as necessary.

Further specific responsibilities are assigned by the following:

- Bylaws Articles 5.2; 7.2.c; 7.14; 8.3; 10.4.b; 10.9 (if Convention Secretary); 13.
- Convention Rules 2.2; 3.1; 3.2; 3.3; 5.1.e-f; 7.3; 8.1.b; 8.2.b; 10.
- Policy Manual Special Rules of Order 1.01.4; 1.02.5; 1.02.6; 7.g; 7.m; 7.o; 7.p; 1.04.1.
- Policy Manual Standing Rules 2.01.2; 2.06.5; 2.07.2; 2.07.3; 2.07.4; 3.05.2; 3.05.3.

Status of Minutes Since Last Report

2006 Convention	Minutes were approved and posted to website (*see Ballot 180920-2*).
2018 Convention	Minutes were approved and posted to website (*see Ballot 180920-3*).
July 3, 2018 LNC session	Minutes were approved and posted to website (*see Ballot 180920-4*).
Sept. 29-30, 2018 LNC session	Draft minutes were distributed past the auto-approval deadlines set forth in the Policy Manual due to a medical leave of absence. These minutes are on the agenda for approval at this meeting.
October 31, 2018 EC Teleconference	Auto-approved on November 21, 2018 and posted to site.

Dr. Lark is the winner of the Easter Egg hunt.

Motion:

Move to approve the draft minutes for the September 29-30, 2018, LNC session.

Documents Updated[1]

Policy Manual	• Made revisions (*see Ballots 180929-1, 180929-13, 180930-10, and 180930-13*).
Platform	• Made conforming grammar changes (*see Ballots 180930-8 and 180930-9*).
Conflicts of Interest	Potential conflicts were updated at the previous meeting. A current list was distributed for review and update at this meeting.

Documents Created

I am continuing and improving upon my practice of creating an electronic One Note notebook for use by LNC members. The link for the notebook prepared for this meeting is: https://1drv.ms/f/s!An_90ojd8WVNgSwB5KL_PtU54gvn

LNC Membership Changes Since September Meeting

None.

Committee Membership Changes Made at Last Meeting[2]

Date	Committee	Changes
9/29/18	*Affiliate Support Committee*	The LNC was notified that the LSLA appointed Erin Adams, David Demarest, and Pat Ford.
9/29/18	*APRC*	The LNC appointed Joseph Bishop-Henchman to fill the vacancy on this committee (*see Ballot 180929-5*).
9/29/18 9/30/18	*Audit Committee*	The non-officer members of the LNC appointed Erin Adams, Richard Bowen, and Julie Fox (*see Ballots 180929-7 and 180930-5*).
9/29/18	*Blockchain Committee*	The LNC appointed Alex Merced, Steven Nekhaila, and Elizabeth Van Horn (*see Ballot 180929-14*). The LNC Chair appointed Alex Merced as interim chair.

[1] The revised documents have not yet been posted to the website pending final approval of the September 29-30, 2018 minutes.

[2] The term for the acting Judicial Committee was amended to expire at the 2020 national convention (see Ballot 180930-2).

Date	Committee	Changes
9/29/18	*Convention Oversight Committee*	The LNC appointed Erin Adams, Whitney Bilyeu, Sam Goldstein, and Alicia Mattson (*see Ballot 180929-10*).
9/30/18	*Convention Voting Process Committee*	The LNC created this committee. Appointments will be made after completion of an application submission process (*see Ballot 180930-7*).
9/29/18	*Employment Policy and Compensation Committee*	The LNC appointed Joseph Bishop-Henchman, Jim Lark, and Bill Redpath (*see Ballot 180929-11*).
9/29/18	*Membership Support Committee*	The LNC created this committee. Appointments will be made after completion of an application submission process (*see Ballot 180929-17*).
9/30/18	*Voting Procedures Committee*	The LNC created this committee. Appointments will be made after completion of an application submission process (*see Ballot 180930-7*). The LNC Chair and Secretary are non-voting ex-officio members.
9/29/18 9/30/18	*Youth Engagement Committee*	The LNC appointed Matthew Geiger, Paige Lee, Matthew Long, Dustin Nanna, and Aeris Stewart (*see Ballots 180929-16, 180930-12, and 180930-14*).

Committee Membership Changes Made Since Last Meeting

Date	Committee	Changes
10/19/18	*Ballot Access Committee*	The LNC Chair appointed Christopher Thrasher and Richard Winger.
Various	*Blockchain Committee*	• Region 1 appointed Martin Buchanan (*see email dated 10/3/18*). • Region 2 appointed Matt Crum (*see email dated 10/4/18*). • Region 3 appointed Joseph Langenbrunner (*see email dated 10/1/18*). • Region 4 appointed Kevin Shaw (*see email dated 10/13/18*). • Region 5 appointed Preston Smith (*see email dated 10/27/18*). • Region 6 appointed Phil Anderson (*see email dated 11/9/18*). • Region 7 appointed Joseph Duncan (*see email dated 10/1/18*). • Region 8 appointed Darryl W. Perry (*see email dated 10/1/18*). The committee elected Preston Smith as its chair.

Date	Committee	Changes
11/16/18	*Candidate Support Committee*	The LNC Chair appointed Mohammed-Reza Khosh-Sirat and Jim Turney as the two (2) non-LNC members and appointed Sam Goldstein as interim chair.
11/9/18	*Employment Policy and Compensation Committee*	The committee elected Jim Lark as its chair.
11/16/18	*IT Committee*	The LNC Chair appointed Alex Merced and Elizabeth Van Horn as the two (2) LNC members and appointed Elizabeth Van Horn as interim chair.
11/9/18	*Youth Engagement Committee*	The committee elected Aeris Stewart as its chair.

APPOINTMENTS REMAINING

- Affiliate Support Committee: LNC Chair to appoint committee chair who then selects three (3) regional representatives or alternates.
- Audit Committee: LNC Chair to select interim chair.
- Awards Committee: Pending.
- Ballot Access Committee: LNC Chair to appoint committee chair.
- Convention Oversight Committee: LNC Chair to appoint committee chair and three (3) non-LNC members.
- Convention Voting Process Committee: The committee shall comprise nine (9) members appointed by the LNC with an interim Chair appointed by the LNC Chair (*see Ballot 180930-7*). Application deadline is 1/15/19.
- Historical Preservation Committee: Up to two (2) additional members to be appointed by the committee chair (*see Ballot 180929-13*). Application deadline is 1/15/19.
- IT Committee: The current committee to recommend up to five (5) non-LNC members to the LNC Chair for possible appointment.
- Membership Support Committee: The committee shall comprise nine (9) members appointed by the LNC who can be LNC members or non-LNC members (*see Ballot 180929-17*). Application deadline is 1/15/19.

Motion:

Move to appoint the members of the Convention Voting Process Committee and the Membership Support Committee via ranked-choice voting (Scottish STV[3]) using the OpaVote site with a voting period of seven

[3] From the OpaVote site: The Scottish STV rules are recommended for most organizations because the rules are well defined and provide a straightforward implementation of STV that is easier to understand. Scotland enacted STV in 2007 and had its first election that year. Our

(7) days or until all votes are cast, whichever comes first. Alternates will note their choices manually which will be input by the Secretary if the corresponding regional representative does not vote or expressly abstain.

Other Activities

- Submitted articles for LP News and Liberty Pledge.
- Continued contact with state affiliate chairs to offer assistance.
- Recorded a segment for "We the People" on Libertarian families for the national Facebook page.
- Scheduled to produce weekly "How to Get Involved" videos for that national Facebook page.
- Sent thank you emails to member attendees at the Phoenix meeting.
- Requested past records of state-by-state requirements for our P/VP ticket.

Archive of Affiliate Bylaws

I have made numerous requests to former secretary Mattson for the past archive of state affiliate bylaws as required by the national bylaws Article 5.2. As of the date of this report submission, I have not received these documents, or a response to my last several inquiries.

Teleconferencing and Streaming Software

I conducted research to determine the most cost-effective and useful software to serve the Party's needs for both electronic meetings and video streaming. A final recommendation will be made to the Executive Director before year's end.

Pending Issues

At the last meeting, motions to amend the Policy Manual regarding the APRC and a records hand-off procedure were tabled and postponed indefinitely (see Ballots 180930-6 and 180930-15 respectively). Dr. Lark indicated a potential interest in working on proposed re-worked language with Ms. Harlos. Ms. Bilyeu noted that the issue in the Policy Manual regarding alternates should

---

blog post provides a plain English explanation of the Scottish STV rules: https://blog.opavote.com/2016/11/plain-english-explanation-of-scottish.html

Scottish STV has the following features:

- Single for Candidate Elimination
- Static and Whole Threshold
- No delayed transfer of surplus votes
- Precision of 5
- Backward for Tie Breaking

---

be resolved. Ms. Harlos noted multiple stylistic inconsistencies in the Policy Manual that should be smoothed out.

Email Ballots

There were no email ballots since the September 29-30, 2018, LNC session (emails are tracked at https://tinyurl.com/lncvoting).

Caryn Ann Harlos

LNC Secretary
Secretary@LP.org
561.523.2250

Lauren Daugherty

Interim Executive Director & Development Director

November 2018

Overview of Fundraising

Our revenues for 2018 have been very strong.

Using January 1 through November 30 data for years 2008 through 2017 and January 1 through November 27 data for 2018, excluding bequest payments, and including convention revenue as booked in the year in which the national convention was held,

- Our 2018 revenue surpasses the average of the previous 10 years by 19%.
- Our 2018 revenue surpasses the average of the past 5 even-numbered years by 2%.
- If 2016 is excluded as an outlier, our 2018 revenue surpasses the average of the other 4 even-numbered years (2014, 2012, 2010, 2008) by 19%.

Financial Crunch

However, we are in a financial crunch right now. The national party has spent a lot of money this year on many worthwhile projects.

I began serving as Interim Executive Director on November 20, 2018. On that day, we were behind on multiple bills, had a negative reserve, and were worried about our ability to make payroll.

Robert Kraus and I have been working together to lower costs where possible and find ways to improve this situation. Jess Mears and other teammembers have been helping look for creative ways to increase cash flow. And I have tasked all of staff with some fundraising tasks for the foreseeable future, until we are in a better financial situation.

I anticipate that the first quarter of 2019 will be very strong in terms of revenue, but we have to get through the next 4 weeks to get there.

Recommendation to Amend the Weiner Rule

I am strongly in favor of Tim Hagan's proposal to lower the Weiner Rule's requirement of raising $60,000 in odd-numbered years to pay down the mortgage. I have multiple reasons for this:

1) If it is lowered to $20,000, we are able to pay off enough of the mortgage to avoid the balloon payment.
2) It is going to be very difficult to raise $60,000 for the mortgage in 2019. In 2017, we had a donor give a match and that was extraordinarily helpful. That is unlikely to happen in 2019.
3) All of our rooms at HQ have now been named by donors. So we don't have that major benefit to encourage larger giving.

4) If we spent the time and money needed to raise $60,000 for the building in 2019, that would detract substantially from other fundraising that is needed.

For all of these reasons, I encourage the LNC to lower the amount required by the Weiner Rule.

Recommendation to Increase our Reserve

I also strongly encourage the LNC to prioritize expanding the reserve. I don't have a strong opinion on a specific level for the reserve but it needs to be higher than one month's basic costs. Many months we don't have big spends, but occasionally we do and we need to have a bigger financial cushion to protect us from those fluctuations.

My Priorities

My top priorities right now, in both of my roles, are:

1) Make payroll on time.
2) Catch up on paying bills.
3) Replenish our reserve so that we aren't in this situation again any time soon.
4) Reviewing "best practices" in various areas of our operations and helping make improvements where needed so that we are closer to following those "best practices."

Best practices evolve over time and we need to periodically review how we do things to make sure we are doing them optimally and appropriately. This covers a lot of territory from IT systems to IT security, to building security, to email policies, and so much more. I'm asking people who have expertise in certain fields to advise us on those. For example, I've asked our IT team to make recommendations on IT practices, systems, and security and they are actively working on that.

I don't know how long I'll be serving as Interim ED, but for however long I am in this role, I'll be prioritizing the four priorities listed above.

Summary

While we are financially crunched right now, we finish out 2018 strong in many ways. We have a talented and highly-productive staff. We have a nice headquarters on which we've paid off over 60% of the mortgage. We had 27 Libertarians elected or re-elected this fall, and many ambitious, note-worthy campaigns. We have 2020 Presidential ballot access in well over 30 states. And we have lots of good things in the pipeline for 2019.

Once the LNC makes their decisions on budgeting and goals for 2019, staff is ready and eager to do our part to make 2019 another highly-productive year for the LP.

Director of Operation's Report – 12/1-2 2018

by Robert Kraus

Financial

We continue to be in "negative reserve" territory at -$44.3k as of end of Oct which is about $100.5k under the reserve requirement of $56.2k. Our current Accounts Payable as of 11/28 is $75.1k (down from a high of $89.7 earlier this month). This includes $53.3 stilled owed to the Hyatt in New Orleans.

Based on current trends: 2018 total revenue - I am currently projecting we will end up just under $1.6M vs budget of $1.9M & 2018 total expenses of $1.95M vs budget of $2.3M for a net loss of $350k vs budgeted loss of $429k.

Staff has made some cuts in administrative areas & made recommendations for cuts to staff/contractors to the Chair & Treasurer. Again, we would caution the LNC when it comes to any new expensive projects that are not already planned. We continue to allocate staff compensation on a monthly basis to functional programs / projects & fundraising as noted in the Monthly P&L Detail report.

Blackbaud – Data Dumps – Internal Customer Service

Data Dumps continue to be sent out regularly & via the CRM to several states that are working with Andy Burns. As a reminder we have moved to the upgraded next generation cloud based database by Blackbaud called RE NXT. This also incorporates Online Express by Blackbaud which will tie some of our fundraising via the web site directly into the database. We have utilized this aspect currently for some of the board members & the regional reps. Please talk to Lauren if you would like your own page!

Here are a few examples:

https://www.lp.org/carynann/
https://www.lp.org/paige/
https://www.lp.org/alex/

Building Fund / Office

Curr mortg balc = $210,031 as of 11/28/2018!

Extra payments made so far this year = $5,500

Curr in restricted fund $6,129

FEC Filing

We continue to file accurate FEC reports and use Paula Edwards to complete the FEC Filing Process on a monthly basis and handle our amendments. The reconciliation and audit steps to this process continue to work to assure that these reports are correct prior to filing, and to insure that the disbursements and contributions match to our cash accounting records.

As a reminder, the FEC reports are done on a cash basis while our financial reports are done on an accrual basis as required by our bylaws which require adherence to GAAP. Therefore, our Statement of Operations will not always look the same as what is reported on the summary page of our FEC Filings.

Thank you!

Robert

LIBERTARIAN

Membership Department Report
December 2018
Submitted By: Jess Mears

Team

The Membership Department consists of Lauren Daugherty (Interim Executive Director & Development Director), Jess Mears (Membership Manager), Mat Thexton (Member Services Manager), Nick Dunbar (Membership and Pledge Programs Special Projects), Tyler Harris (Members Services Assistant), Liz Botkin (Membership Assistant-Renewal Calls), Bob Johnston (Campaigns and Affiliate Support Specialist-Renewal Calls), and Robert Kraus (Operations Director). All of these individuals are involved with the LNC's membership processes in varying degrees. Additional members of the Libertarian Party's staff and contractors have assisted with membership renewals post-election.

Key Departmental Responsibilities

- Process membership transactions
- Produce the *Liberty Pledge News* for monthly pledgers
- Send membership renewal appeals (letter, email, text, telemarketing, unpaid social media posts)
- Membership prospecting
- Respond and address membership related inquiries, concerns, feedback, suggestions
- Update membership records

Quarter 3 Project Updates

Membership Card

The Libertarian Party's membership card for dues-paying members was updated in early November. To replace the 2018 card design (pictured below), Graphic Designer, Denise Luckey, devised three unique designs and a survey was sent to membership asking their preference for the replacement design.

The survey received 1,948 responses. Respondents were permitted to choose more than one design, with the highest vote total being the winner. The results were as follows:

A-864 votes
B-830 votes
C-658 votes

Membership Promotion

The Membership Department created a new membership promotion for the fall, which can be found at: LP.org/wethepeople

This promotion provides an incentive for increasing membership dues to a higher level:

1. **Basic Member** - lapel pin
2. **Bronze Member** - lapel pin & a long sleeve Libertarian logo shirt
3. **Silver Member & upward** - lapel pin, long sleeve Libertarian logo shirt, & an autographed copy of Judge Jim Gray's *A Voter's Handbook*

Early data reviews indicate that members upgraded their giving level with an additional incentive. A complete analysis will be provided in the next Membership Department report.

Membership Week

A digital 'membership week' ran from 11/12-11/18. Videos ran on social media sharing stories from the 2018 elections and positive outcomes. Candidates and Libertarian Party officials invited our audience to join the Libertarian Party as a member or run for office. This effort was a pilot project and can be re-engineered for a future digital membership drive.

Quarter 4 Objectives

In the final weeks of 2018, the Membership Department will focus heavily on membership renewals to generate end-of-year revenue.

2019 Projects

Membership Survey

A membership satisfaction survey will be developed to better understand our members' interests, opinions, and motivations, as well as how LP National can better serve the membership. The goals are to determine if our members are actively involved with their state and county affiliates, gather opinion based data from the membership, and to determine if there are areas for improvement.

Member-Recruit-A-Member

Direct asks from current members is the best way for LP National to increase the membership base. A member-recruit-a-member program is highly desired. LP National's CRM, Blackbaud/Raiser's Edge, offers an online program called EveryDayHero Pro. The Blackbaud Strategic Account Executive assigned to LP National provided the following information on the benefits this program:

- Activating your advocates to recruit membership on your behalf is the most effective way to convert new members. 1 in 4 users will respond to a request from a peer while the response to outreach from an organization is 1 in 1240.
- EDH Pro is heavily focused on mobile and social engagement which allows you to cost effectively support your other outreach channels such as direct mail and email but it also allows you to tap into a new and younger demographic.
- Facebook's recent changes in the newsfeed algorithms make it more difficult for an organization's posts to reach a wide audience. However, posts from friends and family will open up a strong recruitment channel to like-minded individuals
- Built excitement and interest with a refreshing approach; in today's competitive landscape what's new and different gets noticed. Doing the same thing you did years ago won't cut it in today's fast paced media centric world.

- Crowdfunding is one of the fastest growing digital trends for 2018 as last year illustrated that people want to rally around causes that matter to them on their own terms. Providing a channel for that illustrates that you are tuned into their interests and preferences.
- Extend the Proudly LP campaign in a cost effective channel that allows supports to recruit on your behalf and introduce the spirit of competition to keep supporters engaged.
- Grow you email and mailing list for future engagement and potential individual Major Donations.

A mock sample of this program can be viewed at: proudly-lp.everydayhero.do/

Policies and Procedures

Documentation on the membership department's procedures is necessary to retain institutional knowledge. The team fulfills various duties each day and as the party scales, onboarding interns or additional employees will be more uniform and clear with written procedures. In preparing the procedures, staff will review industry best practices to ensure the Libertarian Party is meeting or exceeding the standards of the non-profit/political industry related to membership.

Leads Generation & New Subscriber Welcome Series

Building and segmenting our data is crucial to convert subscribers to donors/members. Staff will dedicate time and resources to training in digital efforts to increase subscribers to our email list via online petitions. New subscriber welcome series will be created to introduce new subscribers to Libertarian Party principles and lead the subscriber to an appeal for a donation. The Advocates for Self-Government have been contacted to receive permission to re-create the World's Smallest Political Quiz in a digital format for educational purposes and to generate new subscribers. Staff is actively developing a tagging mechanism within the CRM to effectively segment appeals based upon interests moving forward.

One-Click Donations

A digital consultant, Lindsay Horn, has reviewed the Libertarian Party's online infrastructure and provided numerous recommendations, including implementing a one-click donation processor. Revv is the processor recommended by the consultant. Staff will consider incorporating one-click donation processing in 2019.

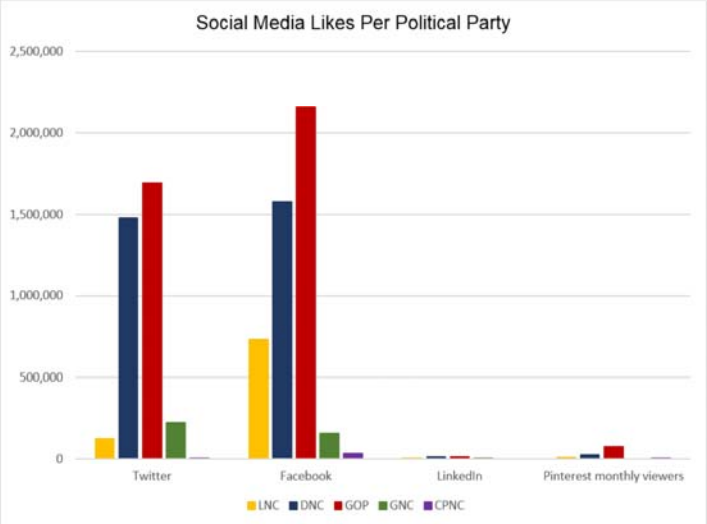
LIBERTARIAN

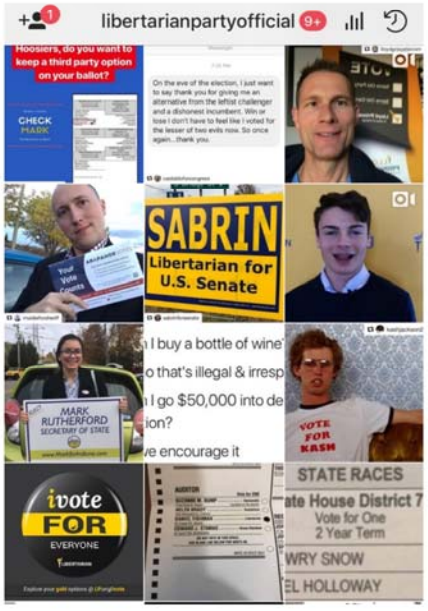
Social Media Report
December 2018
Submitted By: Jess Mears

The Libertarian Party maintains the following social media accounts:

Facebook	Facebook.com/libertarians
Twitter	Twitter.com/lpnational
Instagram	Instagram.com/libertarianpartyofficial/
LinkedIn	Linkedin.com/company/lpnational/
Pinterest	Pinterest.com/lpnational/
Snapchat	@LPNational
Mastadon	@Lpnational@mastodon.social
YouTube	Youtube.com/LibertarianParty
Tumblr	Tumblr.com/blog/lpnational
MeWe & Minds	To be announced

Data collected as of September 24, 2018

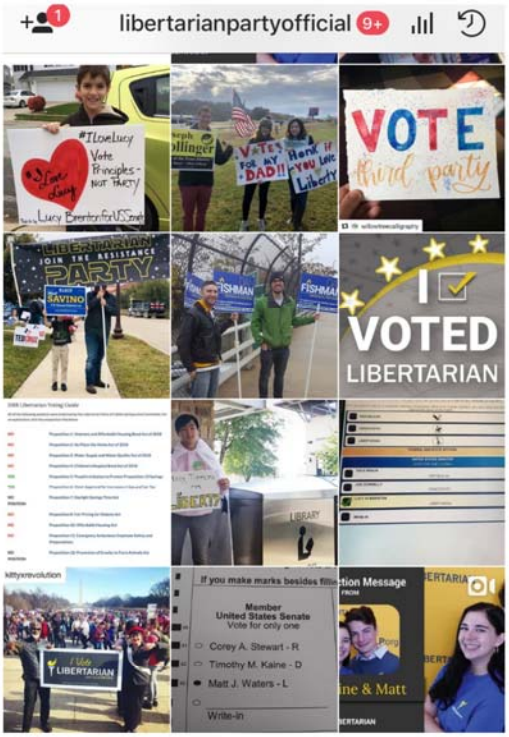




In September and October, the Libertarian Party's social media presence primarily served to promote Libertarian Party candidates, including candidate shares and earned media. New volunteers were brought on to the team to help with this specific effort. Candidates and campaigns were asked to use the hashtag #LP18 in posts that they wished to be considered for LP National shares. This effort was successful on Instagram and Twitter, and less successful on Facebook due to Facebook's hashtag searching limitations.

The screenshots displayed are from the Libertarian Party's Instagram account. You will notice the posts are candidate centric and promote various candidates. This is just a snapshot of the account from the election season.

During the election season, our Instagram account grew from 30,000 followers as of August 28, to 39,000 followers as of November 27. This is a significant increase in followers compared to Facebook, which has remained steady.



GOTV Branding

A social media effort to GOTV was instituted in the final month of the 2018 election cycle. Denise Luckey, Graphic Designer, prepared a series of "ivote" graphics, directing readers to LP.org/ivote to find a list of Libertarian candidates. These images were shared with state affiliates and activists as well as across LP National's social media platforms.

Here are a few examples:

GOTV Videos

Two youth volunteers were featured in a series of videos reminding individuals to vote Libertarian. Matt and Katherine are Libertarian residents of Maryland and spent a morning filming GOTV messages at LPHQ. The scripts were crowd sourced from the Libertarian activist base. The videos contained short messages such as:

"The Libertarian Party's voter registration has surged 92% in the last ten years. Be part of the gold wave and let's break up the two party system. Vote bold by voting goal. 2018 is the year to vote Libertarian."

"On November 6th, around 800 Libertarian candidates will be appearing on ballots across the country. Odds are that at least one of them is on yours. Don't miss the chance to let your voice be heard! Go to the polls on November 6th and vote Libertarian!"

"Marketing professionals say you need to hear something seven times before it will stick. So on November 6th, when you get ready to vote November 6th, go out November 6th and vote for the party that cares about your individual freedom. Cast your ballot for the Libertarian Party on November 6th, and don't forget that November 6th is election day… November 6th… November 6th."

There were more crowd sourced scripts submitted than what could be filmed in one morning.

Jess Mears edited the videos and scheduled them on social media. On Facebook alone, the videos received 82,000 views. The videos can be viewed at: facebook.com/libertarians/videos

Volunteer Recruitment

The volunteer social media team has been Facebook centric for many years. Our following on Twitter and Instagram has grown rapidly in the past year. More volunteers are needed for each social media outlet. An open application process for new volunteers is underway now. LNC Representatives are encouraged to promote the application and encourage individuals to apply. The application can be found at: LP.org/socialmedia

The social media team is recruiting volunteers for the following positions:

Platform Manager

Platform managers lead volunteer teams on a social media platform. They work with the Libertarian Party's social media manager to onboard new volunteers, set posting schedules, and lead the volunteers for that platform. Platform managers' goals are growing the number of people following the national Libertarian Party's handle by managing volunteer teams to post timely, relevant, appropriate, and educational information that best suits the platform. Platform managers oversee the content scheduling process and ensure that volunteers are adhering to the Libertarian Party's APRC guidelines. *The role of Platform Manager requires the highest time commitment, about 5 to 10 hours per week. Platform Managers should have at least one year of social media experience.*

Digital Content Creator

Digital Content Creators communicate Libertarian principles in creative ways to lead people to Libertarianism. Digital content includes graphics, GIFs, and videos. *Graphic design or video editing skills are preferred, but not required.*

Editor

Editors help the Libertarian Party present a professional image by ensuring that scheduled content is factually accurate and grammatically sound. *Editors should have excellent grammar and thoughtful judgement.*

Content Contributor

Content contributors submit material including news articles, graphics, images, statistics, and quotations to the social media team, which considers these for scheduling. *No specific experience is required.*

Inbox Responder

Inbox Responders answer questions and comments from the social media platform inboxes. Inbox responders answer a wide variety of questions such as "where is my membership cards?" but also handle more challenging situations with people who are antagonistic. *Inbox responders should have at least one year of active involvement with a state affiliate and an interest in following the Libertarian Party's website on a daily basis. They must also have exceptionally good judgement and a calm temperament.*

Content Writer

Content Writers provide written content for the Libertarian Party's social media accounts and help educate readers on Libertarian principles and reactions to the news cycle. *Good writing skills are required.*

Platform Scheduler

Platform Schedulers review material submitted by the content contributors and enter the best material into the schedule. Platform schedulers work with the platform manager to carry out the goals for the specific platform. *Some social media experience is necessary.*

Advisor

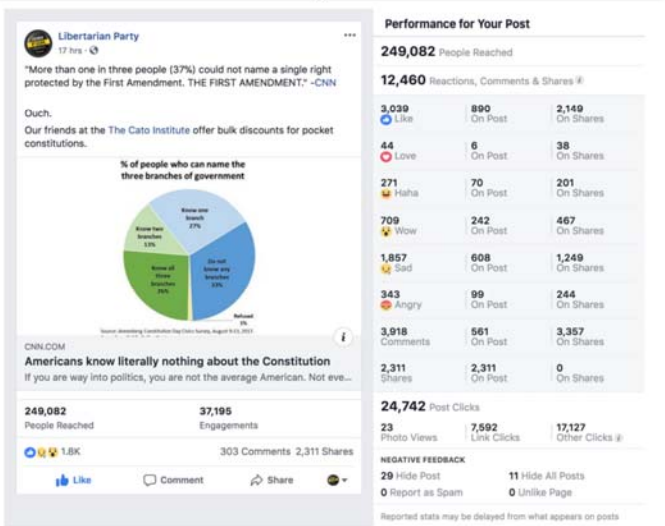
Advisors are experts in social media. They provide advice to the Libertarian Party's social media manager and platform managers as social media platforms and best practices evolve rapidly.

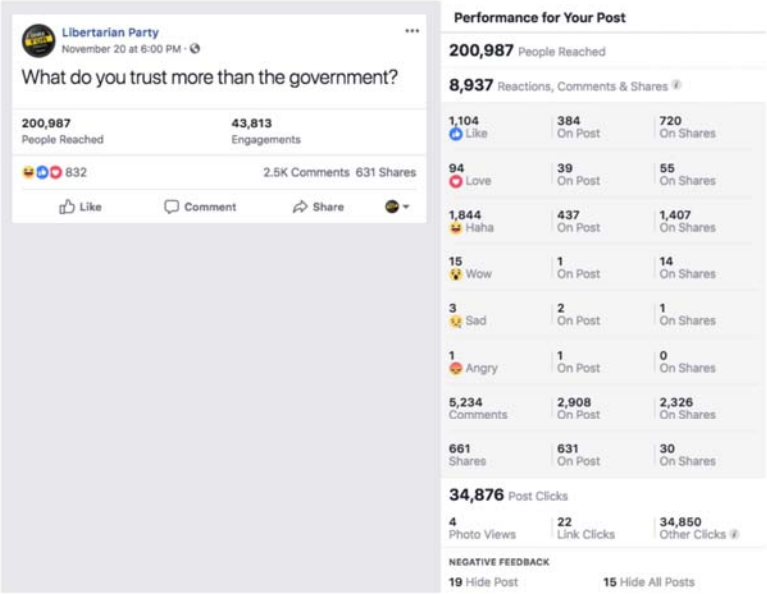
The social media team is composed of a dozen or so long time volunteers that have devised guidelines over time. These guidelines are best practices that are part of the institutional knowledge of the team. The new social media volunteer orientation process is being developed at the time of this report generation.

High Engagement Post Examples

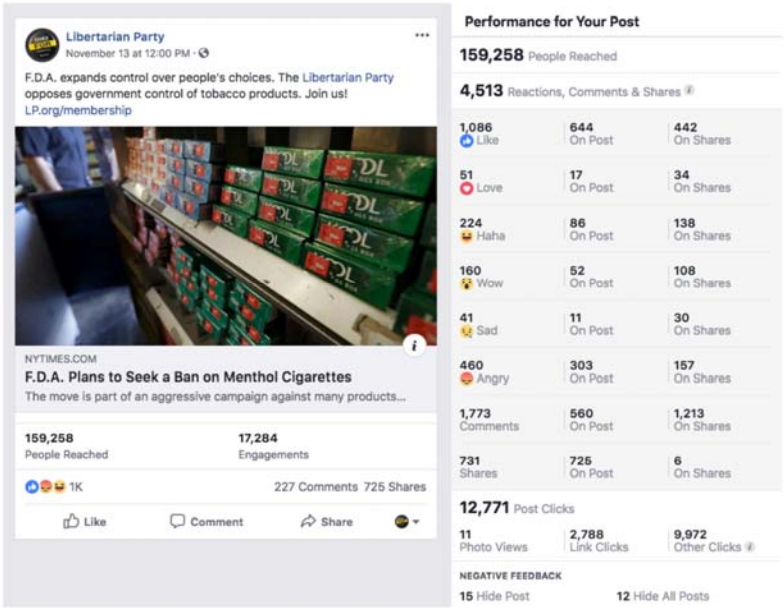
The social media team has tested various techniques to increase the engagement on our posts, such as using polls, asking leading questions, and sharing articles. Here are a few of the most recent high engagement posts:

Facebook, November 26, 2018
Post type: article share





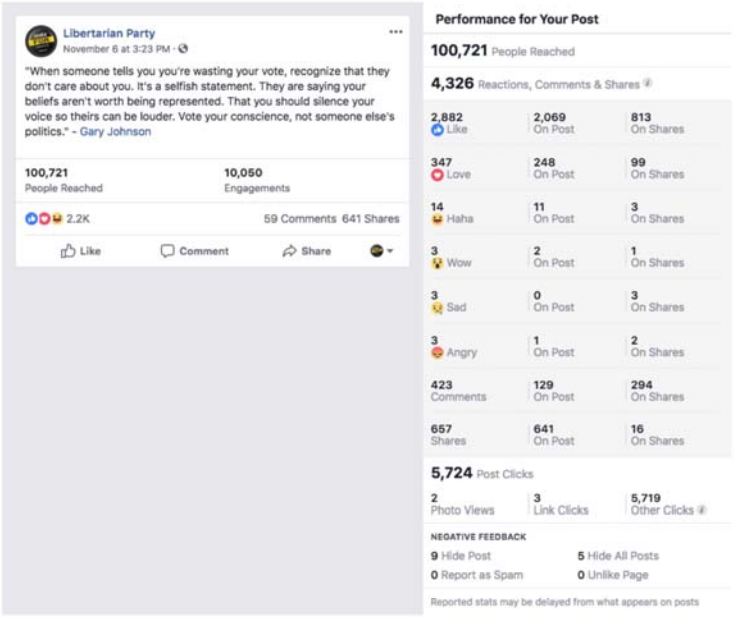
Facebook, November 13, 2018
Post type: article share



Facebook, November 6, 2018
Post type: quote

Facebook, November 23, 2018
Post type: volunteer graphic design share

Facebook, November 20, 2018
Post type: leading question



Twitter, October 5, 2018
Post type: informative graphic

Please help promote the Libertarian Party's social media volunteer application from:
LP.org/socialmedia

LIBERTARIAN

Member Services Support / Field Team Support Report

Prepared by Tyler Harris
December 2018

Overview

In April of 2018, Tyler Harris joined the headquarters staff in the role of supporting and assisting the Member Services team, as well as providing general administrative support at the HQ. In September, this role expanded to include providing remote support to our Campaigns Advisor, Apollo Pazell, and our campaign field teams. Responsibilities also include supporting other members of staff at the discretion of the Executive Director when extra help is needed in completing high-priority or time-sensitive projects and tasks.

Member Services Support

The Member Services Assistant works under Member Services Manager Mat Thexton to assist with various core Member Services tasks, including (but not limited to):

- the timely, efficient, and accurate fulfilment of LPStore orders
- preparing and mailing membership cards for new and renewing members
- preparing and mailing inquiry packets
- sorting and processing incoming mail
- stocking new inventory when it arrives
- inputting and updating member information into our database, and cross-checking existing information for accuracy
- maintaining the general state of readiness and organization in our HQ Operations Center

Field Team Support

Beginning in September 2018, and running through Election Day, Tyler Harris also provided remote assistance and support to our campaign field teams, under the direction of Campaigns Advisor Apollo Pazell. This included assisting the targeted campaigns in setting up and managing the eCanvasser back-end, cutting daily door-knocking turf for our field teams and the candidates and campaign volunteers working with them, setting up and activating volunteer phone bankers in the LNC's CallHub account, participating in daily candidate conference calls, and generally acting as a central hub at headquarters to assist with the coordination of our efforts to support our targeted campaigns across multiple states and time zones.

As Election Day neared, the focus shifted to supporting the GOTV efforts of our targeted campaigns, by updating their canvasing information daily with early voting records and doing whatever other data analysis possible so as to help maximize the impact of their targeted GOTV calling and knocking. This included providing full availability and support from poll-open to poll-close on Election Day, uploading voter information into eCanvasser as it was received by poll watchers, and sending and personally monitoring for responses 875 targeted GOTV text messages to identified supporters in two of our targeted districts.

Other 2018 Projects

In addition to the main responsibilities outlined above, other projects in 2018 have included:

- hand assembling hundreds of name badges and ribbons for the 2018 convention
- researching and compiling candidate contact and website information
- analyzing membership data in order to identify useful patterns and trends
- organizing invoice files and the HQ's archive of LP News
- assisting with the mailing of fundraiser invitations
- responding to member emails sent to info@lp.org

Projects for 2019

Looking ahead to 2019, there are many impactful things still to do. In addition to the continuing responsibilities of assisting the Member Services Manager, and supporting the efforts of any targeted campaign field work for the 2019 election, some goals include:

- working to better identify and record in our database member preferences, issues, feedback, and priorities, so that we can better target our correspondence and appeals
- continuing to assist with fundraising efforts
- assisting with the creation of an employee manual documenting our practices and workflows in order to preserve institutional knowledge
- cross-training so as to expand the range of support able to be provided to various members of staff as needed, and so as to be able to better facilitate the sharing of knowledge across functional areas

LIBERTARIAN

Operations Center Report
December 2018
Submitted By: Mat Thexon, Member Services Manager

2018 was an exciting year. I was honored to contribute by managing the Operations Center as Member Services Manager. I have been ably assisted part-time by Tyler Harris. I strive to provide excellence in all aspects of my job, including: fielding phone calls; greeting visitors; shipping out attractively packaged literature and branded items; mailing out new and renew members cards as quickly as possible; inputting and correcting data in the database; following up on returned mail; assuring adequate inventory; processing incoming mail/donations; and miscellaneous activities.

I initiated a promotion member card which is mailed with the inquiry response package; its effectiveness will be evaluated in a few months.

The potential-duplicates data dump was reduced from over 4,000 to just 400 in the latest dump.

In November, under Lauren's direction, I produced two in-house appeals.

We will be experimenting with in-house generated renewal-prompt postcards instead of a vendor, mail-house generated letter, for the first reminder.

2018 Staff Report from Press Secretary

11/25/2018 - Most Libertarians generally agree that the role of government should be limited to, at most, dealing with three societal problems:

1.) People who hurt other people.

2.) People who take other people's stuff.

3.) People who do not keep their word in their dealings with others.

We add the corollary that it is similarly wrong to ask governments to do any of the above on anyone's behalf no matter how beneficent the results of doing so. The ends do not justify the means.

The primary problem faced by Libertarians is overcoming voter fears that they will remain safe and that society will still function smoothly with such a radically reduced role for government. Those fears are adeptly fanned by all of the various interests who directly benefit from the government functions we say are counterproductive.

The military/industrial complex and the law enforcement/prison complex say people won't be safe unless they are allowed to hurt criminals, immigrants and terrorists.

The welfare/education/medical care complex raise the specter of people perishing in poverty unless they can take our stuff to care for others.

Regulators of all stripes claim that without their licensing, permitting and other micro-managing behavior, consumers will be the victims of ever present business scamming.

Libertarians are the adults in the room who believe that simpler is better. Believing that most people are completely capable of taking care of themselves. It's the government's job to let them while allowing that government may have a role in enforcing Commandment 6.) Do not murder, Commandment 8.) Do not steal, and Commandment 9.) Do not give false testimony against your neighbor.

As far as the rest of the 10 Commandments or most other moral teachings are concerned, it's none of the government's business.

I see the job of the Press Secretary as telling the stories that demonstrate that a free people get along better and nearly all are more prosperous with less government than with more.

The methodology is to provide quick, credible, illustrative ideas, preferably in story form, that illustrate libertarian solutions to whatever problem is making news.

Here are some examples of press releases that got the attention of media gatekeepers and got distribution beyond the LP website,

Market Forces Are Better Than the Feds at Fighting Fires

Independent Political Report, http://independentpoliticalreport.com/2018/11/lp-org-market-forces-are-better-than-feds-at-fighting-fires/#comment-1921075.

Gay Libertarian Couple Outpolls GOP in DC

https://www.metroweekly.com/2018/11/in-final-tally-libertarian-gay-couple-outperforms-top-republican-in-d-c-election/

https://twitter.com/LPNational/status/1061797070321922049

https://www.facebook.com/permalink.php?id=5978057725&story_fbid=10156733086627726

http://rationalreview.com/archives/316073

Libertarians Win Local Races, Achieve Ballot Access, Prevail on Initiatives

https://www.reddit.com/r/LibertarianPartyUSA/comments/9v363e/libertarians_win_local_races_achieve_ballot/

https://www.dellacortesport.com/2018/11/25/

Politicians Stoke Fears Every Halloween Season

https://twitter.com/groofornc/status/1055969046498304000

http://rationalreview.com/archives/313909

https://mastodon.social/@Lpnational/100951235144679332

Gary Johnson Brings Competitive Fundraising to US Senate Race in NM

https://www.pinterest.com/pin/564709240774950658/

Conn Libertarians Receive$37k Settlement in Petitioner Harassment Suit

http://www.whatreallyhappened.com/content/conn-libertarians-receive-37k-settlement-petitioner-harassment-suit#axzz5XuvKCb6R

Independent Media Gets Zucked

http://independentpoliticalreport.com/2018/10/lp-org-independent-media-gets-zucked/

Libertarian Candidates Are Great in Debates, So Opponents Collude to Exclude Them

http://independentpoliticalreport.com/2018/10/lp-org-libertarian-candidates-are-great-in-debates-so-opponents-collude-to-exclude-them/

Income Tax Anniversary Is Another Day That Will Live in Infamy

https://www.reddit.com/r/LibertarianPartyUSA/comments/9ldkvi/income_tax_anniversary_is_another_day_that_will/

https://www.ladailypost.com/content/libertarian-party-income-tax-anniversary-oct-3-another-day-will-live-infamy

All Libertarians Say No to Sexual Assault

http://rationalreview.com/archives/310927

SCOTUS Circus Distracts Public From Passage of Disastrous Spending Bills

https://mastodon.social/@Lpnational?max_id=100804546206414689

Libertarian Voter Registration Surges, But Debates Still Exclude Candidates

https://in.pinterest.com/pin/564709240774499256/

https://www.mcrccandidatenews.com/LIBERTARIAN-PARTY---NEWS.html

http://trackstar.4teachers.org/trackstar/ts/viewTrackMembersFramesMember.do;jsessionid=1C7D7BBA39098CC7D2D6309DEBE52F59?key=org.altec.trackstar.om.TrackMember%3Btrack_member_id%5B314324%5D

Libertarians Plan to Win This November

https://www.reddit.com/r/LibertarianPartyUSA/comments/9dmex3/libertarians_plan_to_win_this_november/

Immigrants Benefit the United States

https://americandiversityreport.com/category/immigration-leads-to-a-vibrant-culture-and-prosperous-economy-by-richard-fields/

This just a small sampling from a Google search for the last three months. It most certainly is not comprehensive. It includes social media as well as traditional media. It does not include cases where a reporter for a major outlet has picked up our ideas and adapted them without attribution in a story on the issue. And that's OK.

Going forward, the goal is to insert our ideas, associated with the word libertarian and expressed in a positive context, into more and more non-libertarian media.

That, combined with voter's growing distaste for the tribal warfare exhibited by Republicans and Democrats, will make a vote for Libertarian candidates seem like the safest, most rational and most beneficial choice for a voter to make. Likewise it will convince duopoly politicians to adopt our policies in the interest of self-preservation. Either result counts as a win for liberty.

###

2018 YEAR REPORT - CANDIDATE RECRUITMENT AND SUPPORT

Cara Schulz, Candidate Recruitment Specialist, December 2018

The goal for candidate recruitment was to recruit 2000 candidates to run for office in 2018. While the goal number was not hit (1327 recruited, with 833 on the ballot) we did see an increase of 40% in the number of candidates on the ballot from 2016. Many of the candidates were running active campaigns, expanding the donor and volunteer bases. 27 candidates were elected or reelected to office in the November General Election (2 more may be winners, pending), with an additional 6 elected earlier in the year.

Due to the large number of active candidates running for office we also uncovered many challenges and areas for improvement. Recruiting candidates and getting them on the ballot also requires supporting candidates. As the election cycle continued, time and resources shifted more in favor of support with less time to recruit. This did slow recruiting efforts.

Some of the challenges are communication, frequently changing Points of Contact within State Affiliates, lack of training for Political Directors, and lack of training for candidates.

Working closely with Andy Burns and Jess Mears, we attempted different solutions. If a solution didn't work or had only partial success, we documented it and tried another solution.

Many efficiencies were brought into place over the year. For example, approximately 8 to 10 hours a month was spent manually entering prospective candidate information from the webform into a spreadsheet. Now the webform autopopulates the information directly into the CRM and those hours can be spent on higher value tasks.

I've included some of the challenges faced over the past year along with solutions tried and the level of success enjoyed. The plan for 2019 has been drawn up after talking with Regional Representatives, State Chairs, and State Political Director along with the results of the Candidate Survey.

time and manually enter email addresses, use an outside mail system like mailchimp, or use LNC email system with week or longer delays.
Solution: Combination of switching over to the CRM and encouraging candidates and campaign teams to enter themselves into the CRM. As of mid-2018, when prospective candidates contact using webform, information is automatically entered into the CRM. Candidates who signed up for candidate tips newsletter or who signed up for Campaign Strategy Series Calls were also entered into CRM. Can now send out emails to select groups within minutes. Implemented July 2018.

Challenge: Candidates struggling to create a basic website, complete with donation ability.
Solution: Candidates purchase their URL, then fill out some basic information and attach a photo. A website is then created and hosted for them. Some candidates still had difficulty filling out the form and needed copyediting. Others didn't have a photo. Volunteer copy editors reviewed and edited the copy before the website went live. Open to State Rep/Senate candidates and lower. Launched June 2018.
Updated Solution: The webform is being slightly reworked based off of candidate interaction. Will also be combined with a yard sign design and campaign literature design which the candidate can send to a printer. This gives the candidate a cohesive branding for their campaign. Two possible designs to choose from. Projected relaunch date is January 2019.

Challenge: Points of Contact within State Affiliates change frequently, making consistent communication difficult. Not informed of new Political Directors, some states went through 4 or more Political Directors in less than 12 months.
Solution: Sent out email to Chair List asking for name of Political Director for state and contact information. Solution did not work as too many states have opted out of State Chair list or do not see emails. Updates went into multiple spreadsheets by different staff, causing confusion.
Updated Solution: Each newly elected State Chair, after State Convention, will receive a webform to fill out, listing who their party officers are with contact information. Information will automatically update the CRM. If State doesn't have a convention in 2019, form will be sent in April. Forms not filled out will be called. Implementation starting in January 2019.
Updated Solution: Host monthly Political Director conference calls starting in January.
Updated Solutions: Request each State Affiliate have standard email alias such as politicaldirector@lpmn.org Then if Political Director changes, emails aren't being lost or ignored.

Challenge: Candidates and campaign teams need specific, one on one advice on a specific area or challenge during campaign.
Solution: Candidate Recruiter available for calls with candidates and Campaign teams. Difficulty in matching availability, very time intensive and limited time spent recruiting.
Updated Solution: While I am still available for phone consultations, I've also started a Campaign Consultants program. Candidates can request one on one assistance from volunteer campaign consultants in a specific area through a webform. Candidate fills out basic information on campaign such as win number, budget, contact information. LNC Candidate Recruiter

Challenge: Prospective candidates said no one contacted them after they submitted interest via webform.
Solution: An auto generated email is sent back to them thanking them for running, asking when is a good time to call them, and including a link so they can download the Candidate Workbook. Priority in contacting those prospects which respond to the email with a time to call them. A copy of the email with all the candidate information sent to State Affiliate for them to follow up.
Updated Solution: Now when a web lead comes in, they immediately get an email back, thanking them and asking for a time when we can talk. Email includes access to Slack channel, Candidate Workbook download link, PDF of First 10 things they need to do, access to candidate section of website - update happening Dec 1. In addition to copy of information sent to State Affiliate, prospect information is automatically entered into the CRM. I check if they are a member, talk with them, and if they are not a member i let them know that is the very first step and to contact their State POC for candidate recruitment.

Challenge: Candidates, especially first time candidates, didn't know how to run a campaign. Prospective candidates withdrew from running for office.
Solution: Candidate Workbook created. A step by step, fill in the blank guide on how to run a campaign. Workbook is sent to every prospective candidate who fills out the webform via email response. Workbook hosted on LP.org. Workbook sent to every State Affiliate Chair. Implemented November 2017.
Updated Solution: Training at State Conventions. Candidate Recruitment Specialist is available to attend State Conventions to host a training session or a day of training for candidate and campaign teams. Only one state, Indiana, did this in 2018. Not every State can afford this, may want other options, scheduling conflicts, not every candidate can attend.
Updated Solution: While still available to host candidate training at State Conventions, looking for other methods of training. Discussing Regional Conferences in off years. Sending links to online training or in person training by other organizations to candidates directly.
Updated Solution: Candidate Workbook updated and expanded based on candidate and campaign team feedback. Relaunch December 2018.
Updated Solution: Campaign Strategy Series Calls launched in July 2018. Every two weeks a campaign expert hosted a 30 minute call focusing on specific campaign topic. Q and A session with candidates allowed. Will relaunch January 2019.
Updated Solution: Candidate Email Newsletter. Short email sent to candidates and campaign teams with link to audio recording of previous campaign call, information on next call, tips, suggestions, and important information. Sent to over 800 recipients every 2 weeks. Relaunch December 2018.
NOTE: This challenge is unresolved to my, or candidates and Political Directors', satisfaction.

Challenge: Unable to communicate with candidates or send out timely information to them due to lack of email addresses, not having email addresses loaded in email system, no accessible LNC system for sending out emails to candidate group. Prospective candidate information from webform entered into spreadsheet, but not into database. Could either send out emails 10 at a

receives request and matches it to one of our volunteer campaign consultants. The consultant sets a time for a 1 hour consult with candidate and campaign team. Note: this assists with one of the requests from the Candidate Survey. First test was successful, candidate and consultant matched within 48 hours. Launch in January 2019.

Challenge: New Political Directors unsure what position entails, how to do position. Very time intensive for LNC Candidate Recruiter to train in Political Directors or Key Volunteers, especially as they change frequently.
Solution: Series of calls to help create strategy and execute it. Creation of FB group for Political Directors to share information and ask questions.
Updated Solution: Working with Political Directors to create a basic guide for Political Directors, including sample documents. Will be hosted on LP.org website, on Slack, sent to all State Chairs and Political Directors. Estimated completion January 2019.

Challenge: Candidates and campaign teams want a digital space for collaboration. To learn from each other, get ideas, and ask questions.
Solution: Pointed candidates to groups such as The Feldman Foundation and Open Source Liberty on Facebook. Some groups disbanded or stopped functioning. Candidates still didn't have an "official" place to gather.
Updated Solution: Creation of LP Slack Channel for candidates. Candidates can gather in a dedicated space online. Can message each other, share documents. Works on computer or mobile. Is live now, but launches Jan 15

Challenge: Incorrect or incomplete information on candidates on LP website.
Solution: Unless a State Affiliate objects, if a prospective candidate articulates a specific race they are running, is a member, and understands and is working towards filing to be on the ballot, they are listed on the LP website. Checked frequently with State Affiliates and looked for candidate lists on State Affiliate websites. This wasn't an optimal solution. The list of candidates was in constant flux. Errors and typos from copying from one spreadsheet to another and then passing it to another LP staff person to enter onto the website.
Updated Solution: As prospective candidates contact the LP, they fill out a webform and that data goes into the CRM. They are noted as a "prospect" and do not appear on the website. All State Political Directors will have link so they can enter candidate information into the CRM as either "prospect" or "declared." Declared means they will autopopulate on the website. Political Directors *whose state is part of the LP State Affiliate CRM* can add data or candidates, remove candidates, change candidate information such as candidate website, and change candidate status from "prospect" to "declared." This gives more control to State Affiliates and reduces potential for errors and typos. This also places more responsibility on State Affiliates as they are responsible for entering candidate information so it appears on the website, which candidates greatly desire. Presently launched.

Challenge: Compiling the results from the election took too long. It took several staff and volunteers over a week to look up the results. This was especially difficult and time consuming for local races as there was no central location for detailed results which included names of all candidates in race, political affiliation, vote totals for each candidate in each race. There were also errors and corrections which had to be made.
Solution: Political Directors will be given a link so they can fill in the race results for their candidates as the totals come in. The results should be quicker and more accurate. The results will autopopulate on the LP website in real time.This system will be ready to launch for the 2019 election.

CANDIDATE AND PROSPECTIVE CANDIDATE SURVEY RESULT

Survey went out 1 week after General Election to 836 candidates and over 700 additional people who expressed interest in running, but did not make it onto a ballot. 199 responses to date.

87% of respondents are LP or State Affiliate members.

12% joined the LP to run for office or joined the LP and decided to run.

67% made it onto the ballot.

Out of those who didn't make it onto the ballot, reasons given were:

52% circumstances in their personal life

29% other (too late, lack of communication, filing fee too high)

16% lost interest

9% didn't get enough signatures

2% lost legal challenge

The top 10 answers to the question "Other than money, what one thing could the LNC have provided which would have helped your campaign the most?"

Mentors/Advice/Training (35)

Volunteers/doorknocking/petitioning help (26)

Publicity (19)

Templates for lit/signs/press releases (8)

Connect to local LP members/registered voters/donors (8)

Website (8)

Data (6)

Better LP branding (6)

Generic LP tv or radio add (6)

Shared collaboration space (5)

Stand outs:

- **Training/mentors** and need for volunteers are among the top needs by candidates. Increased training and mentorship can be provided by the LNC and State and County Affiliates. Volunteers primarily fall to the candidates and to State and County Affiliates. Candidate training could address most of the challenges on the list, including how to recruit and manage volunteers, especially recruiting volunteers outside of LP members.
- There are **communication breakdowns** between candidates, the LNC, and State and County Affiliates. Some of the items candidates needed, but said they didn't have, were available. Such as websites, data, connection to local LP members, written training on campaigning, templates for press releases.

Candidate Survey Results:

https://libertarianparty.typeform.com/report/JeuGew/ram3UWcUR4EOkkIT

https://docs.google.com/spreadsheets/d/1ZP4WnkBTH8TO50-mtSPSoYulOV4aEZdnxZZbK1KeA6k/edit?usp=drivesdk

2019 RESEARCH AND RECRUITMENT PLAN

Goals:

- Target races Libertarian candidate can be competitive in
- Address needs highlighted in Candidate Survey
- Build systems for 2020 and beyond
- Train campaign teams for future campaigns

Research

As 2019 is primarily local and hyper-local races, the focus can be on researching which races a Libertarian candidate can be most competitive in and then match those races to qualified Libertarians living in that area. These races are generally ones where no candidate files to run OR the win number and campaign budget average are very low. Often, these positions are hard to find information on and State Affiliates do not have a list of these available races to discuss with prospective candidates.

Research is needed in each state, by State Affiliate. Some states already have this research underway and we are using it to recruit candidates. States which need help with this research can be assisted. Search criteria is here:
https://drive.google.com/file/d/115j7v4dEZix7m2NH3Hn80UlkGTLjfe0R/view?usp=drivesdk

Some states have already done this or a smaller scale of this successfully. North Carolina, Pennsylvania, Florida, Tennessee, Kentucky have seen recent success in the last 2 election cycles.

Candidate Support Package:

Even the best research targeting the most promising offices will not yield results if we do not train and support our candidates. For this reason we are creating a Candidate Support Package in partnership with State Affiliates. Not all State Affiliates are in a position to support their candidates. If that is the case, only the LP National portions of this package are available.

Each candidate who agrees to run a robust campaign (State Affiliate and/or LNC Candidate Support decides, but criteria includes candidate will do fieldwork and solicit donations) is offered what amounts to a campaign in a box. (The highlighted items were in the top 10 answers to the candidate survey question "Other than money, what one thing could the LNC have provided which would have helped your campaign the most?")
This includes:

- Free Website and hosting by the LNC (Jan 15)
- Yard sign template by LNC (Jan 15)
- Campaign lit template by LNC (Jan 15)

- Access to password protected area on LP website for candidates (articles, resources, shared area for documents, mini White Papers)
- Access to Slack Channel for collaboration
- Professional headshot by State Affiliate
- Treasurer, Communications Director, and Campaign Manager shared by other candidates by State Affiliate. Robert Allen Pepiton will help get Treasurer in each state.
- Basic campaign plan and Candidate Workbook by LNC (update Dec 15)
- Sessions with a campaign consultant by LNC (candidate must complete intake form - Jan 15)
- CRM access for recruiting volunteers, donations, media contacts, etc for campaign. (This also lets us see who actually does volunteer, who works on successful campaigns, etc) Note: this may not launch until summer 2019
- Policy sheet on how to position on policy, basic objections, etc - by Volunteers
- Every two week candidate call for 30 minutes. Narrow topic with guest expert. By LNC starting again January?
- Free phone banking system set up in CRM by LNC. *NOTE: this is only available to candidates in states who are part of the LP State Affiliate CRM project* - waiting on offer date
- GOTV plan - SMS, email. Emails and SMS can be sent out to LP members and/registered voters (depending on laws in each state) urging them to vote for specific candidates. Can target by zip code. LNC in partnership with State Affiliate

Other Measures of Success:
We will, of course, measure how many seats are won. But there are other measures of success which can build excitement, morale, and help us know if we are making progress.

- How many times is Libertarian or Libertarian Party mentioned during election
- Each time a candidate policy position is mentioned during election
- Televised debate
- Newspaper candidate survey or endorsement interview
- Endorsements
- Number of new donors
- Number of new volunteers
- Number of new registered voters
- Number of new LP members

Celebrating positive candidate behavior
While the LP social media accounts will continue to share and highlight candidates' earned media, we will also begin highlighting candidate activity. Examples are celebrating number of doors knocked, setting up a successful phone banking night with volunteers, speaking at an event. Our candidates work hard and that hard work should be acknowledged and encouraged.

Won 1, Win 1

- Project for all past and currently elected Libertarians.
- Our elected Libertarians are our best resource for increasing the number of elected Libertarians.
- Implementation by one on one phone calls with each of our elected officials in month of January 2019
- Data needed (contact information, dates of office, offices open for run and dates)

Elected officials often hear about seats that the incumbent will not run for reelection before the general public. Races which do not feature an incumbent are easier to win (as incumbents are reelected at a 90% or higher rate). They also know what seats are often appointed due to no one running for them. They know which Commissions will have openings and how to get selected for them (such as City Planning Commission or Parks Commission). Additionally, they have developed relationships with influential people in their area, have established donor networks, and volunteers. They also know how to win a campaign in their area.

If each of our elected Libertarians committed to finding one local level race (during a year when they are not up for reelection) to target, helped recruit a candidate, and then ACTIVELY mentored the campaign, we could conservatively increase the number of elected Libertarians by 24% every 2 years. We could also start building voting blocks on local governments. Residents could experience the benefits as Libertarians played an increasingly prominent role in city and county government.

Actively mentoring the candidate means more than offering the occasional advice. It means helping the candidate with their campaign plan, introducing them to community leaders, connecting them to donors and volunteers, and knocking doors and making phone calls.

The benefit to the elected Libertarians is they would no longer be so isolated in their seat. They wouldn't be a solo vote on their agenda, but would be able to implement Libertarian solutions to the challenges their residents face.

Overview of Target Race Plan

Overview:

This was the first attempt at an LP targeting effort, a lot worked, and there is a lot to improve upon. Overall, the effort demonstrated that a significant effort placed in strategically significant areas does make a statistical difference. The races who received the most tangible help performed at least twice as well as campaigns that received half the help, and performed three times as much as campaigns that received a third of the help. Data shows that each week of direct help provided by field teams and strategists increases results exponentially. One week of help as demonstrated by Amber Beltran and Aaron Aylward resulted in only marginally better results than control races nation wide. Two weeks of help doubled the results compared to control races and three weeks of help resulted in competitive races.

More than five races is not workable for one person with no team. Expanding beyond five races became an overwhelming scenario that required a critically divided attention. Each race has a number of active and fluctuating variables, without a staff to consistently track changes and public reaction, campaign help becomes disjointed. While generally we were able to keep campaigns on track, without constant pressure, critical benchmarks were missed, and a candidates lacked the constant contact that results in wins. While three to four races consumed most of my time, resulting in better outcomes, the remaining races competed for what was left and benefitted only slightly compared to if they ran their campaigns themselves.

While I am overall happy with my performance, there are areas that I hope to improve upon in the outcome that I am retained. First, in an effort to please a skeptical LNC I selected too wide a range of candidates. Instead of following my instinct to limit the geographic range, I selected additional states in my search to try and not focus on one region. That was a mistake. Small win number races, cheap races, uncontested races, high voter turnover, and growing populations exist in the west, they also only exist in certain states in the west. I should not have entertained races in Montana because of the limited fundraising ability, I should not have entertained candidates in Nevada because of the large cost even for rural races, I should not have targeted suburbs of either Sioux Falls or Salt Lake because of the established media markets and opponents close to establishment.

Target field team and data software:

While the messaging and the adaptive campaign strategy was the core of the effort, with tested messages, targeted campaigning based on region, precinct, and demographic data, the results of this experiment was the data software and the team. The field team that was assembled was among the best that I have worked with, and surprisingly, the bulk were amateurs in the field. With many teams in my history of campaigning it is difficult and time consuming to micromanage behavior. This team was efficient, dedicated, and professional even without extensive training from me. The leadership demonstrated by Tom Mahon was key to keeping the younger staffers focused and on point. The conditions that this team had to work under were spartan even then they exceeded expectations every day. The plan would not have been successful without this team, and for that I am incredibly grateful. It was the correct call to place the two youngest staffers with the team led by Tom Mahon, with a divided focus, it would have been difficult for me to give them the guidance that made them successful. It is

important that going forward we use dedicated professionals to lead teams, while giving opportunities for young activists to learn from them and work on their teams.

While there were flaws with the preferred data software, Ecanvasser, for the service provided, and the cost for usage, it was the right fit for the right time. I am consistently impressed with the way this company is adapting and refining their software, and it is a perfect fit for a smaller campaign. For larger campaigns I would recommend one of the more established and expensive companies, I360 or similar. Software is integral to any successful campaign, and forming long term relationships with election software providers is important for the LP going forward. On multiple occasions since 2016, campaign software providers have restricted access based on political leanings, leaving the Libertarian Party at a disadvantage. To combat that, strong relationships with developers is essential. As such I would recommend a strong outreach and cooperation with Ecanvasser.

What went right?

- Using data software increased productivity. Candidates who purchased the software later knocked half the doors and were not in a place to rapidly adapt messaging based on live survey results.
- Groundwork and strategy from PROFESSIONAL campaign strategists set the tone for the entire race. Effective and dedicated strategies act as a road map to election day and maximize results, amateur consultants will turn out amateur results. Activists who do not maintain full time political practice often have unfocussed messaging, strategy, and ground efforts. While it is important to incorporate activists in to a campaign, campaign professionals are indispensable, especially in pre-election campaign development.
- We were able to test messaging via focus groups in three races, with a poll in one race. This data is critical to effective campaigning. Bethany Baldes was focus tested, poll tested then ultimately survey tested at the door which made our outreach dynamic, accurate, and flexible.
- The roving canvass team was a huge success. Bringing in paid staffers to work for these candidates in a dedicated, performance based way was the number one driver of success on the ground. Candidates who received direct field support performed, on average 10% better per week of assistance.
- Using targeted messaging in all of our literature exposed our candidates to the maximum number of voters. After calculating a "persuasion universe" based off of third party numbers rather than major party numbers, we were able to expand our target from the typical 2-3 to seven unique massages delivered to seven distinct voter groups. (only in races where we spent enough time)
- My target methodology proved to be successful. Win numbers between 2k and 5k, average race cost below $10k, rural, districts with higher than average result for Libertarian and independent candidates (Gary Johnson and Evan McMullin) and races with inactive incumbents.
- Candidates who took my early advice of strategic community engagement based on demographic targets were rewarded with a statistically significant number of endorsements and a larger vote share.
- Door knocking is still king. With 45k doors knocked, the precincts with the highest overall hits performed 54% better each hit in each district. Having dedicated canvassers is the most effective support that the LP provided to these candidates.

- Imaging training was significant. In races where imaging was controlled more tightly the results were significantly better. On multiple occasions, candidates who ignored imaging advice were punished with bad reviews and bad results.
- As predicted, an effective media strategy must come second to an effective field strategy. Wasting time and resources trying to get larger media outlets to take notice resulted in a significant waste of energy and time, while candidates who focused on field were rewarded later in the cycle with favorable and wide coverage from outlets.
- Professional campaign staff is drastically different that enthusiastic, party activist campaign staff. If candidates can not afford a professional campaign strategist or campaign manager, I would advise they go to a local college and hire a political science student to manage the campaign, if they still are unable to secure campaign staff, as an absolute last resort they can hire LP activists. Candidates who hired LP activists as staff performed worse than previous years, and on average worse than candidates with NO campaign staff at all (average with LP staff: 1.2% average without LP staff 3.1% average with professional campaign staff 28.8%)
    - Traditional "professional campaign staff" are staffers who work with a consulting firm, have worked on a significant number of campaigns in the past, of the campaigns they have worked at least a third are winning campaigns, rely on political activity as their main source of personal revenue.
    - The national LP has a hard focus on maintaining a campaign manager and a campaign treasurer. There is no statistically significant pattern that shows such conditions improve outcomes on low level races. On the contrary, it often divides focus, costs resources, and results in lost opportunity. If the campaign can not afford professional staff, such a focus should consider other factors instead.

What could be improved?

- Earlier recruitment. We started recruiting candidates in February of 2018. This was far too late. Successful recruitment efforts should start at least 14 months prior to election day, if not more.
- Earlier training. Candidates must start being prepared for the undertaking with enough time to master the skills necessary to be successful candidates, or to be replaced as targets with candidates who are prepared.
- More hands on training from the support staff. While I was always available via phone, it would have been more effective if I were on the ground in the early phases of the campaign to draft a plan, develop and test a message and branding, train staff, and train a candidate how to be a candidate in a hands on manner.
- Narrow the scope. 20 candidates was too high a goal for one individual, eventually my superiors realized that, even still, 10 candidates was too great an undertaking for one person. A Libertarians persuasion universe is hundreds of times larger than a Democrat or a Republican. In order to draft a successful strategy, implement it, and adapt as circumstances change, we must have the bandwidth to do so. That would require a staff under the candidate support specialist, or a narrower focus if not in the total number, at least in the geography.
- While I understand that the budget is tight, a larger budget would have allowed more flexibility and would likely have resulted n a more cost efficient turnaround. Higher quality canvassers,

less turnover in vehicles, more efficient travel options would have made the difference in a number of races and in the overall budget. It would also be nice to expand the number of canvassers. With six canvassers we covered 45k doors, with just 3 more canvassers coupled with a smaller geographic region, we could cover an additional 22,500 doors.

- There are hundreds of books, blogs, and videos describing political campaigning. Long time campaign professionals and researchers are constantly updating existing volumes of resources dedicated to teaching candidates how to campaign. The amount of time that the LP dedicates to re-producing campaign support material may not be worth the time and money. Instead, candidate support should be focused on the details of specific races. While messaging strategy, data strategy, and scheduling are all unique and vital aspects of campaigns, most other campaign activity is formulaic; inserting variables to established methods.

What's next?

The work that was put in to the targeted race plan was successful in many respects, but mostly in refining a brand-new process and identifying where the most productive focuses were. I am proposing a new project to act as the follow up to 2018 called the "WY Liberty Project". The project would narrow the focus of what was accomplished in 2018, minimize wasted effort, decrease the area to more manageable distances, and use the longer time frame to build the machine necessary to precipitate wins.

The details of "WY Liberty" are sensitive and strategic, they have been produced in a plan that I would be willing to discuss with individual LNC members off the record, but producing specifics would result in a strategic weakness that would irreparably harm the project.

Generally, there are 10 districts that have already been selected based on demographic information available and tailored to the success of the 2018 project. Some of these districts already have potential candidates, but the bulk of the early preparation would be *real* candidate recruitment that would include research, training, and cultivation. Aside from candidate cultivation in 2019, the focus would also be on intensive data culling, a strong voter ID push, message testing and message control, and developing third party support systems that would build foundations for future candidates and party building plans.

Stopping investments in existing candidate support would be a mistake. This was the first time that this effort was truly tested on a professional scale. Unlike many other endeavors in the liberty movement, there are measurable improvements that have produced better results with a smaller investment. I view the results as a success and have a strong and complete grasp of what needs to be ended and what needs to be improved. To stop the progress in 2019 would make restarting the program in 2020, a presidential election year, nearly impossible. Without a full press in 2019, recruiting candidates, crafting narratives, cultivating a base, support for local elections will fall on the presidential campaign, which has historically not produced favorable results.

LIBERTARIAN

December 2018
Submitted By: Bob Johnston, Candidate Support Manager

Contact monthly pledge exceptions; calls and emails

Contact recently lapsed members; calls and emails

Collect candidate results

Run the candidate list on Lp.org

Run the elected officials list on Lp.org

Track ballot access

Help candidates with campaign finance questions, particularly FEC

Prepare articles for the blog

Answer general questions from members

December 2018 LNC Meeting Staff Report
Eric D. Dixon, Editor & Technology Developer

The things we write, publish, and release to both the media and our membership should meet rigorous editorial standards. The way in which we present our message can mean the difference between being perceived as amateur hobbyist ideologues or as seasoned professionals who are ready to hold public office, implement our valuable ideas, and lead the way to greater freedom.

This past year, we've significantly increased our output of original press releases. Each of these releases goes through a careful editorial process that includes research, writing, rewriting, editing, and fact-checking. In the coming year, I'd also like to bring a higher caliber of editorial oversight to our blog items that primarily report on candidate appearances in the press.

In 2019, we'd like to bolster our media list to include more current contacts at a broader array of publications, helping to ensure that our ideas have an even better chance of reaching widespread audiences of people with libertarian leanings who don't yet know that we're their natural political home.

This year on the website, I implemented a significantly better system for displaying and sorting candidates, as well as building robust new contact forms that will help us eliminate naked email addresses from our website and therefore, over time, decrease our spam levels and email domain reputation. There's always new work to be done in making our online presence more engaging, interactive, and compliant with modern best practices.

LIBERTARIAN
The Party of Principle™

Affiliate Development Specialist 2018 Year-end Report

By: Andy Burns, Affiliate Development Specialist

Previous 2018 Reports and Synopsis of CRM Project

- Q2 and Q3
- Q1

At the December 2017 LNC meeting, I submitted this report. We estimated a budget of $67,000 to cover the development goals laid out. After a presentation of the results of the initial pilot phase in December 2017, we obtained another $10k in funding, for hosting and development. We used the development funds to scope the Simplified CiviCRM User Dashboard (User Dashboard). This initiative is to decrease the burden on new volunteers to make phone calls, give proper direction to volunteers and allow live-time access to search their county data to grow their state and local affiliate.

In early January 2018, the State Website project and the State CRM project were merged, providing a seamless integration of websites with CRM and saving the party $100 per month.

Development of the CRM project was stalled while we waited for LNC approval of the User Dashboard. I focused on getting more states into the system.

At the 2018 NOLA meeting, the User Dashboard was authorized for $50,000 which allowed us to proceed with that improvement starting in August.

For a synopsis, states are effectively processing and tracking memberships, donations and event registrations. Their donor and supporter data (including registered Libertarians) is imported. We've appended valuable Aristotle data to these records as well.

The data model has been built out extensively covering key aspects for volunteer activity, yard signs, candidate campaigns, media, local affiliates, voter registration, fundraising analytics, volunteer interests, important issues, and relationships within the party.

We have provided directories for candidate and elected official listings for states which roll up to a master national directory. Automation of routine tasks are being created by ways of scheduled reminders and message templates to activate libertarians to volunteer or join. A simplified user guide continues to expand at helpdesk.lp.org/wiki.

2018 CRM Expenses

Total	Hosting	Discovery	Development	Administration
$27,410.50	$4,760.00	$5,054.25	$16,378.75	$217.50

We have paid $15,050 out of the $43,000 for the User Dashboard. The annual software and managed hosting cost for the Web / CRM platform is a minimum of $5,824.50. This keeps hosting active and software up-to-date. Contractor support not included.

Reviewing 2018 Goals for State CRM

User Dashboard

The purpose of this sub-project is to allow regular volunteers at the county level to interface and coordinate with other members by simplifying the use of data.

The project was delayed due to funding delays for the discovery phase ($5,000). The discovery started on April 13th and was completed on May 18th.

We signed the contract to build the Simplified CiviCRM User Dashboard on August 21, 2018. The estimated time to completion is 4 – 6 months which puts us at in the February – April 2019 time frame. We are very excited about the way this will empower local volunteers like never before.

The total cost was reduced from $50,000 to $44,000 by investing in the Contact Summary Layout Editor (CSLE) which is now leveraged for the dashboard.

Once the dashboard is built, we will work with states to get armies of volunteers making calls to raise state / national membership and build local affiliates.

Adding More States

We had 5 states at the end of 2017. We now have 19 states. This is where a lot of my time is spent on-boarding states and prepping their data for import.

There are several states expressing interest at this time. I've put very little focus on selling the system as our HR time does not allow for it. So with that said, the amount of interest is quite encouraging.

Here is a list of states that expressed more than a cursory interest in joining:

- Arizona
- Indiana
- Florida
- Maryland
- Massachusetts
- Nebraska
- New Hampshire
- New Jersey
- North Carolina
- Ohio
- Pennsylvania
- Wisconsin (is migrating)

Raiser's Edge (RE) Automated Loads

This was a planned upgrade, but has not happened due to budget and resource constraints. We continue to import manually from a multisite data dump file for those states on the system quarterly. The User Dashboard development will allow this import to be done in a moderately more efficient fashion. However, this will need to be addressed in the future as it created additional busy-work to import through the default importer.

Mailing Program Optimized

This was planned, but has not yet happened. Our consultants did some initial investigation into this multisite issue in January and did not find a solution that was within budget. States are able to email out of the system, but it takes a small action from National to select the proper recipients (a permissions issue).

A few states are about to use the CiviMail system, while others continue to manually sync to an email service like Mailchimp.

Conclusion

The goal is to leverage economies of scale, and let states spend money on more localized activities that are outreach-centric. We have 19 states on the Web / CRM platform and 15 on email. There are 122,478 individual records in the system. An area that we will emphasize now that we have proper tools for states, is growing county affiliates and fundraising in 2019. Please see the 2019 Affiliate Strategy Plan.

We are reaching a critical mass of what one person can do. We set up a ticket system to help, and we are working to setup a Project and Task management tool for staff and states. But there will be a point where this requires more resources to continue to grow.

Institutionalizing Knowledge

We have continued to build out helpdesk.lp.org to be a affiliate and candidate resource. Particularly, I've worked with Cara Schulz, Candidate Recruitment Specialist, to allow for candidate resources in the wiki. This uploading of material is in progress. This wiki started as a user and IT Director resource for those using the State CRM. We also imported all content from lpaction.org, as this provides password-protection features and a true wiki format.

Campaign Websites

Produced websites for 17 local Libertarian candidates. We started this service late in the going. These contributions stats ran through the system:

Total – $ 12,151.31 # Completed – 113 Avg – $ 107.53 Median – $ 50.00 Mode – $ 50.00

Notes

All events were attended at contractor's own expense.

- Attended NTEN's (Nonprofit Technology Network) Conference in New Orleans in April 2018. This also included CiviDay.
- Attended Minnesota Council of Non-profits Annual Conference in April 2018.
- Attended CiviCamp and CiviCRM Governance Summit in September.
- I continue to support lp.org and lpstore.org IT requests.

LIBERTARIAN
The Party of Principle™

2019 Affiliate Development Strategy and Goals

By: Andy Burns, Affiliate Development Specialist

2019 National Affiliate Support Goals (states using services)

A large portion of the resources in 2018 were spent on the back-end of the Web/CRM system and getting states on-boarded. 2019 will be focused on leveraging that data.

We are sending out a survey to states in December that will gather baseline metrics (to append a specific measurable metric to the goals below) on the first 2 points that follow:

1. Increase number of active county affiliates

We must focus on the volunteer experience and give proper tools and infrastructure to sustain and deepen volunteer action.

User dashboard. Our CRM dashboard will contribute to the empowerment of volunteers by always knowing who is their constituency.

Improve volunteer signup and engagement process. We seek to create a streamlined 'how to start and sustain a county affiliate' online guide. These materials exist but we need more 'community' between county chairs to foster growth and competition. Additionally, filtering volunteering signups to the appropriate level and point person (county chair) will help build stronger volunteer relationships.

2. Help increase states total funds raised

Increase Strategic Support. Moving into 2019, we will turn to how to leverage the CRM to raise money using institutional knowledge of 'what works' from various state affiliates, documented in our wiki.

Targeted states as 'proof-of-concept'. We plan to target 5 states on national's IT that are in a good position to take advantage of national's consulting time to demonstrate clear growth in county affiliates and fundraising totals year over year.

We will select these 5 states in January 2019.

3. Increase efficiency between national and state IT systems

All non-donation data run through CiviCRM. Our recommendation to the LNC is that all *non-donation* data forms be run through CiviCRM (my.lp.org). Today we do this for 'Run For Office' inquiries already, and would like to expand this to the 'Volunteer', 'Info Request', and 'Sign Up' forms. This will make the 'ground level' data available to states immediately. It is a net benefit, as currently data is needing to be exported / imported from a siloed form database to Raiser's Edge *and* CiviCRM. By moving forward with this process improvement, it eliminates one step and increases data immediacy. National's process remains the same.

Raiser's Edge (RE) specializes as a Donor Database. We propose that Raiser's Edge becomes purely focused as a donor database, while other constituents that are not donors reside within CiviCRM (registered L's, independents, etc). RE is meant to be used this way; using it to house non-donors becomes cost-prohibitive as the LNC took measures to reduce constituent counts in 2017.

In CiviCRM, we do not have this limitation and a data model has been built out to accommodate this. Additionally, we can leverage our Simplified CiviCRM User Dashboard and 'Call Next' Widget for phone banking to cultivate state and national members as we empower states and counties to grow the relationship with these prospective members and volunteers. This is both cost-effective to other forms of donor cultivation and uses our volunteers time in a wise-fashion.

National can use then use State CRM for donor cultivation once a Service Level Agreement (SLA) is codified in the Policy Manual.

4. Set clear lines of delineation on use of data and IT Infrastructure; privacy policy

State Party Best Practices. States don't know what they don't know. We want to help states understand how to manage and protect their data.

National Party Data Sharing. A huge part of this project is ending the "us versus them" between National and State Affiliates. We need to have a clear understanding of how data is shared between the organizations, codified in the Policy Manual.

Initiatives to Achieve These Goals

1. **Expand IT services adoption**

a. From 12 to 20 states on email system by Dec 31, 2019

b. From 19 to 25 states on Web / CRM by Dec 31, 2019

2. **Continue to expand CRM capabilities to fulfill state needs**

   a. Finish Simplified CiviCRM Dashboard

   b. Improve Wiki documentation and implement CiviTutorial

   c. Use SMS in CiviCRM for targeted states

   d. Re-examine making CiviMail multisite complete (additional funding needed)

3. **Share best-practices with other state affiliates**

   a. Share institutional knowledge to enable success

4. **State CRM training / Pay-It-Forward campaign**

   a. Superuser states train onboarding state (mentor relationship)

   b. Foster communication between states using the system to help them help each other. (Reduce burden on staff)

5. **Implement project management software**

   a. Use Open Project and OS Ticket which is already in place

   b. Improve collaboration throughout the party

Asks for LNC

Affiliate Support budget request: $90,000

This budget is the most conservative given current LNC financials.

Web / CRM Cost

a. $35,000 for CRM total

   i. Hosting $5,160

   ii. Wordpress plugin and theme updates: $665

   iii. Re-authorize remaining expense of CRM User Dashboard $26,000

iv. Miscellaneous extra support: $2,000

Unless additional resources are added, we may need to impose a maximum of 5 new states brought into the CRM in 2019. Current funding dictates a balance between adding more states or giving more direct support to existing states.

Asks for IT Committee

1. Privacy and usage policy proposal for Policy Manual by January 31, 2019
2. SLA for email and Web / CRM by end of January 31, 2019

STAFF REPORT FOR LIBERTARIAN NATIONAL COMMITTEE – DECEMBER 2018

ELIZABETH C. BRIERLY
MEDIA COORDINATOR AND ASSISTANT EDITOR

I. INTRODUCTIONS

I have been a member and volunteer of the Libertarian Party (LP) since 1994, later becoming a lifetime member. I opted to dive in to our movement fully and depart my high-tech career in 2001, since which time I have been a professional for Libertarian and libertarian clients, organizations, campaigns, authors, and causes, in the fields of editing, communications, graphic layout design, web design, and public relations (PR).

This is all my way of saying that I won't expound here on the LNC's mission or how important the work of this staff and our extended affiliate network are to me. It's impossible to quantify. "Liberty in our lifetime" — let's do it.

Herein, I present a selection of my duties and 2018 activities, followed by one or more recommendations I'm making for eight areas of our work, with also a modicum of background on each.

II. DUTIES AND 2018 ACTIVITIES

A. Collaborate with Press Secretary Richard Fields to maximize our earned media.
B. Respond to media inquiries
C. Guide and shape our branding/messaging as needed; work with APRC members to find and address the true objection over a disapproved communiqué
D. Created a draft on-line press kit containing an overview of the LP, bios and downloadable images of our most prominent spokespeople; task ongoing.
E. Maintain media contacts list (currently housed at vendor, iContact)
F. Schedule, coordinate, and seek media interviews (TV, radio, print, and e-mailed "interviews") of LNC, executive director, press secretary
G. Solicit candidates & other experts/spokespeople as needed
H. Follow up on interviews
I. Monitor and track media coverage for inclusion in blog, other publications
J. Fundraising letter: Working with Cara Schulz and Apollo Pazell to select and "interview" a handful of compelling Nov. 2018 candidates to be "authors" in a series of fundraising letters. The theme will be the benefit to their campaign of the LPHQ support they had, appealing to recipients to contribute toward *more* such campaign support, for their (and others') *next* campaign(s).
K. Money-bomb outreach to Libertarian podcasters, about a dozen of whom we recently featured in *Liberty Pledge*. Credit for the idea to ask them to tell their listeners about the money bomb fundraiser goes to Denise Luckey; I am taking the lead in writing and planning the outreach.
L. Assistant editor, content developer, and writer for *Liberty Pledge* monthly newsletter
M. Suggest topics & research source material for press releases, blog, and *LP News*
N. Write, edit blog submissions and post content to *LP.org*
O. Fact-check publications; find and edit images
P. Support for other staff on special projects, *e.g.*, annual report, convention, election

THE SACRAMENTO VALLEY MIRROR

Feb. 1, 2018

Libertarian Party response to 2018 State of the Union

by Nicholas Sarwark

On Tuesday night, the president gave a speech on the state of the Union to Congress. It was a mixture of the good, the bad, and the ugly. Sadly, more of the latter, too.

Let's start with the good stuff. The president called for Congress to pass right-to-try legislation. That would be legislation that would let terminally ill people get experimental medications that would potentially save their lives, and get government out of the way. That's good.

He called for reducing regulations, and actually pointed out that this administration has reduced regulations more than any other administration in history. That's also good, because every government regulation that goes away is another rule about how you live your life or run your business or raise your family that's no longer standing between you and your pursuit of happiness.

He talked about the booming economy, which is really good, although not really the government's fault. That's the fault of people like you, working hard to feed your families and build a better life for yourselves. But we'll give him credit for that, because there's not really that much else.

There were tax cuts, and a lot of Americans are going to spend less on their tax bill. The Libertarian Party supports that. That shifts us into the bad a little bit, though, because with those tax cuts there were no government spending cuts. And everyone knows the simple math that if you don't bring in as much money, but you keep spending as much money, you're going to add to the national debt.

Even worse, the president called for a $1.5 trillion infrastructure bill — $1.5 trillion. There's not going to be any more money to spend on that, and the government only gets money by taxing, so what that really means — to break it down into terms that are meaningful to you or me — is $4,658 for every man, woman, and child in this country. Since that money's not going to be paid for now, that means that you and I won't pay for it. It'll be our children and our grandchildren crippled with a national debt that's completely untenable, that will crush their dreams. So, that's probably not so good.

Another bad thing: The president talked about trying to fix the VA — fix the system that deals with our injured vets — and that's a noble goal. But the best thing that we could do as a country for our injured vets is to stop making so many of them. It's time to end our overseas wars, and stop bringing home our sons and daughters broken and injured.

The president called to expand the military. That's terrible. Now we're getting into the ugly, because every dollar that would be spent to expand the military takes food off of your table to send our sons and daughters overseas to fight and die in other countries' civil wars, rather than raise their children and build a life here at home.

The president called to keep Guantanamo Bay open, to continue to have unlawful enemy combatants that are not treated to the same legal standards that we treat everybody under the American system of justice. That's ugly. America is built on American values. America won two world wars without losing sight of our values. We gave trials to literal Nazis. If we can do that, we can win the war on terror without losing the values that we're fighting for in the first place. It's time to close Guantanamo. It's time to deal with things like Americans.

The president talked about the opioid crisis. The opioid crisis in this country really has been made worse by the war on drugs. When the government prohibits drugs, it makes people into criminals — not just

addicts. When it gets in-between doctors and patients, what we've found is that by stopping doctors from prescribing legal medications the patients turn to illegal medications like heroin and fentanyl. They become addicted, and then they're afraid to get help because they're afraid that they'll be in the criminal justice system; they'll be locked up; they'll be unable to find a job.

We heard a story of an addicted mother who gave her daughter Hope up for adoption so that she would have a chance to live a life that was safe, in spite of her mother's choices. There are millions of Americans right now, millions of people in this country who've grown up here, who were brought here by their parents — not through their choice, but their parents' choice. They've gone to school here; they've worked here; they're part of the fabric of America. And those millions of people should not be held hostage to an immigration scheme that would build a wall, cripple our economy, and break up families. It's time for Congress to act to protect these millions of Dreamers who are just looking for their own home. Without any preconditions. Without giving in to immigration schemes that are bad for our country.

The Libertarian Party has a vision for America where government barriers are taken down. Where every American has the right and the freedom to pursue happiness however they choose, to raise their family, to run their business, to live the American dream without government telling them what to do. If you share that vision, join us at *LP.org*.

We'll be running over 2,000 candidates nationwide who share this vision for a better America. People like you and me standing up to create a freer America, where government is less involved in our life and the state of our union is even stronger.

Thank you for watching. Good night, and good luck.

Nicholas Sarwark is chairman of the Libertarian Party.

###

THE SACRAMENTO VALLEY MIRROR

Jan. 29, 2018

Do gun-free zones actually encourage more mass shootings?

by Elizabeth C. Brierly

Early on the morning of Jan. 23, a 15-year-old allegedly opened fire with a pistol and killed two other students at Marshall County High School in Benton, Ky. He reportedly wounded 14 others by gunshot, and five more suffered injuries during their efforts to escape. The shooter was captured by sheriff's deputies after he ran out of ammunition.

"As we consider the unspeakable, avoidable violence today in Kentucky, it's hard to understand what could compel such an evil action," said Libertarian National Committee Vice-Chair Arvin Vohra. "Our thoughts and prayers are with the families of those killed or wounded; our hearts break as we imagine what they are going through. In this time of sorrow, we must ask our representatives: How long will we let this continue? How many more times will well-advertised 'gun-free' school zones predictably allow for these horrors? Don't the young people in America deserve better than to be sent to a disarmed killing field every day, hoping that no one takes advantage of it today? Don't they deserve not just to feel safe, but actually to be safe? Let's make this the last tragedy of its kind, by ending gun-free school zone laws now."

Statistics on whether more mass killings take place in gun-free zones or elsewhere vary, usually depending on the ideological agenda of the compiler of the statistics. What is known is that killers motivated by a desire for infamy, or with terrorist intent, frequently choose to inflict their mayhem in locations where few people, if any, are armed. Common sense indicates that it's easier and faster to shoot fleeing victims in the back than to shoot an armed adversary in a defensive position. The 2017 Sutherland Springs church shooting ended when the shooter was confronted by an armed defender — not before that confrontation.

There are many other cases in which responsible gun owners have prevented mass shootings from occurring or escalating. A 1997 high school shooting in Pearl, Miss., was halted by the school's vice principal after he retrieved the Colt .45 he kept in his truck. A 1998 middle school shooting ended when a man living next door heard gunfire and apprehended the shooter with his shotgun. A 2002 terrorist attack at an Israeli school was quickly stopped by an armed teacher and a school guard. A 2002 law school shooting in Grundy, Va., came to an abrupt conclusion when students carrying firearms confronted the shooter. A 2007 mall shooting in Salt Lake City, Utah, ended when an armed off-duty police officer intervened. A 2009 workplace shooting in Houston, Texas, was halted by two coworkers who carried concealed handguns. A 2012 church shooting in Aurora, Colo., was stopped by a member of the congregation carrying a gun. A 2012 mall shooting in Portland, Ore., ended when the gunman took his own life minutes after being confronted by a shopper carrying a concealed weapon.

The economist David D. Friedman pointed out in his book *Hidden Order: The Economics of Everyday Life* that violent criminals tend to avoid situations in which they suspect their victims may be able to fight back.

"Suppose one little old lady in ten carries a gun," Friedman wrote. "Suppose that one in ten of those, if attacked by a mugger, will succeed in killing the mugger instead of being killed by him … The number of muggers declines drastically, not because they have all been killed but because they have, rationally, sought safer professions."

David Kopel, a self-identified life-long Democrat who is research director at the Independence Institute in Colorado and associate policy analyst at the Cato Institute, has written prolifically on gun control. "Simply put, if not for gun control, Hitler would not have been able to murder 21 million people," Kopel wrote in *National Review*.

The work of R. J. Rummel, a political science professor at the University of Hawaii, documents 169,202,000 people who were killed during the 20th century by governments practicing democide — defined as politically motivated genocide, mass murder, or other purposeful killing. According to Rummel's scholarly research, the Soviet Union killed 61,911,000. Maoist China killed 35,236,000. The Nazis killed 20,946,000. Other smaller totalitarian dictatorships killed the rest. These numbers do not include casualties of war. All these countries were turned into gun-free-zones before the killing began.

Countries like Switzerland and the United States, which have both historically had a well-armed populace, did not suffer this kind of fate. The same principle applies in smaller settings. Those who wish to harm others tend to be deterred when people have the capability of fighting back. That is why gun-free-zones and, indeed, all forms of gun control should be opposed.

###

The Ledger

March 2018

Defensive gun use saves lives

by Nicholas Sarwark

Gun violence is both tragic and memorable. Everybody can relate to the loss of life in the recent Parkland, Fla., mass shooting. Families and the community were shattered when a former student shot innocent high school students and staff at will until he ran out of ammunition, killing 17 and wounding 17 more. In that case, the shooter faced no armed opposition.

In some cases, though, people are able to defend themselves and those around them. Stories of defensive gun use don't generate as much attention because the loss of life was halted, and somebody with a gun was able to make a violent incident much less tragic than it might otherwise have been.

A more recent case provides a stark illustration. On March 20, a student at Great Mills High School, Md., shot and injured two other students. Within minutes, an armed School Resource Officer killed the shooter before he could do more damage. We can't know how many lives that shooter would have taken, because he didn't have the chance to try.

Guns carried in public play an important role in protecting people at their most vulnerable, because the defender is on the scene in real time. Police are almost always too late.

- A 1997 high school shooting in Pearl, Miss., was halted by the school's vice principal after he retrieved the Colt .45 he kept in his truck.
- A 1998 middle school shooting in Edinboro, Penn., ended when a man living next door heard gunfire and apprehended the shooter with his shotgun.
- A 2002 law school shooting in Grundy, Va., came to an abrupt conclusion when students carrying firearms confronted the shooter.
- A 2007 mall shooting in Salt Lake City ended when an armed off-duty police officer intervened.
- A 2007 shooter with more than 1,000 rounds of ammunition killed four people at New Life Church in Colorado Springs before he was shot by an armed volunteer security guard.
- In 2008, a man shot four people at a crowded bar in Winnemucca, Nev., killing two, when a patron with a concealed carry permit shot and killed the attacker.
- A 2009 workplace shooting in Houston was halted by two coworkers who carried concealed handguns.
- A 2012 church shooting in Aurora, Colo., was stopped by a member of the congregation carrying a gun.
- In 2012, a man armed with a shotgun kicked in a door at a church near Spartanburg, S.C., when a parishioner with a concealed carry permit pointed his own weapon at the attacker while others disarmed him.
- In 2012, a man shot two people at a bar in Plymouth, Penn., killing one of them, until a patron drew his own weapon and shot the assailant multiple times.
- At a 2012 mall shooting near Portland, Ore., the gunman took his own life minutes after being confronted by a shopper carrying a concealed weapon.

- A 2013 middle school shooting in Sparks, Nev., ended when a school resource officer shot and wounded the 14-year-old student shooter.
- In 2014, a psychiatric patient at a hospital near Philadelphia took out a gun and killed a case worker, then shot and wounded a psychiatrist before the doctor took out his own gun and returned fire.
- In 2015, a gunman opened fire on a crowd of people in Chicago's Logan Square until an Uber driver with a concealed carry permit shot and wounded him.
- In 2015, a man started shooting both customers and employees of a Philadelphia barbershop until a man outside the store heard gunfire, entered, and shot the assailant.
- In 2017, a man fired several rounds into a crowd outside a nightclub in Lyman, S.C., striking three people. He almost shot a fourth person, who turned out to have a concealed carry permit and returned fire, stopping the assault.

Firearms are crucial for defending against individual criminals, but the most widespread cases of murder are committed by governments, not individuals. In the 20th century, 169 million people worldwide were killed by democide — murder carried out by governments — according to University of Hawaii researcher Rudolph Rummel. Another 64 million were killed in warfare between countries, according to Matthew White in the online *Historical Atlas of the Twentieth Century*. By contrast, White ventures a rough estimate that worldwide civilian homicides in the 20th century totaled only 8.5 million.

If preventing death by firearms is the goal, the problem is not civilians with guns. It's criminals with guns. And governments with guns.

Nicholas Sarwark is chair of the Libertarian National Committee.

###

THE NEWS-ITEM

October 28, 2018

Politicians stoke voter fears every Halloween season

by Richard Fields

Every October before an election, both Democrats and Republicans ramp up fear-based campaigns. The Halloween season isn't only for telling supernatural stories and conjuring macabre imagery, it's also for frightening voters as a strategy for getting out the vote. The phenomenon even has a name, the "October surprise."

This election year, Republicans are trying to panic voters with massive publicity about the caravan of Hondurans, Guatemalans, and Mexicans migrants "invading" the United States. There is a racist, xenophobic component to stoking fear about immigrants from countries to the south, although this is usually hinted at with silent "dog whistles" rather than being stated outright. More often, Republicans try to scare voters about immigrant competition for jobs and for welfare funding.

Democrats have their own October surprise campaign this year, claiming that Republicans want to end people's access to health care. Never mind the extensive evidence of how government involvement in health care raises prices and restricts access, Democrats claim that if we don't ensure government's role as third-party payer for medical costs, people will die in the streets.

Libertarians take a different approach: an appeal to common sense.

Libertarians understand that every immigrant arriving in the United States to work is also a consumer. When immigrants take American jobs, the economy expands and new jobs are created. Some of our more talented immigrants — countless entrepreneurial minds, like Russian immigrant Sergey Brin, who cofounded Google — have created whole new industries with hundreds of thousands of new jobs.

From Siberians who crossed the Bering Strait and settled North America, to Europeans who braved the North Atlantic Ocean, from Chinese who came to work in the California gold mines and helped build the transcontinental railroad, to Central and South Americans who helped enable the bounty of American agriculture, every wave of immigrants has helped build our prosperity. Without them, we would not be America.

Today, the United States has record low unemployment. We have a growing population of senior citizens, and a static or declining number of working-age people, pushing both public and private pension plans toward bankruptcy as more people collect than pay. Pensions can be shored up with higher contributions, lower benefits, or abnormally high investment returns, but an easier way to sustain customary retirement funding is to increase the number of contributing workers. The United States has a static birth rate, so the only way to bolster the working class is to allow more people from other countries to join our work force.

My colleague Nicholas Sarwark, chair of the Libertarian National Committee, gave me a common-sense suggestion.

"Instead of building a wall and threatening the caravan of immigrants with military action, we should be encouraging immigration for anyone willing to work and contribute to the economy," And he said that as a 2018 candidate for mayor of Phoenix — a city no more than a three-hour drive from the Mexican border.

The Cato Institute, a libertarian policy think tank, has published definitive research showing that immigrants commit crime at a lower rate than that of native-born Americans, are less likely to consume

welfare benefits, and generally consume a lower value of welfare benefits when they do use such services. Immigrants, almost across the board, are a net value to the United States.

Libertarians contend that Democratic fears about scaling back government's role in health care are equally absurd. We don't require car insurance policies to cover gasoline purchases or oil changes. There is no reason to require that health insurance must cover flu shots or any number of other needless mandates. Loading insurance policies with so many requirements merely inflates the salaries of paper shufflers, rather than truly enabling better access to health-care services. Inexpensive private insurance for catastrophically expensive medical conditions and a free market for routine medical care would drastically reduce most health care costs, while providing dramatically better outcomes.

Libertarians would also rescind regulations that reduce the allowed numbers of health-care workers and facilities. Certificate of need (CON) laws have swept into 35 states, effectively granting power to existing hospitals to veto the construction of new, competing hospitals or clinics. A new medical school must, by law, be accredited by the American Medical Association, in conjunction with the Liaison Committee on Medical Education. It's not surprising that very few new medical schools are granted that accreditation, because that would increase the supply of doctors and drive down their salaries.

The pharmaceutical industry works hand-in-glove with the Food and Drug Administration (FDA) to make the approval of new medicines an extremely slow and costly procedure, reducing competition in drug supply at the expense of patients. There is no reason to let a bureaucracy like the FDA stand in the way of patient access to new forms of medicine. At most, patients need accurate information about new drugs, the type of advisory role performed by the private firm Underwriters Laboratories, which provides certification for a broad range of electronics and other products. Safety and efficacy can be assured without the restrictive, prohibitionist, and anti-competitive elements of our current regulatory scheme.

Republicans and Democrats, the lumbering zombies of American politics, will continue trying to scare voters each Halloween season by demonizing each other and offering big-government programs and restrictions as their only solutions.

Fortunately, there is another way. About 800 Libertarians are running for local, state, and federal office this year — an increase of nearly 40 percent over 2016. The Libertarian Party won't try to scare voters with political ghosts and goblins. Instead, our elected officials and candidates offer real solutions to increase individual freedom and prosperity.

Richard Fields is press secretary for the Libertarian National Committee.

###

This article is published at the website of the *News-Item*, based in Harrisburg, Penn.: *NewsItem.com/opinion/editorials/ politicians-stoke-voter-fears-at-halloween/article_ e4bf70b0-07ee-514d-9e1c-b7e15fcec28d.html*.

INDEPENDENT PRESS

June 7, 2018

Supreme Court decided very little in gay wedding cake case

by Wes Benedict

Should religious bakers be forced to bake cakes for gay weddings? The U.S. Supreme Court has finally ruled on a case that had been winding through the judicial system since 2012. Justice Anthony Kennedy wrote the majority opinion in *Masterpiece Cakeshop v. Colorado*, representing a 7–2 decision that rules in favor of the cake shop's owner, who declined to provide service based on his religious views, because the state of Colorado did not give him a fair hearing.

This case was so narrowly decided, though, that it fails to set precedent for the larger issue of whether a business owner with sincere religious beliefs can refuse service to customers in a protected class, if serving them would conflict with those religious beliefs.

The case started when a gay couple, Charlie Craig and David Mullins, asked Masterpiece Cakeshop owner Jack Phillips, a sincere Christian, to bake them a wedding cake. Phillips declined, citing his religious beliefs that oppose gay marriage. Instead, he offered to sell them a generic cake. Craig and Mullins brought legal action, and the Colorado Civil Rights Commission decided in the couple's favor.

Libertarian Party chair Nicholas Sarwark, a former public defender who has argued before the Colorado Supreme Court, points out that in overruling the Colorado Civil Rights Commission, the court could have ruled on free-speech grounds that compelling Phillips to decorate a cake with gay themes violated his right to free speech. It didn't do that, though.

"The court could have ruled on freedom-of-association grounds that Phillips had a right to not do business with people whose lifestyle he disapproved of. The court didn't do that either. Or it could have ruled that forcing Phillips to bake and decorate a gay-wedding cake violated his freedom of religion. The court didn't even do that. Instead," Sarwark explains, "it ruled that the Colorado Civil Rights Commission's hostility to religion was improper and that it tainted proceedings meant to be impartial. All the substantive issues will have to wait for another case on another day."

Libertarians have a long history of supporting individual rights of all types. The Libertarian Party's first presidential candidate, John Hospers, was openly gay when living that way was against the law in much of the country. His vice-presidential running mate, Tonie Nathan, was the first woman ever to receive an electoral college vote — all the way back in 1972.

Most anti-discrimination laws came about because of public revulsion toward past pro-discrimination laws. Jim Crow laws mandated racial discrimination. People came to understand that government-mandated discrimination was evil, and they enacted civil rights laws in response. Better still, though, would be to strike all discriminatory laws from the books, and allow people to associate with others as they wish.

Marriage used to be a private institution, a religious ceremony or a contract between families. When marriage licenses began to be established by governments in the United States, most of them were

enacted in order to criminalize miscegenation, marriage between people of different races — a clear violation of their rights.

Marriage is essentially a contract between the people involved which should not require government's blessing in the form of a license. Government should have no interest in who marries whom, or in the lawful terms of a marriage contract. Government interest should be limited to enforcing the terms of the contract, at most. Similarly, government should not get involved in deciding who will bake cakes for whom. In a free marketplace, there will be plenty of bakers willing to bake cakes for all customers."

Libertarians believe that most adults can manage to take care of themselves. Government officials should get out of their way and let them. That's what Libertarians elected to office will do. In 2018, we will field a record number of candidates for local, state, and federal office. Our candidates' primary goal is to let people run their own lives.

Wes Benedict is executive director of the national Libertarian Party. (Learn more at www.LP.org.)

###

This article was published in the print edition of the *Independent Press*, based in Forsyth, Mont.

Q. Develop and lay out web pages as needed, *e.g.*, "Dates of Interest," primary live blogger of election results, updates, highlights from election, election results charts for each level of public office.

R. I.T. troubleshooting (*e.g.*, iContact mailings, Wordpress website, LP.org e-mail)

S. Backup curator/editor for biweekly member e-mailings

III. ELECTION CYCLES

Background. The year 2019 will be the time to line up our puzzle pieces for deployment/integration into a banner presidential election cycle for the LP in 2020. As a scuba instructor had advised my dive buddy, obviously we kick hard when the surge is against us. But remember to we must kick like crazy *even* when the surge is *with* us, so we'll be ahead of the game when it inevitably turns against us, again.

Challenge: 2018 having been an exceptional year of progress (read: expenditures!) for us, with ballot access and numbers of candidates, our cash flow is weak. So if we're going to kick hard during the lull, we need to work smart on the cost side, and creatively on the revenue side, as we invest and lay groundwork for our 2020 blitz.

Public Relations: PR is fuel for a nonprofit's fundraising life. Our perceived credibility, our action and achievements, our role in moving the public-policy needle in a Libertarian direction, and the benefits thereof — the more tangible, the better — are vital to our "selling" members and donors on supporting our work. They are far less jazzed about paying just to keep the lights on at HQ, than about our deploying their generosity to effectively spreading Libertarian solutions and benefits to enlighten uninitiated voters, and to influence those in power who could implement our solutions.

There exist three general types of media exposure: paid, owned, and earned.

Because *paid* media is currently our last resort, we must work smarter by capitalizing on our *owned* media — our own web site, blog, social media entities, print publications, etc. — propagating and promoting our and our affiliates achievements via those tools and resources — to the right media people, at the right time, in an engaging way, in the way they want to hear it — in order to reap *earned* media — attention from *external* reporters, editors, show hosts, producers, bloggers, podcasters, and the like.

In his staff report, Richard Fields emphasized the importance of storytelling as a device to capture people's attention. He also wrote, "Libertarians are the adults in the room who believe that simpler is better. Believing that most people are completely capable of taking care of themselves. …" Manifesting and reinforcing that perception, that credibility, is vital in our quest for ever higher levels of earned media.

Good news: This fall, a newspaper editor who published one of our press releases as an op-ed, remarked, "I would like to…promote your simple but vital cause of commonsense." That is the reaction we strive for!

More good news: We have several friendly columnists in our corner, who treat us fairly.

To maximize our reach, we must build up that pool of advocates. We want more columnists friendly to, and mentioning, our news and accomplishments — not just good ol' Matt Welch at *Reason*, but those employed by the likes of the *Washington Times*, where "Inside the Beltway" columnist Jennifer Harper went so far as to mention our cool new tee shirt and our convention theme this year (*e.g.*, "New Libertarian motto: 'Don't tread on me'" April 9, 2018, at *WashingtonTimes. com/ news/ 2018/ apr/ 9/inside-the-beltway-new-libertarian-motto-dont-trea/*).

One way we expand our base of friendly media is through distribution of our (sensible, well-written, well-edited!) press releases to our existing media list. This can result in the media's:

- Quoting or citing our press releases' content in their own feature articles or columns;
- Utilizing our press releases by publishing them as op-eds. This sometimes happens without our knowledge; in 2018 this happened at least five times (see PDFs):
  - The Sacramento *Valley Mirror*: "Do gun-free zones actually encourage more mass shootings?" by Elizabeth C. Brierly; Jan. 29, 2018
  - The Sacramento *Valley Mirror*: "Libertarian Party response to 2018 State of the Union," by Nicholas Sarwark; Feb. 1, 2018
  - The *Ledger* (Fla.): "Defensive gun use saves lives," by Nicholas Sarwark; March 2018
  - *Independent Press* (Mont.): "Supreme Court decided very little in gay wedding cake case," by Wes Benedict; June 7, 2018
  - The *News-Item* (Pa.): "Politicians stoke voter fears every Halloween season," by Richard Fields; Oct. 28, 2018

IV. TARGETED MEDIA PITCHES

Background: Getting our mass-mailed press releases published and cited is all well and good, but we would like to conduct targeted placement of *more* op-eds, more proactively.

Year 2019 is an opportune period in which to do so, to dive in and lay the foundation for the biggest media excitement yet in a presidential election year. (In 2016 in Orlando, we had a record-breaking number of press-pass requests, at more than 270; we absolutely could eclipse that in Austin in 2020.)

Recommendations: Take full advantage of the two communications professionals at the LNC's disposal to focus on these efforts and exploit these angles, during the (so-called!) lull.

Let's invest more of our time to monitor news, editorials, and letters to the editor (LTEs) in the cities where Lauren Daugherty (as development director) has identified key donors. Newspaper readers and talk-radio listeners comprise an older demographic who are in a comfortable position to contribute, when they see results. These contributors are moved when they see in newsprint or on TV or hear on the radio the LP being cited, our reps being quoted, interviewed, or bylined on op-eds, promoting Libertarian solutions and benefits.

Bonus: Although large-circulation publications may expect exclusivity, many smaller ones don't require an exclusive. So in some cases, we could get more bang for our buck by offering the same op-ed to smaller pubs in several mutually exclusive markets. And if our op-ed debunking "affordable housing" programs specifically in San Francisco is declined by the S.F. Chronicle, we're free to offer it to the S.F. Examiner, and so on.

V. FINDING MORE MEDIA CONTACTS

Background: If you look hard enough you can find media all over the place. Richard Fields is an avid LinkedIn user, and has been populating iContact with willing participants he has entreated there. This month at a gun-rights group meeting, I met an editor from *Epoch Times* who welcomed me to send him op-ed pitches.

There are also dedicated matchmaking services to which media and experts (that's us!) will subscribe, set up profiles, and blast out requests for an expert (in the case of a reporter, producer, etc.) or pitches (in the case of an organization like us). Richard and I have been subscribed to a free service called Help a Reporter Out (HARO), but have found it has limited application for our purposes.

Recommendation: Let's invest in PR Newswire's Profnet matchmaking service. In the past, I've had excellent results with them, especially with Expert Alerts, via which we can proactively pitch our experts to reporters, show producers, hosts, editorial page editors, who've set up detailed profiles. We would be able to home in on relevant media in our target cities, what topics they focus on, then pitch them in a more custom way than we do with our conventional mass press-release mailings. Through careful evaluation and filtering, we'll also find we can be smarter about segmenting our list, sending people only what they are most likely to appreciate, reducing our opt-out rates (a trigger for being flagged as a spammer in mass e-mail systems).

Profnet's subscription pricing quoted in 2017 was less than $1,000/year. Although it was approved for purchase at the time, Richard and I opted to save the funds and give HARO a try. I have an RFQ underway to get Profnet's current pricing.

Meantime, Profnet also offers:

- ProfNet Connect, where we'd set up *our* reps' profiles, where reporters could find us searching by keywords; and
- Speaker Service, which connects event organizers with speakers, panelists, moderators and other types of presenters. Could be useful!

VI. EARNED MEDIA STIMULATES SUPPORTERS

Challenge: An industry-standard, effective fundraising technique for nonprofits is to compile, print, and mail digests of press coverage at regular intervals and send to members and donors. Even if we could afford to mail a fancy, bound "book" of press coverage semiannually, as a Cato or Independent Institute might, that may not be the best ROI.

Recommendations:

Re-introduce select excerpts of our earned media into the content of *Liberty Pledge,* in conjunction with the positive "internal" features that we've developed this year (*e.g.*, recognizing and honoring former chairs can encourage those hesitant to step up). *Liberty Pledge* is the more cost-effective way to distribute such awareness of the reach of our public relations efforts. Being a promised monthly publication, it's a cost saving over that bulkier digest.

Continue using the blog and the "Media Buzz" column in *LP News* to convey earned media to non-pledgers. Ensure that the *Liberty Pledge*'s "exclusivity" (it says so in the masthead!) is retained by avoiding duplication with articles published in *LP News*.

Include our earned media in our biweekly, compiled, member e-mailings as often as possible. Occasionally this may mean postponing inclusion of a press release until the external publication's publishing details are known. Include in the mailing the name of the pub, date published, and byline—data not included in a conventional press release as posted to our web site. Finally, once published, add to the web posting, "This news release was published by [name of publication(s)] on [date]."

Note: We can continue to save funds by going without a professional clipping service. We are likely missing some very obscure outlets, but Google Alerts, the occasional pitches from Meltwater with samplers of search results, and input from our many affiliates are covering this well, for now.

VII. MEDIA CONTACTS DATABASE

Background: Since I joined in 2015 (at least), we've been using iContact, a catch-all, subscription-based mass e-mailing system with a contacts "database." Its feature set is somewhat limited, compared with a true relational database.

Challenge: In Feb. 2018, we lost a significant chunk of our contacts list in iContact, because of allegations by international watchdog SpamHaus that we may have been improperly obtaining and/or managing our mailing list(s). In a nutshell, we were flagged as a spammer and had to take drastic measures to restore our reputation as a legitimate sender. We are still recovering from that loss. iContact being a crucial tool in our earned-media process, we continue to reconstruct our media mailing list.

Recommendations:

Shift to use of our own, in-house relational database, one more custom and sophisticated than iContact, in which the we in the press team can track not only the contacts' names, e-mail addresses, and mailing history, but which has flexibility for logging extensive notes about our relationships with these media professionals, their preferences, needs, conversations, the reporters' beats, the radio hosts' and producers' pitch preferences, results we've achieved with them, coverage they've afforded us, and so forth.

I provided State Affiliate Development Specialist Andy Burns a number of media tracking specs during his development of the CRM system for state affiliates. I recommend we examine that system for its applicability to LP national (and/or its suitability for further customization). Alternative solution: I designed an MS Access relational database for this purpose (when I worked for the Independent Institute); with the right LPHQ, shared server access for Richard and me, that app could certainly serve the purpose.

VIII. DEVELOPING SPOKESPEOPLE / REPS / "EXPERTS"

Background: I will soon be completing the initial version of our on-line press kit (as mentioned in Duties & Activities, above). The draft currently features these spokespeople: Chair Nicholas Sarwark, Vice Chair Alex Merced, and Press Secretary Richard Fields.

Recommendation: I would request to work with LNC leaders and the HQ team, leaders among state affiliates, and candidates past or present, to find, vet, and develop more individuals who could and would represent the national LP well. I would aim for people who have mastered our *Who's Driving?* game — or better yet, could teach it! These representatives recognize when an interviewer is veering into questions irrelevant to the campaign or topic at hand; they have rehearsed so they can deftly drive the interview and resume plugging our common-sense solutions, bold pledges (see "Candidates," below), and the benefits to the readers or listeners of Libertarian solutions and of shrinking government.

The more top-drawer reps we have in our stable, the more responsive we can be to interview requests, which helps the reputation of our media team, and reminds the media to think of the LP first, when they need a comment on breaking news. So many of our spokespeople are volunteers; let's develop, diversify, and spread the workload.

IX. CANDIDATES

Background: In 2016, Political Director Carla Howell wrote a series of bold Libertarian pledges for candidates at the federal, state, and local levels, introduced like this:

> *Scores of Libertarian candidates for federal office pledge to boldly reduce the size, scope, authority, and taxation of Big Government. The pledges they've made are listed below.* (*LP.org/candidate-pledges/*)

These pledge write-ups, which include the reasoning behind each and benefits should they be implemented, are a tremendous resource to candidates, especially when they find themselves being barraged with irrelevant questions in interviews. Having made pledges relevant to their race not only sets up a candidate with solid talking points for interviews, but it means their opponents and whoever eventually wins the race have been hearing Libertarian solutions. But wait, there's more: Should the Libertarian candidate win, they can be completely confident in carrying out that policy, as they now have a clear mandate. This is a big deal.

Meantime, back to PR! If Libertarian candidates nationwide make such pledges *en masse*, that outcome, in and of itself, is newsworthy. How do I know this? Because in 2016, the pledges were featured in Reason's Hit & Run blog:

> "The Libertarian Party's Federal House and Senate Candidates Pledge to Shrink Government: Some of the policies you can get if you vote Libertarian, from localizing education to downsizing the military," by Brian Doherty; Nov. 5, 2016 (*Reason.com/blog/2016/11/05/the-libertarian-party*)

Recommendation: Have an *ad hoc* team at LPHQ (I'm willing) perform a cursory review of the existing set of pledges for any prose that's out of date (has Edward Snowden managed to be pardoned? Great! Let's rewrite that one). Rewrite as needed; populate a fresh set of web pages (retain 2016's for posterity); set it up in Survey Monkey (as in 2016) or similar; invite every candidate who declares for any 2020 race — or special election in 2019 — to fill out the survey. Process and post the results. When a goodly portion are complete, PR and *LP News* and blog teams et al can start devising ways to promote this aspect of these remarkable candidates.

X. FINAL RECOMMENDATION (FOR NOW!): COLLABORATION AND COMMUNICATION

None of my recommendations will be happening in a vacuum. I picture LNC and LPHQ as an organism with many moving, intersecting limbs: PR feeds development; media coverage feeds social media; operations feeds everyone's project prioritization; development feeds virtually everything; leadership and candidates and affiliates feed *LP News*; *LP News* feeds membership; membership and development feed LP Store; LP Store feeds operations' bank account; membership feeds virtually everything; candidate recruitment and support feed candidates, who in turn feed PR's opportunities for media coverage. (All right—whom did I leave out?!)

In the words of Ellen Degeneres: "My point, and I do have one…." We are like a start-up company, with considerable overlap in roles and the frequent need to collaborate to ensure advancement of our mission; and of course to fill in when needed in different areas. What with the team's being composed of individuals, juggling both separate and group demands, I see clear communication as the grease that will keep the wheels of our work turning smoothly.

It is a pleasure and honor to work with these energetic, talented, and dedicated allies in our shared quest for liberty in our lifetime. Thanks, all, for the opportunity, and (as a lifetime member) for your many good works.

MEMORANDUM

TO: Libertarian National Committee

FROM: Oliver Hall

DATE: December 1, 2018

SUBJECT: Special Counsel's Report

Introduction

This report summarizes my work as Special Counsel to the Libertarian National Committee since I last submitted a report on October 2, 2018. The report is a privileged attorney-client communication, but only relates facts, and not legal advice. As such, it may be appropriate for sharing with a wider audience, including members of the Libertarian Party, at your discretion.

General

As Special Counsel to the LNC, I have reviewed documents and correspondence, responded to questions, and provided legal advice and services on a variety of matters as needed or requested. In particular, I researched and resolved queries involving: registered Libertarian seeking position as county election inspector in Michigan; Wyoming law governing election recounts; exclusion of Libertarian candidate from special election in Georgia; and issues arising under federal labor law.

I also provided the following services:

- Provided legal guidance and/or representation to Libertarian candidates seeking inclusion in debates in races for U.S. Senate in Pennsylvania; U.S. Senate in Texas; U.S. House in North Carolina; U.S. House in Ohio; U.S. House in Pennsylvania; Governor in Georgia; and Governor in Iowa;
- Assisted as supporting counsel to Mark Brown in administrative proceeding before Federal Election Commission on behalf of Libertarian Party of Ohio;
- Assisted as supporting counsel to Mark Brown in administrative proceeding before Ohio Elections Commission on behalf of gubernatorial candidate;
- Provided background information and materials to support preparation of fundraising letter based on LNC efforts to include Libertarian candidates in debates;
- Reviewed filings, researched case law and advised LNC with respect to request that it join amicus brief in support of petition for certiorari in *Utah Republican Party v. Cox*;
- Reviewed 6th Circuit decision in *Libertarian National Committee v. Holiday*, No. 17-6216, and provided recommendations regarding legal options;
- Consulted with Libertarian Party of Maryland Chair regarding potential ballot access litigation and provided advice and research support to lead counsel.

Litigation

Arizona Libertarian Party v. Reagan, No. 2:16-cv-01019 (D. Ariz. April 12, 2016), No. 17-16491 (9th Cir. July 21, 2017): This case challenges Arizona's newly enacted law that drastically increased signature requirements for Libertarian Party candidates seeking access to AZLP's primary ballot. It requests declaratory and injunctive relief. The Plaintiffs sought preliminary relief in time for the 2016 election, which was denied. Thereafter, the parties conducted discovery and filed cross-motions for summary judgment. On July 10, 2017, the District Court granted summary judgment to the state. The Plaintiffs have appealed to the 9th Circuit and briefing on the appeal was completed in April 2018. Oral argument is likely to follow in spring of 2019. (I represent the Plaintiffs outside the scope of my representation of the LNC.)

Cowen v. Kemp, No. 1:17-cv-04660 (N.D. Ga. Nov. 21, 2017) – This case case challenges the Georgia law requiring that candidates for U.S. House submit nomination petitions with signatures equal in number to 5 percent of the registered voters in the last election. No candidate has ever complied with that requirement since the law was enacted in 1943. Plaintiffs are individual voters and the Libertarian Party of Georgia. The Defendant filed an Answer to the Complaint in February 2018, and the parties are currently taking discovery. Plaintiffs' counsel is Brian Sells: (404) 480-4212; bryan@bryansellslaw.com.

Level the Playing Field v. Federal Election Committee, No. 1-15-cv-01397: This case challenges the FEC's failure to act upon, and constructive denial of, an administrative complaint against the Commission on Presidential Debates. On February 1, 2017, the Court granted Plaintiffs' motion for summary judgment and denied Defendant's motion. The Court remanded the case to the FEC with instructions to reconsider the evidence and allegations and issue a new opinion within 60 days. The Court also ordered the FEC to reconsider Plaintiffs' petition for rulemaking and enter a new decision within 60 days. In March 2017, the FEC issued a new decision that upheld its prior position. The case is now back before the District Court, and the Plaintiffs have filed a supplemental complaint. The parties have filed cross-motions for summary judgment, and briefing was completed on the motions in November 2017. Plaintiffs' counsel is Alexandra Shapiro, Shapiro Arato LLP: ashapiro@shapiroarato.com; 212-257-4881.

Libertarian National Committee v. Federal Election Committee, No. 16-cv-0121: This case challenges the FEC's treatment of a bequest from Joseph Shaber, deceased, to the LNC, which imposes an annual limit on the amount of the bequest that may be distributed to the LNC. The FEC filed a motion to dismiss, which the Court denied on January 3, 2017. The parties have taken discovery. In September 2017, Plaintiff filed a motion requesting that the District Court certify certain questions of law to the D.C. Circuit for decision. In October 2017, the FEC filed a new motion to dismiss. On June 29, 2018, the District Court granted Plaintiff's motion and denied the FEC's motion. The District Court certified the questions of law to the D.C. Circuit. The FEC also filed a renewed motion to dismiss in September 2018, which Plaintiff opposed. Oral argument was held before the D.C. Circuit on November 30, 2018. Plaintiffs' counsel is

Alan Gura, Gura & Possessky: alan@gurapossessky.com; 703.835.9085.

Libertarian National Committee v. Holiday, No. 3:14-cv-00063 (E.D. Ky.), No. 17-6216 (6th Cir. Oct. 29, 2017) – This case challenges a debate requirement limiting participation to candidates with "a realistic chance of winning" the election. It also requires that the candidate have raised at least $100,000 for the campaign. On October 11, 2014, the District Court denied the plaintiff candidate injunctive relief that would permit him to participate in the debate. In September 2015, the judge ordered that there be a trial, and the state answered the Complaint. On September 29, 2017, the Court entered an order granting the Defendants' motion for summary judgment. Plaintiff appealed to the 6th Circuit, which affirmed in a decision entered on November 2, 2018. Plaintiffs' counsel is Chris Wiest: chris@cwiestlaw.com; 859-486-6850. Robert Winter is counsel of record on appeal: robertawinterjr@gmail.com.

Conclusion

I look forward to discussing this report with the LNC during its next meeting. Should you have questions or need further information prior to that time, please contact me at 617-953-0161 or oliverbhall@gmail.com.

APPENDIX I – VISTACOM INFORMATION MATERIALS

FOREWARD

Customers and employees of today expect more from businesses - more understanding, more collaboration, more flexibility. And with the right technology, customers and employees can contribute more - more loyalty, more engagement, more value.

We are living in an unprecedented time of business innovation and redefined expectations. Digital culture has transformed the way we communicate, work, and learn. Audience response technology is a positive force in 'The Era of Collaborative Value', enabling businesses to listen to customers and employees more closely, extract new knowledge, and discover new opportunities.

When speakers, attendees and event organizers are equipped to engage as collaborative actors, traditional meetings turn into interactive meeting experiences. With audience response, attendees are engaged on their own terms. Event organizers and presenters are empowered to deliver more informed, and tailored experiences to attendees.

With audience response technology, people come first. Everyone engages as active learners and collaborative thinkers. If you're reading this, then you understand that changes must be made to ensure your business reaps the benefits of the ' Era of Collaborative Value'.

I invite you to step into this future with Vistacom.

Scott Casey,
President and Founder

INTRODUCTION

The Benefits Of Audience Response Are Astronomical

Heighten audience engagement, information retention and collaboration with Vistacom's Audience Response System (ARS). Audience response gives businesses the power to turn meetings and conference events into interactive experiences.

Make your meeting one to remember with Vistacom Information Systems.

Engage attendees from anywhere in the world participating virtually or in-person. Collect audience feedback, administer interactive polls, and display survey results - all in real time.

- Bring excitement and enthusiasm into your meetings
- Engage audiences in two-way communication
- Shorten the feedback loop
- Evaluate understanding and comprehension in real-time
- Monitor and improve information retention
- Collect anonymous, unbiased data with accuracy

LET US TAKE CARE OF THE HEAVY LIFTING.

Achieve your goals faster with less stress and more flexibility

Vistacom has served as an audience response leader since 1997. For 20 years and counting, we've learned a lot along the way. Many of our key personnel have worked with Vistacom since the early days. That means you'll work with professionals who not only understand the technology behind ARS, but also knows how to establish a solid framework for executing your meeting flawlessly.

When you first engage with us, we'll ask you lots of questions about your meeting —from the topics you'll be covering and the people who'll be attending to the goals you aim to accomplish. Our staff is experienced in working with meeting planners, general management, sales trainers, marketers and HR personnel.

Vistacom isn't tied to any one technology or single keypad, so we can provide a blend of advanced hardware equipment and digital technology, and configure an audience response solution that is best suited to your needs.

With a 95% customer retention rate and 1,000+ customers served, it's safe to say we understand how to help our customers how to reach their goals.

5
AUDIENCE RESPONSE TECHNOLOGY FOR NEXT GENERATION AUDIENCES
VISTACOM
The Vistacare Promise
1
To deliver high value, cutting-edge audience response technology
2
To optimize your performance goals with best-in-class servicing
3
To create interactive experiences that engage Next Generation Audiences

ADVANCED TECHNOLOGY IS ONE PART OF THE PACKAGE

Maximize the value of audience response technology with best in class professional service and technical support every step of the way - before, during, and after each event.

ONBOARDING FOR SUCCESS

After reviewing your organization's objectives, event format and audience make up, an account executive is assigned to your project. Your team is also given access to an **Online Command Center**. From here, you can access event information and create to-do lists, upload and exchange files, manage logistics and set up auto reminders. The Online Command Center makes it easy to access data insights, make informed decisions in real-time and analyze performance results.

Receive expert guidance from a dedicated account executive with extensive experience developing high performing audience response questions, deciding between ARS solution features, timing interactive presentations, selecting the most captivating results display and more.

ON-SITE SUPPORT

Fully trained System Specialists are available on-site at events for customers who rent Vistacom's audience response keypad clickers or mobile VPOLL solution together or separately. Vistacom's System Specialists are responsible for setting up and testing equipment prior to event rehearsal.

During the event, System Specialists are able to assist with making changes to audience response questions during presentations, and coordinating the display of live results.

GUARANTEEING FUTURE SUCCESS

At the conclusion of each meeting, an audience response report is generated and distributed to event organizers. Archived meeting content and performance reports are stored in the Online Command Center for future access, anytime.

Vistacom support staff is available to answer any questions that arise after the event and to provide customized reports upon request.

7 AUDIENCE RESPONSE TECHNOLOGY FOR NEXT GENERATION AUDIENCES
VISTACOM
Make changes
ON-THE-FLY
REAL-TIME INTERACTION
Immediately determine how well your audience understands the contents of your training, meeting or conference. Analyze the impact of internal training programs. Gauge what conference attendees value most and want to hear more about. Promptly address the needs of your customers and employees with real-time data and interactive response.
Live display of polling results • Audience Q&A upvoting • Edit response questions in real time

A SINGLE SOLUTION FOR NEXT GENERATION TRAININGS, MEETINGS, EVENTS & ELECTIONS.

SERVICING BUSINESSES WORLDWIDE

Vistacom is global in reach - operating from multiple sites across the U.S and Germany. Whether your meeting is around the corner from our U.S. headquarters or in a far corner of the world, Vistacom can deliver world-class service and advanced technology.

MANY APPLICATIONS

Vistacom's audience response system can be configured into an array of applications. Facilitate employee training assessments, voting elections, interactive speaker or lecture presentations and more.

KEYPAD CLICKERS

Not all audience response keypad systems are alike. Deploy the most advanced, and reliable keypad systems in the industry. Vistacom carries large inventories of audience response keypads.

Count on our expert sales consultants to provide guidance on which keypad system best serves your meeting goals and budgetary requirements.

VPOLL

Interact with next generation audiences participating in-person and online, and harness the power of mobile technology. Vistacom's VPOLL solution revolutionizes audience response delivery. Expand the reach of interactive audience participation onto any web-enabled device - mobile, tablet and computers included.

Using a dedicated event URL (VPOLL.mobi/meetingname), attendees can join interactive audience response sessions and access live polls, surveys and assessments from virtually anywhere in the world.

vistacom
we put it all together
experience
technology
solutions
service

FEATURES	VPOLL	Plus	Mini+	Worldwide
Technology	Mobile	Keypad	Keypad	Keypad
Dimensions	-	5.25"L x 2.2"W x 1"H (133.8mm x 54.5mm x 26.5mm)	3"L x 1.5"W x 0.4"H (76mm x 38mm x 10mm)	6"L x 2.5"W x 1"H (152mm x 63mm x 25mm)
Weight (with battery)	-	3.9 oz (113 grams)	<1 oz. (25.5 grams)	4.8 oz (136 grams)
Display	-	2 Line (12 characters/line) LCD	Green/Red LED Indicator	7 Segment, 1 Character LED
Capacity	Limitless	15,500	15,500	3,750
Range	Global	650' x 650' (200m x 200m)	300' x 300' (91m x 91m)	450' x 450' (150m x150m)
Polling Rate	Approx .771 Mbps/individual	200 Keypads/sec (2.5 second total cycle-time)	200 Keypads/sec (2.5 second total cycle-time)	100 Keypads/sec (2.5 second total cycle-time)
Communication	WiFi/Cellular	Wireless, RF	Wireless, RF	Wireless, RF
Number of Answer Choices	Unlimited	20/99 (20 for multiple choice/99 for demographic or open-ended numeric text)	20/99 (20 for multiple choice/99 for demographic or open-ended numeric text)	10
Open-ended Text Response	✓			
Q&A Up-voting	✓			
Multi-digit Response	✓	✓	✓	
Multiple Answer Choices	✓	✓	✓	
Open-ended Numeric Entry	✓	✓	✓	
Comparison (Pre/Post)	✓	✓	✓	
Response Confirmation	✓	✓	✓	✓
Correct Answer	✓	✓	✓	✓
Team Competition		✓	✓	✓
Elections	✓	✓	✓	✓
Rank Order (Prioritization)	✓	✓	✓	✓
Individual Tracking	✓	✓	✓	✓
Multi-site meetings	✓	✓	✓	
Decimal Voting		✓	✓	
Weighted Votes		✓	✓	

9 AUDIENCE RESPONSE TECHNOLOGY FOR NEXT GENERATION AUDIENCES VISTACOM

vistacom
we put it all together
experience
technology
solutions
service

VPOLL MOBILE SOLUTION

GLOBAL, MULTI-SITE, POWERFUL

- Worldwide connectivity for multisite, global participation
- Interactive multiple-choice & open-ended questions
- Expanded charts and post event reporting options
- Dedicated event url — vpoll.mobi/meetingname
- Mobile, tablet and desktop devices supported
- Up-voting, Yes/No, True/False entries
- Self-paced surveys
- Open-ended audience response feed
- Ability to track individual responses
- Live polling with results broadcast
- Unlimited attendee participation
- No app download required
- No equipment shipping
- Easy set up

vistacom
we put it all together
experience
technology
solutions
service

Plus Keypad

LIGHT, COMPACT, RUGGED

- 2.4 GHz frequency hopping spread spectrum technology
- Two-line LCD display with up to 12 characters and third line for keypad status icon display
- LCD messaging display for voting confirmation
- Conceal Votes on LCD for polling of a sensitive nature
- Custom message display
- Money-saving, keypad mobility feature allows users to carry the same keypad from room to room
- Accommodate a single meeting of up to 15,500 people or 31 concurrent sessions up to 500 people each
- Conduct multi-site or remote meetings
- Time-stamping to identify winner for first correct answer
- Security/Theft Prevention feature whereby keypads beep if out of range of the base station

Enhanced data entry

- Demographic and rank-order questioning for up to 99 items
- Up to 20 answer choices for a multiple-choice question
- Numeric log-in feature for tracking individual responses
- Three soft-key buttons for voting options on LCD
- Multiple answer choice selection
- Open-ended numeric response
- Decimal voting

vistacom
we put it all together
experience
technology
solutions
service

Mini+ Keypad

LIGHT, COMPACT, PORTABLE

- 2.4 GHz frequency hopping spread spectrum technology
- Smaller than the size of a credit card for maximum portability
- Slim, rugged ABS plastic case. Dimensions: 3" L x 1.5" W x 0.4" H (76 mm x 38 mm x 10 mm). Weight: < 1 oz (25.5 grams) with battery installed
- Optional lanyard attachment available for additional ease of use
- LED light illuminates Green and Red to confirm voter registration
- Keypad has 10 numeric keys (1-9, 0) and four function keys for more advanced data entry
- Accommodate a single meeting of up to 15,500 people or 31 concurrent sessions up to 500 people each
- Conduct multi-site or remote meetings
- Time-stamping to identify winner for first correct answer

Enhanced data entry

Demographic and rank-order questioning for up to 99 items
Up to 20 answer choices for a multiple-choice question
Numeric log-in feature for tracking individual responses
Multiple answer choice selection
Open-ended numeric response
Decimal voting

13 AUDIENCE RESPONSE TECHNOLOGY FOR NEXT GENERATION AUDIENCES VISTACOM

vistacom
we put it all together
experience
technology
solutions
service

Worldwide Keypad

SLEEK, LIGHTWEIGHT, POWERFUL

- 2.4 GHz frequency hopping spectrum technology
- Seven segment LED display is easy-to-read in all lighting conditions
- Display has 10 numeric keys (1-9, 0) and three soft keys for a "Call on Me" acknowledgement feature
- Display shows the user's selection and confirms voting acknowledgement when selection extinguishes on the LED
- Up to 10 answer choices for a multiple-choice question
- Single response per question
- Ability to track individual responses
- Perfect Solution for Meetings, Trainings & Classrooms
- Demographic and rank-order questioning for up to 10 items
- Accommodate a single meeting up to 3,750 people or 15 concurrent sessions up to 250 people each

2.4 GHz frequency hopping spread spectrum technology means...

License-free/license-exempt frequency for worldwide use
Immunity to interference and an integrated Wi-Fi avoidance feature

vistacom

PREPARE FOR TAKE OFF WITH VISTACOM.

ABOUT VISTACOM

Vistacom is an advanced leader in the audience response solutions industry, operating globally since 1997 for 20 years. Vistacom's success is predicated on a commitment to best-in-class customer service. Vistacom provides superior flexibility to meet any budget parameters and handle nearly any meeting requirement, from 20 to unlimited attendees. With 20 years of experience and 95% customer retention rate, Vistacom is one of the most trusted ARS providers in the industry.

ABOUT THE VISTACOM TECHNOLOGY

With advanced keypad clickers and the VPOLL mobile solution, Vistacom's Audience Response Systems combine the most advanced hardware and software integrations in the business. Vistacom represents and is an official reseller of the Reply® Wireless Technology manufactured by Infowhyse.

CONTACT INFORMATION

Request a free demo, consultation or quick quote from our sales team today.

Toll Free 888.336.8774
Phone 484.879.2280
Fax 484.879.2203
Email info@vistacomusa.com
Website vistacomusa.com

Vistacom Information Systems, Inc. 256 Eagleview Blvd., PMB #339, Exton, PA 19341

Copyright © 2017 Vistacom Information Systems, Inc. All rights reserved. Vistacom, its logo, and the VPOLL logo are trademarks of Vistacom.

Convention Oversight Committee Report
December 2019

The Convention Oversight Committee shall make recommendations for convention sites to the LNC, but the LNC shall choose the site. On other matters concerning the Party's conventions, the committee shall act on behalf of the LNC, including:

- ***conveying requirements to convention planners.***
- ***ensuring the convention meets the Party's needs.***
- ***reviewing and approving in a timely manner major elements, such as contracts, the***
- ***convention budget and the convention program.***
- ***The committee shall periodically report its decisions and actions to the LNC. The committee may begin its work as soon as its members from the LNC are appointed.*** [39]
- ***During the 90 days following a convention, the committee shall make a final report to the LNC of actual versus expected convention performance, and the committee shall update the online convention archive with information comparable to what the archive contains for past conventions.***

FORMATION

The COC was completely re-populated on November 2nd. Committee members are carry-overs from the last iteration of the previous COC (2016-2018).

MEETINGS

The COC has held 2 meetings to date on 11/12/2018 and 11/26/2018. Primary focus has been on fundraising and volunteers. Our attendance roster is as follows:

	Adams	Bilyeu	Goldstein	Hayes	Layda	Mattson	Moellman
11/12/18	Y	Y	Y	Y	Y	Y	Y
11/26/18	N	Y	Y	Y	Y	Y	Y

FUNDRAISING

The COC has agreed to turn complaints into fundraising opportunity.

This starts with the theme contest (and the trolling critics) and call it the "Pay To Play $20 for '20" Theme Contest. The proposed structure is as follows:

- Rules published (costs, no names, no anti-L messages)
- Minimum $20 to submit a theme
- COC publishes "approved" list of submitted themes
- Themes are "bought-in" from the list -- auction/highest bids
- All donations for any particular theme carry forward and count for every round
- Playoff Bracket 1 vs 8, 2 vs 7, etc. based on amount donated week of March.
- Championship "game"

VOLUNTEERS

Want to have a local group of volunteers with specific tasks

- Concierge for convention - events around convention dates

Additionally we want to recruit volunteers from amongst the COC applicants not appointed to the COC.

WEBSITE

We want to put a new website online ASAP. Have asked Ken to focus on this.

CONVENTION APP

We want to move our events into the 21st century and have App based convention guidance in 2020.

Features (by priority): Event calendar/Beacon, Advertisement Content Delivery, and Instant Polling.

Additional features:

- Deliver ad-hoc content (Quorum Calls, etc)
- Treat delegates separate than attendees
- Communicate with custom groups

We had an online meeting with CrowdCompass held on Wednesday 11/28. The cost came in at $6500/negotiable. This comes with unlimited downloads. If we wanted a branded product we would need to create an apple developer account which takes about 2 weeks to be approved.
This particular vendor's product seems to be very well integrated with the major social media platforms, emails etc. It can also do push notifications which coupled with the unlimited downloads could help drive greater convention attendance.

We believe there exists many advertising and sponsorship opportunities within an app that should be able

to more than offset the cost. Additionally, if we want more youth engagement in the Party we need to utilize these sorts of technologies that that demographic grew up with and have come to expect.

We are still investigating and comparing other vendors with a target launch by Spring 2019 or sooner.

EMPLOYMENT POLICY AND COMPENSATION COMMITTEE REPORT

Submitted to: Libertarian National Committee, Nov. 24, 2018

Submitted by: James W. Lark, III
Region 5 Representative, Libertarian National Committee
Chair, Employment Policy and Compensation Committee

The members of the Employment Policy and Compensation Committee (EPCC) are Joe Bishop-Henchman, Jim Lark, and Bill Redpath. They were elected during the LNC meeting on Sept. 29-30. Dr. Lark was selected by the EPCC to chair the committee on Nov. 9.

1) The EPCC is working with acting executive director Lauren Daugherty to revise the Employee Manual. Once the EPCC has prepared the revision, it will be submitted to Oliver Hall (LNC special counsel) for review.

2) At the request of LNC chair Nicholas Sarwark, the EPCC will provide assistance to Mr. Sarwark in the selection of a new executive director.

LIBERTARIAN PARTY BALLOT ACCESS COMMITTEE REPORT
Libertarian National Committee meeting
Alexandria, Virginia
December 1-2, 2018

Dear Colleagues:

The following memo addresses ongoing petition drives and petitioning opportunities for the LNC in 2019 and 2020.

The Ballot Access Committee ("BAC") currently consists of Dustin Nanna, John Phillips, Richard Winger, Christopher Thrasher and me. We had a telephone conference call on Sat, Nov 17, in preparation of this report.

I may have an oral update at this LNC meeting.

We currently have presidential ballot access for 2020 in the following 34 states: AZ, CA, CO, CT, DE, DC, FL, GA, HI, ID, IN, KS, KY, LA, MA, MI, MS, MO, MT, NE, NV, NM, NY, NC, OH (we assert), OK, OR, SC, SD, TX, UT, VT (assuming town meetings occur on a timely basis), WV & WY.

AL: A party petition would require 51,416 net sigs. Ballot access reform looks difficult to accomplish; the Alabama House Speaker said ballot access reform would happen "over his dead body." 5,000 net sigs for an Independent Presidential petition in 2020 that will very likely require LNC help.

AK: The LPAK needs more voter registrations to maintain party status. Scott Kohlhaas says that 2,000-3,000 voter regs will be needed to maintain party status. I think the LNC should budget $15,000 for 2019 for this.

AR: The LPAR came close to getting 3% for Governor. Our candidate got 2.90%. The LPAR can do a 10,000 net sig petition drive, starting anytime, but there is only a 90 day window in which to do it. I think the LNC should budget $30,000 for this petition drive in 2019.

IL: No statewide candidate received 5% of the vote, so the LPIL will need to do a 25,000 net sig petition drive between late March and late June 2020. This will require LNC financial help in the high five figures.

IA: 1,500 net sigs for President in 2020. The LPIA should be able to do this themselves. We lost party status due to not getting 2% for Governor.

ME: The LPME is going to undertake litigation regarding the Maine law that puts parties on the ballot with 5,000 voter registrations, but then requires parties to have 10,000 voter registrations (including only those who vote in the last election). If that does not succeed, the LPME can do a 4,000 net sig petition drive starting Memorial Day 2020 until late July 2020. Probably will need LNC help if we have to do that petition.

MD: We lost party status in MD because the LP Governor candidate did not get 1% of the vote. 10,000 net sigs needed to gain party status again. However, the LPMD is going to sue MD over that sig requirement, because the LPMD has over 20,000 voter registrations and will argue that alone proves we have sufficient support and a 10,000 net sig petition is redundant.

MN: 2,000 net sigs starting Memorial Day 2020 (due to no substitution), with a six week window for a Presidential petition. LPMN should be able to do this themselves.

A statewide party petition would require over 100,000 net sigs. There are two pro-marijuana parties that have ballot status in MN. Richard Winger suggests asking those parties to change their name to the Libertarian Party for the LP to gain party status in MN.

NH: 1,500 net sigs in each of NH's two US House districts (3,000 net total). No substitution, so start date will be Memorial Day 2020. Deadline in August 2020. The LPNH needed LNC help to do this in 2016.

A party petition in NH would be 14,556 net sigs and could not start until 1/1/2020.

NJ: 800 net sigs in 2020. The LPNJ needs to and should be able to do this petition themselves.

ND: The LPND lost ballot access after the November 2018 election, because only one candidate ran in the LPND 2018 Primary (Roland Riemers) and he received fewer than 300 votes. Under ND law, his name was not printed on the general election ballot. Unless lobbying succeeds, the LP will probably have to fund a petition drive in ND before the 2020 campaign. A party petition is 7,000 valid sigs, but only about 7,500 gross sigs would have to be gathered. An Independent presidential petition would be only 4,000 valid sigs (incorrectly stated in my September 2018 report as 1,000, which is true for all other statewide offices). No substitution in ND, therefore the petition could not start until Memorial Day 2020. Deadline: early September 2020.

I have tried to contact Steven Potter, the current LPND Chair, about the LPND being a plaintiff in litigation against the law requiring initiative circulators to be ND residents, but I have not been able to reach him. Mr. Potter also does not respond to John Phillips, who is the LPND's regional rep on the LNC. Based on the current non-responsive situation with the LPND, I don't think the LNC should subsidize a party petition there.

OH: We think the law plainly reads that the LPOH has ballot status through 2020. We would need 3% of the vote for President to retain ballot status for the next four years. It is possible that the Ohio Secretary of State may disagree with our interpretation of the law. We will likely be asking soon for a ruling for the Ohio SoS.

PA: 5,000 net sigs. Start Feb 2020. Deadline: 8/1/2020. Hopefully, the LPPA will be able to do this themselves. If not, LNC financial help should be less than $10,000.

The LPPA is considering suing the State of Pennsylvania regarding the 15% of registered voters requirement to be major party in Pennsylvania. Paul Rossi, Esq, who is barred in PA and has

been an attorney for the LNC and LP candidates in the past, is in contact with LPPA Chair Drew Bingaman. I will try to get an update on this before the LNC meeting.

RI: 1,000 net sigs in 2020 to get the Presidential ticket on the ballot listed as Libertarian. A party petition would be 18,975 net sigs. The LPRI has not been able to do the 1,000 net sig petition on their own in the recent past. Hopefully, that will change.

TN: 275 net sigs after Memorial Day 2020. Deadline in August 2020. LPTN should be able to do this themselves. Party petition is now 55,965 net sigs. Party petition has been used only once since 1968. Lobbying will be encouraged. Possible litigation as TN is in 6th Circuit with Michigan, and there was a ruling that 30,000 net sigs for statewide Independent candidates in MI was too many to require, as it had only been used twice in the last 30 years.

VA: 5,000 net sigs and at least 200 net sigs in each of the 11 US House districts. Start: 1/2/2020. Deadline: Noon on the last Friday of August 2020. The LPVA has for the last several presidential petition drives been able to get on the ballot without LNC help. That streak may come to an end in 2020. It will be highly questionable that the LPVA will be able to do this themselves in 2020.

WA: 1,000 net sigs in 2020. The LPWA has done this themselves and should be able to do so again.

WI: 2,000 net sigs. Start: Memorial Day 2020 (due to no candidate substitution). Deadline: Not before 8/1/2020 (I don't have the exact date). The LPWI should be able to do this themselves.

LNC 2018 budget has $250,000 for ballot access expense. Actual expenditures, as per Robert Kraus:

LPCT Ballot Access Petitioning Total	10,000.00
LPIL Ballot Access Petitioning Total	56,000.00
LPNY Ballot Access Petitioning Total	30,000.00
LPOH Ballot Access Petitioning Total	44,872.50
LPTN Ballot Access Petitioning Total	7,250.00
Total:	148,122.50

I will allow our General Counsel to update the LNC on ongoing litigation.

I enumerated two possible ballot access expenditures in 2019 in this report that sum to $45,000. I request $50,000 as the LNC budget for Ballot Access expense for 2019.

Thank you.

Bill Redpath
Chair
Ballot Access Committee

APPENDIX M – REGION 1 REPORT

APPENDIX N – REGION 2 REPORT

APPENDIX O – REGION 3 REPORT

APPENDIX P – REGION 4 REPORT

APPENDIX Q – REGION 5 REPORT

APPENDIX R – CAMPUS ORGANIZING REPORT

APPENDIX S – INTERNATIONAL REPRESENTATIVE REPORT

APPENDIX T – AWARDS COMMITTEE REPORT

APPENDIX U - REGION 6 REPORT

APPENDIX V – REGION 7 REPORT

APPENDIX W – REGION 8 REPORT