

MEETING MINUTES
LIBERTARIAN NATIONAL COMMITTEE
JANUARY 6, 2019
ELECTRONIC MEETING VIA ZOOM



PREPARED BY CARYN ANN HARLOS, LNC SECRETARY

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

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>.

All vote results, challenges, and rulings will be set off by ***bold italics***.

The Secretary produces an electronic OneNote 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/Jan2019OneNote>. The recording for this meeting can be found <https://youtu.be/7IMKqCZOXqk>.

OPENING CEREMONY

CALL TO ORDER

Chairman Nicholas J. Sarwark called the meeting of the Libertarian National Committee (LNC) to order at 3:01 p.m. (all times Eastern)

Secretary Caryn Ann Harlos explained several functions of the Zoom meeting software.

Note: Roll call votes were not conducted as described in RONR 420-423.¹ After the meeting, several LNC members requested that—as far as it can be determined—the voting record by name be reconstructed from the meeting recording. This has been done in footnotes for each substantive motion.

OPPORTUNITY FOR PUBLIC COMMENT

None.

HOUSEKEEPING

ATTENDANCE, CREDENTIALS, AND PAPERWORK CHECK

The following were in attendance:

Officers: Nicholas J. Sarwark (Chair), Alex Merced (Vice-Chair),² 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), Elizabeth Van Horn (Region 3), Jeff Hewitt (Region 4), Jim Lark (Region 5), John Phillips (Region 6), Whitney Bilyeu (Region 7)³, Justin O'Donnell (Region 8)

Regional Alternates: Erin Adams (Region 7), Brent Olsen (Region 4), Jeff Lyons (Region 8)

Absent: Craig Bowden (Region 1 Alternate), Paige Lee (Region 2 Alternate), Dustin Nanna (Region 3 Alternate), Steven Nekhaila (Region 2), Susan Hogarth (Region 5 Alternate), Phillip Anderson (Region 6 Alternate)

¹ Bylaws 7.13 states: *The National Committee shall use roll call voting on all substantive motions. Additionally, the National committee must have a roll call vote upon request of any single Committee member present on any motion. On all roll call votes, the vote of each individual Committee member shall be recorded in the minutes.*

² Mr. Merced arrived late.

³ Ms. Bilyeu arrived late.

Staff: Lauren Daugherty (Acting Executive Director), Cara Schulz (Candidate Recruitment Specialist)

Gallery: David Pratt Demarest, Dan Fishman, Wayne Harlos, Daniel Hayes, Ben Leder, Johnny Lookabaugh, Matthew Long, Carol Moore, Misty Mountains, Chuck Moulton, Aaron Ramos, Christopher Thrasher, Duke Van Horn, Jacob (last name unknown)

ADOPTION OF THE AGENDA

This meeting was called by Mr. Sarwark as per **Motion 181202-14**.⁴

The agenda was adopted without objection as follows:

Opening Ceremony

Call to Order

Opportunity for Public Comment

5 minutes

Housekeeping

Attendance, Credentials Report, and Paperwork Check

5 minutes

Adoption of Agenda

5 minutes

New Business with Previous Notice

2019 Goals Discussion (Harlos)

30 minutes

FASB Functional Reporting Requirements (Bishop-Henchman)

10 minutes

Proposed Voting Resolution (Redpath)

10 minutes

Policy Manual Amendments – Alternates (Harlos)

15 minutes

Policy Manual Amendment – Executive Director Selection

15 minutes

(O'Donnell)

Announcements

5 minutes

TOTAL

100 minutes

NEW BUSINESS WITH PREVIOUS NOTICE

2019 GOALS DISCUSSION

Mr. Bishop-Henchman, Ms. Harlos, Dr. Lark, and Mr. Merced previously distributed notes and suggestions on possible goals (see composite **Appendix A**).

Dr. Lark moved that the LNC adopt the following goals for the 2018-2020 term:

- **G1:** The LP will have at least 20,000 sustaining members as of May 1, 2020.
- **G2:** The LNC will take action to see that each state has an operational affiliate party by July 1, 2019.
- **G3:** The LNC will raise at least \$3.5 million from July 1, 2018 until May 1, 2020.
- **G4:** The LNC will develop and approve new and revised outreach literature, to be available no later than December 31, 2018.

⁴ See <https://tinyurl.com/Motion181202-14> and LNC Meeting Minutes December 1-2, 2018, page 31.

- **G5:** The LNC will sponsor a series of seminars/workshops in 2019 at various locations around the country.

Mr. Goldstein moved to amend the goal date in G4 to September 1, 2019. This amendment **PASSED** without objection.

Ms. Mattson reminded the LNC of the current unfavorable financial situation *and moved to amend the Lark motion by striking G5 in full.*

Ms. Bilyeu expressed concerns that this might add an additional responsibility burden on staff that is not part of their current contracts. Mr. O'Donnell noted that this could be done in a revenue neutral (or potentially revenue positive) way and that this goal does not commit the LNC to expend any funds. Ms. Daugherty noted that the seminars could be used to assist the meeting of other goals such as candidate recruitment.

Mr. Sarwark informed the body that the LNC did not adopt goals last term but did adopt goals during the 2014-2016 term.⁵

Mr. Phillips moved to extend for ten (10) minutes which **PASSED** by a show of hands with a vote count of 8-4.

Voting proceeded on the Mattson amendment which **FAILED** by a show of hands with a vote count of 5-7.

Ms. Harlos moved to amend the Lark motion by adding the following:

G6: Target winnable/critical issues with game plans and resources (ex. alternate voting, death penalty, etc.)

G7: Develop personal goals and report progress at each LNC meeting.

The Harlos amendment **DIED** for a lack of second.

Mr. Bishop-Henchman moved to amend the goal date in G3 to December 31, 2020.

Several LNC members expressed concerns that this would put the goal date outside of this LNC term.

Voting proceeded on the Bishop-Henchman amendment which **PASSED** by a show of hands with a vote count of 7-5.

⁵ See LNC Meeting Minutes September 20-21, 2014, page 14 in which the following goals were adopted:
 1000 candidates in 2016
 Take action to see that each state has an operational affiliate by June 1, 2015
 300 Candidates by 2016 trained in "Who's Driving" or something equivalent
 Updated issue-based outreach literature
 38-state, party-status ballot access as of December 1, 2016
 200 elected Libertarian officials in December 2016

Voting then proceeded on the Lark main motion, as amended, that read as follows:

Move that the LNC adopt the following goals for the 2018-2020 term:

- **G1:** The LP will have at least 20,000 sustaining members as of May 1, 2020.
- **G2:** The LNC will take action to see that each state has an operational affiliate party by July 1, 2019.
- **G3:** The LNC will raise at least \$3.5 million from July 1, 2018 until December 31, 2020.
- **G4:** The LNC will develop and approve new and revised outreach literature, to be available no later than September 1, 2019.
- **G5:** The LNC will sponsor a series of seminars/workshops in 2019 at various locations around the country.

which PASSED by a show of hands with a vote count of 10-1-1. [190106-1]⁶

FASB FUNCTIONAL REPORTING REQUIREMENTS

Mr. Bishop-Henchman had previously distributed a written summary of the changes to the FASB reporting requirements (see **Appendix B**) and gave a verbal supplement. He also fielded questions and answers. Ms. Mattson also presented information on the background of the Party's experience with these requirements and the importance of compliance.

The LNC took no action.

PROPOSED VOTING RESOLUTION

Mr. Redpath moved that the LNC adopt the following resolution:

Whereas, the plurality voting election method is the weakest voting method and a deeply flawed way of electing government representatives and officers; and

Whereas, there are many alternatives to plurality elections, many of which have strong advocates promoting their specific benefits, and it is generally accepted by experts and advocates alike that there is no such thing as a perfect voting system, but each of these alternative systems is generally regarded as being superior to plurality elections; and

Whereas, there are many defenders of the status quo in the United States, and

⁶ Informally, the following is noted:

Voting "Aye": Bishop-Henchman, Goldstein, Hagan, Harlos, Hewitt, Lark, Longstreth, Phillips, Smith, Van Horn

Voting "Nay": Bilyeu

Express Abstention: Redpath

Not Noted: Mattson, O'Donnell, Sarwark

Not in Attendance: Merced

its many state and local jurisdictions, who are committed to preventing or limiting the adoption and implementation of these alternative voting systems that would give the public more effective choices on their ballots and thereby more power to hold their government representatives accountable;

Therefore, be it resolved, the Libertarian National Committee is committed to the widespread adoption and implementation of alternative voting methods to replace plurality voting elections.

Mr. Goldstein moved the previous question to which there was no objection. ***Voting proceeded on the Redpath main motion which PASSED by a show of hands with a vote of 15-0.***⁷ [190106-2]⁸

POLICY MANUAL AMENDMENT – ALTERNATES

Ms. Harlos moved the following amendments to Section 1.03 to the Policy Manual:

1.03 COMMITTEE APPOINTMENTS AND TERMS OF OFFICE

1) Committee Appointments

These committees have special appointment procedures as follows:

Committee Name	Size	Member Selection	Chair Selection
Advertising & Publication Review	No more than five, all LNC Members or Alternates	LNC	* Committee Selected
Affiliate Support Committee	Seven members	Committee Chair selected by LNC Chair; three LNC Regional Representatives or Alternates selected by the Committee Chair; three members selected by Libertarian State Leadership Alliance	LNC Chair selects from pool of LNC At-Large, LNC Regional Representatives, and the LNC Vice-Chair

⁷ A ¾ vote is required for public policy resolutions as per Bylaws 7.11.

⁸ Informally, the following is noted:

Voting “Aye”: Bilyeu, Bishop-Henchman, Goldstein, Hagan, Harlos, Hewitt, Lark, Longstreth, Mattson, Merced, O'Donnell, Phillips, Redpath, Smith, Van Horn

Voting “Nay”: None

Express Abstention: None

Not Noted: Sarwark

Audit	One non-officer LNC Member and two non-LNC Members	Non-officer LNC members	* Committee Selected
Awards	Five members, including up to 2 non-LNC members	LNC – Each cycle strive to keep 2 members of past Awards Committee	* Committee Selected
Ballot Access	Five party members, no less than three of which shall be LNC Members or Alternates	LNC Members or Alternates selected by LNC using approval voting, non-LNC members selected by the LNC Chair	LNC Chair
Candidate Support Committee	Five LNC members or LNC alternates and two non-LNC members of the LP	LNC members elected by the LNC; non-LNC members appointed by the LNC Chair based on recommendations from the LNC members of the committee	* Committee Selected
Convention Oversight	Seven members, with a minimum of four LNC Members or Alternates , plus a minimum of two non-LNC members who are recommended by the Convention Oversight Committee	LNC members selected by the LNC, non-LNC members selected by the LNC Chair	LNC Chair Selected
Employment Policy and Compensation	Three LNC Members or Alternates other than the LNC Chair	LNC	* Committee Selected
Executive	Four Officers + Any # of LNC Members	LNC	LNC Chair Selected
Historical Preservation Committee	A minimum of five and up to seven Members	Committee Chair selected by LNC; remaining members selected by the Committee Chair	LNC
Information Technology Committee	Two LNC Members or Alternates , plus up to 5 non-LNC members who are recommended	LNC Chair	* Committee Selected

	by the IT Committee		
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5) Participation by Alternates

Unless explicitly excluded, an alternate may fill any appointment requiring an LNC member.

Ms. Mattson raised concerns about unintended consequences, for example, this amendment would allow alternates to serve on the Executive Committee. Additionally, the past issues arose from language in the Bylaws which the Policy Manual cannot override.

Ms. Harlos moved to amend her motion to add “**excluding alternates**” to the Committee table for the Executive Committee and to add the language “**in this Policy Manual or the Bylaws**” after “Unless explicitly excluded” in the last sentence.

Ms. Mattson still had concerns over unintended consequences and questioned whether the applicability of this amendment might extend into other sections of the Policy Manual. Mr. Sarwark clarified that it would be his interpretation that these amendments only apply to this specific section of the Policy Manual.

The Harlos amendments **PASSED** without objection.

Voting then proceeded on the Harlos main motion, as amended, that read as follows:

1.03 COMMITTEE APPOINTMENTS AND TERMS OF OFFICE

1) Committee Appointments

These committees have special appointment procedures as follows:

Committee Name	Size	Member Selection	Chair Selection
Advertising & Publication Review	No more than five, all LNC Members or Alternates	LNC	* Committee Selected
Affiliate Support Committee	Seven members	Committee Chair selected by LNC Chair; three LNC Regional Representatives or Alternates selected by the Committee Chair;	LNC Chair selects from pool of LNC At-Large, LNC Regional Representatives, and the LNC Vice-

		three members selected by Libertarian State Leadership Alliance	Chair
Audit	One non-officer LNC Member and two non-LNC Members	Non-officer LNC members	* Committee Selected
Awards	Five members, including up to 2 non-LNC members	LNC – Each cycle strive to keep 2 members of past Awards Committee	* Committee Selected
Ballot Access	Five party members, no less than three of which shall be LNC Members or Alternates	LNC Members or Alternates selected by LNC using approval voting, non-LNC members selected by the LNC Chair	LNC Chair
Candidate Support Committee	Five LNC members or LNC alternates and two non-LNC members of the LP	LNC members elected by the LNC; non-LNC members appointed by the LNC Chair based on recommendations from the LNC members of the committee	* Committee Selected
Convention Oversight	Seven members, with a minimum of four LNC Members or Alternates , plus a minimum of two non-LNC members who are recommended by the Convention Oversight Committee	LNC members selected by the LNC, non-LNC members selected by the LNC Chair	LNC Chair Selected
Employment Policy and Compensation	Three LNC Members or Alternates other than the LNC Chair	LNC	* Committee Selected
Executive	Four Officers + Any # of LNC Members <u>excluding alternates</u>	LNC	LNC Chair Selected
Historical Preservation Committee	A minimum of five and up to seven Members	Committee Chair selected by LNC; remaining members selected by the Committee Chair	LNC

Information Technology Committee	Two LNC Members or Alternates , plus up to 5 non-LNC members who are recommended by the IT Committee	LNC Chair	* Committee Selected
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5) Participation by Alternates

Unless explicitly excluded in this Policy Manual or the Bylaws, an alternate may fill any appointment requiring an LNC member.

which PASSED by a show of hands with a vote count of 12-3. [190106-3]⁹

POLICY MANUAL AMENDMENT – EXECUTIVE DIRECTOR SELECTION

Mr. O'Donnell moved the following amendments to the Policy Manual:

Hiring and Termination, Section 2.09.4

In the event of a vacancy in the office of Executive director, the Chair shall establish and appoint an Executive Search Committee consisting of 6 members, including The LNC Chair, The Employment Policy and Compensation Committee Chair, and 4¹⁰ additional LNC Members. The Executive Search Committee shall be responsible for establishing the criteria for hiring, developing a thorough and complete description of the position, soliciting applications, screening applicants, and making a recommendation to the LNC for the appointment and employment of a New Executive Director. The Party Chair shall serve as the Chair of the Executive Search Committee.

The ~~Chair-LNC~~ shall appoint and employ the Executive Director by a two-thirds vote with the approval of the LNC, subject to the right of the LNC to discharge the Director at any time by majority vote. The Chair shall provide advice and consent to the Executive Director on the appointment, employment, and termination of all LPHQ personnel.

The office of the LNC shall conduct a credit and criminal background check prior to offering employment to any prospective employee.

Employees and candidates for employment shall be obligated to notify the Chair, Executive Director and Employment Policy and Compensation Committee of the full

⁹ Informally, the following is noted:

Voting "Aye": Bilyeu, Bishop-Henchman, Goldstein, Hagan, Harlos, Hewitt, Longstreth, Merced, O'Donnell, Phillips, Redpath, Smith

Voting "Nay": Lark, Mattson, Van Horn

Express Abstention: None

Not Noted: Sarwark

¹⁰ This number originally read as "3" due to a scrivener's error. It was corrected without objection.

details of any arrest or conviction of crimes punishable by imprisonment, or of any personal financial problem, including involuntary liens or any filing for personal bankruptcy

The office of the LNC shall not employ any person who has been convicted of a crime against property or person, unless with the approval of the Employment Policy and Compensation Committee. The Chair shall promptly disclose to the LNC as a confidential employer employee matter that such approval has been given. The LNC may override such approval, but the motion shall not reveal confidential details

The office of the LNC shall not allow any employee with a history of financial problems, including involuntary liens or who has filed for personal bankruptcy, to handle money or negotiable instruments, access donor information, approve or negotiate purchases with contractors or suppliers, or prepare accounting records, unless with the approval of the Chair and the Employment Policy and Compensation Committee. The Chair shall promptly disclose to the LNC as a confidential employer-employee matter that such approval has been given. The LNC may override such approval, but the motion shall not reveal confidential details.

Dr. Lark raised a **POINT OF ORDER** objecting to consideration of this amendment on the grounds that it would violate Bylaw 6.3 that vests hiring authority in the Party Chair.¹¹

Mr. Phillips moved to extend time for five (5) minutes which **PASSED** by a show of hands with a vote count of 10-2.

Mr. Sarwark noted that the proposed language “*The LNC shall appoint and employ the Executive Director by a two-thirds vote...*” would run afoul of Bylaw 6.3; however, a change of language to “*The LNC Chair shall appoint and employ the Executive Director with the approval of a two-thirds vote of the LNC...*” would cure this breach. Mr. Sarwark confirmed with Mr. O'Donnell that this change would still fulfill his intent in moving this amendment. There was no objection to making this modification. Dr. Lark maintained his objection that this language would still violate Bylaw 6.3.¹²

Mr. Sarwark ruled the objection **NOT WELL-TAKEN**. **Dr. Lark APPEALED from the ruling of the Chair. The ruling of the Chair was SUSTAINED by a show of hands with a vote count of 8-4. [190106-5]**¹³

¹¹ Bylaw 6.3 reads in pertinent part as follows: The Chair is the chief executive officer of the Party with full authority to direct its business and affairs, including hiring and discharging of National Committee volunteers and paid personnel, subject to express National Committee policies and directives issued in the exercise of the National Committee's plenary control and management of Party affairs, properties and funds.

¹² Dr. Lark confirmed that it is his position that the current language also violates Bylaw 6.3.

¹³ Informally, the following is noted:

Voting “Aye”: Harlos, Hewitt, Longstreth, Merced, O'Donnell, Phillips, Redpath, Smith

Voting “Nay”: Bishop-Henchman, Goldstein, Lark, Mattson

Express Abstention: None

Not Noted: Bilyeu, Hagan, Sarwark, Van Horn

Ms. Harlos moved to extend time for five (5) minutes which **PASSED** by a show of hands with a vote count of 9-4.

Mr. Longstreth moved to strike the entire first paragraph.

Mr. O'Donnell moved to extend time for five (5) minutes which **FAILED** by a show of hands with a vote count of 7-7.

Voting then proceeded on the outstanding motions. The Longstreth amendment **PASSED** by a show of hands with a vote count of 11-2 so that the O'Donnell main motion read:

Hiring and Termination, Section 2.09.4

The Chair shall appoint and employ the Executive Director with the approval of a two-thirds vote of the LNC, subject to the right of the LNC to discharge the Director at any time by majority vote. The Chair shall provide advice and consent to the Executive Director on the appointment, employment, and termination of all LPHQ personnel.

The office of the LNC shall conduct a credit and criminal background check prior to offering employment to any prospective employee.

Employees and candidates for employment shall be obligated to notify the Chair, Executive Director and Employment Policy and Compensation Committee of the full details of any arrest or conviction of crimes punishable by imprisonment, or of any personal financial problem, including involuntary liens or any filing for personal bankruptcy

The office of the LNC shall not employ any person who has been convicted of a crime against property or person, unless with the approval of the Employment Policy and Compensation Committee. The Chair shall promptly disclose to the LNC as a confidential employer employee matter that such approval has been given. The LNC may override such approval, but the motion shall not reveal confidential details

The office of the LNC shall not allow any employee with a history of financial problems, including involuntary liens or who has filed for personal bankruptcy, to handle money or negotiable instruments, access donor information, approve or negotiate purchases with contractors or suppliers, or prepare accounting records, unless with the approval of the Chair and the Employment Policy and Compensation Committee. The Chair shall promptly disclose to the LNC as a confidential employer-employee matter that such approval has been given. The LNC may override such approval, but the motion shall not reveal confidential details.

which PASSED by a show of hands with a vote count of 9-5. [190106-5]¹⁴

ANNOUNCEMENTS

Mr. Hewitt noted that Mr. Sarwark will be swearing him into office as Supervisor of Riverside County, California.

ADJOURNMENT

As per Orders of the Day, the meeting adjourned at 4:57 p.m.

TABLE OF NUMBERED MOTIONS/BALLOTS

ID#	Motion/Ballot	Result
190106-1	Adopt goals for the 2018-2020 LNC term	PASSED
190106-2	Resolution on alternative voting methods	PASSED
190106-3	Amend Policy Manual Section 1.03	PASSED
190106-4	Appeal from Ruling of the Chair	SUSTAINED
190106-5	Amend Policy Manual Section 2.09.4	PASSED

¹⁴ Informally, the following is noted:

Voting “Aye”: Bilyeu, Hagan, Harlos, Longstreth, Merced, O'Donnell, Phillips, Smith, Van Horn

Voting “Nay”: Bishop-Henchman, Goldstein, Hewitt, Lark, Mattson

Express Abstention: None

Not Noted: Redpath, Sarwark

TABLE OF APPENDICES

Appendix	Title	Author
A	Submissions for Goals Discussion	Joseph Bishop-Henchman Jim Lark Alex Merced Caryn Ann Harlos
B	Summary of FASB Functional Reporting Requirements	Caryn Ann Harlos

SUBMITTED BY JOSEPH BISHOP-HENCHMAN

- Affiliate Support
 - Objective 1: Functioning CRM used by affiliates
 - Objective 2: CRM can be accessed by campaigns
 - Objective 3: CRM system has the staff and resources needed to be updated and operating
 - Question: Is the CRM currently useable by affiliates and campaigns? If not, what are next steps that are necessary to get to that point?
 - Question: Why is the proposed budget increase from \$72,000 to \$90,000 necessary?
 - Question: What steps must be done on an annual basis to keep the project functioning, after it is at launch stage?
- Ballot Access
 - Objective 1: 50+DC
 - Objective 2: LNC and staff prioritizes targeted interventions to achieve ballot access
 - Objective 3: Litigation resources provided in targeted situations
 - Question: What actions (\$\$\$) do we anticipate needing to take in 2019 and 2020 to secure our ballot access goals?
 - Question: What states do we anticipate will require litigation to achieve our ballot access goals?
 - Question: For our strategic purposes, in which states would a legislative change to ballot access laws be most impactful?

Branding/Political Materials

- Objective 1: Promote a coherent, positive brand of the Libertarian Party
- Objective 2: Provide materials to affiliates and members at minimal cost
- Objective 3: Differentiate the Libertarian Party from competitors
- Objective 4: Refute false impressions of the Libertarian Party
- Question: We anticipate \$46,100 in revenue and \$57,300 in expenses on branded materials. Should we try to break even? If so, what steps would need to be taken and what negative effects might occur?
- Question: How is our branding strategy decided?
- Campus Support
 - Question: You're a new budget line item (\$15,000 in revenue and \$15,000 in expenses). What are your goals? Do we need to expend the money to launch or are we securing project support before proceeding? Are we experimenting or scaling up an already successful experiment? Who owns you?
 - Question: How will our campus groups differentiate from/collaborate with Students For Liberty, Young Americans for Liberty, FIRE, SSDP, etc.
 - Question: How will this integrate with our Youth Engagement Committee?
- Candidate Support
 - Objective 1: Identify and cultivate candidates in winnable races
 - Objective 2: Identify and cultivate candidates for ballot-access-important races
 - Objective 3: Identify and cultivate candidates for geographic breadth or numeric totals
 - Objective 4: Prioritize targeted resources for strategic races
 - Objective 5: Provide general resources to all LP candidates
 - Objective 6: Staff capable of identifying, cultivating, and targeting campaigns
 - Question: How were our targeted races in 2018 selected and how did those races do?

- Question: What support do we provide generally to LP candidates?
- Convention Support
 - Objective 1: Throw a well-attended, profitable, brand-positive, error-free convention.
 - Questions: None! 2018 was great.
- Fundraising
 - Objective 1: Secure major gifts from identified targeted donors
 - Objective 2: Secure renewed and upgraded support from house donors
 - Objective 3: Acquire new donors
 - Objective 4: Staff good at managing direct mail schedule that gets responses
 - Objective 5: Staff good at making major asks and/or supports LNC making asks
 - Question: We only recently began having dedicated fundraising staff. Have we seen any results from this?
 - Question: Do each of our major supporters have a designated staffer or LNC member responsible for their cultivation?
 - Question: What is our process for preparing direct mail copy?
 - Question: Did we meet our direct mail schedule in 2018? What is our schedule for 2019 and is it coordinated with other mailings (email, LPNews, etc.)
- Historical Preservation
 - Objective 1: Maintain LPedia
 - Objective 2: Secure historical records and documents from the LP's history for posterity
 - Question: What staff support/activities/attention/time were needed to meet our historical preservation goals for 2018?
 - Question: This project receives dedicated support for its activities. Is this support likely to renew without cannibalizing other LP projects?
- Media Relations
 - Objective 1: Mainstream positive coverage of the LP and its candidates
 - Objective 2: Geographically or interest targeted coverage of the LP and its candidates
 - Objective 3: Proactive media engagement through reporter interactions
 - Objective 4: Staff able to use news hooks and contacts to secure coverage
 - Question: What were our goals for 2018 and how did we do?
 - Question: We've significantly increased our media relations resources, from nil in 2015 to \$21,000 this year, to the proposed \$42,000 next year. What media achievements has that spend enabled so far, and what will doubling achieve?
- Membership
 - Objective 1: Grow it
 - Objective 2: Communicate to members
 - Objective 3: Staff good at securing renewals and new members
 - Question: What is our sequential strategy for securing renewals?
 - Question: How do we engage proactively with audiences of potential new members?
 - Question: Are member communications and media relations coordinated?
 - Question: Should digital communications be its own separate priority? Who is its audience?
 - Question: Is the APRC process working?
- Office Operations
 - Objective 1: Provide a location for staff and volunteers to work on national business
 - Objective 2: A location to store materials or equipment needed periodically
 - Objective 3: Cache/branding from having a national headquarters address

APPENDIX A
SUBMISSIONS FOR GOALS DISCUSSION

- Question: What further principal payments are needed to avoid the June 2024 mortgage balloon payment?
- Question: Are we likely to see dedicated contributions for a supplemental mortgage payment in 2019, as we did in 2017?
- Question: Is office space usage fairly constant or does it peak/trough with elections or other cycles? Percentage-wise, how utilized is the office space on a routine basis, and on a crush (peak of activity) basis?
- Question: When were performance reviews and employee goal-setting last done?
- Question: What are the benefits currently provided to employees and to contractors?
- Question: Is our timesheet reporting fully compliant with FASB?
- Question: How do we manage our IT infrastructure?
- Question: Are there any policies that staff would like the LNC to consider revising, adding, or deleting?
- Question: Are there outstanding operational issues the LNC should be aware of?

SUBMITTED BY JIM LARK

[rest of page intentionally left blank]

Dear colleagues:

I hope all is well with you. I am writing to initiate a discussion of LNC goals for the rest of 2018 and the 2018 – 2020 term.

In what follows, I offer some comments and suggestions about selecting our goals for 2018 and the 2018-2020 term, in addition to comments about some projects and outcomes I would like the LNC to consider. I hope you find my comments to be helpful. (Those who served with me during previous LNC terms may recall that I sent similar messages concerning goals for those terms.)

Allow me to emphasize that the purpose of this message is to initiate a discussion of goals. While I have enclosed below some prospective goals for your consideration, I have not offered suggestions concerning the specific strategies, tactics, and resources required to achieve such goals. I believe we should prepare a list of reasonable goals for consideration, determine the ones for which suitable strategies and tactics exist (given our resource constraints), and then select and prioritize the goals we deem most appropriate.

I. Assumptions and Preferences

In offering these comments I have the following preferences and use the following assumptions:

- 1) Based upon information provided at the initial LNC meeting by treasurer Tim Hagan, I believe it is possible the LNC will conclude the 2018 fiscal year with a net operating surplus. However, since I prefer to be very conservative in estimating revenues, I shall assume for the purpose of discussion that the LNC will conclude the 2018 fiscal year with a net operating deficit between \$50,000 and \$125,000.
- 2) At this time, I believe it is not unreasonable to assume the LP will have between 15,000 and 17,000 sustaining members by Dec. 31, 2018.

3) I have a very strong preference for selecting goals involving matters over which the LNC has the ability to control or to influence substantially. For example, the quality of LPHQ service to our members and the suite of goods and services available to our members are matters over which the LNC has effective control.

Although I have this preference, I have suggested below membership and fundraising goals for the 2018-2020 term; these goals are in some sense exceptions to this preference. That is, to a substantial degree our membership and fundraising levels are influenced by events outside our ability to influence substantially, much less control. For example, actions taken by President Trump may generate substantially increased interest in the LP. In addition, an endorsement of the Libertarian Party and its candidates by a prominent celebrity with no previous connection to the libertarian movement could help us greatly.

4) At the risk of belaboring what may be obvious, I believe it is very important for the LNC to ascertain to the extent possible the preferences of our members and affiliate organizations. In particular, I hope my fellow regional representatives are soliciting information about such preferences from their state affiliates.

II. Goal Categories

For the purpose of exposition, I shall use the list of categories below; they are listed in no particular order of importance. I hope you find this categorization method to be helpful. I realize there are other ways of categorizing our activities; you are welcome to recommend other ways for our consideration. Please note that these categories are not mutually exclusive; many goals can be included under several categories.

1) Financial Resources

This category concerns issues associated with raising funds for our operations. Specifically, we should determine our financial needs in

relation to our goals for the year and term, and identify the means by which we obtain funding for those needs. As part of determining goals in this category, we should consider the following:

- * How much do we need during the 2018-2020 term to accomplish our goals?
- * How do we attract new donors (including those who are not LP members)?
- * How do we encourage current donors (including LP members) to increase their donations?
- * How do we recognize and reward donors for their generosity?
- * Are our current methods of fundraising appropriate?
- * Should we increase the amount we allocate to a reserve fund (e.g., a "rainy day fund")?

I believe we should continue to enable our donors to select more easily the budget categories (or perhaps specific projects) they want their donations to fund. While LP.org already provides special webpages for affiliate support, ballot access, the building fund, historical preservation, the Legal Offense Fund, and the State CRM project, it may be helpful to provide a larger menu of choices (e.g., candidate/campaign staff development, youth outreach) to which donors can direct their donations.

2) Member and Affiliate Support

This category involves several areas of activity. I consider these issues to be of particular importance:

- * Do we have an acceptable level of performance in providing service to our members? In what ways can we improve our service?
- * In what ways can we improve our support to our affiliate organizations? This support can occur in many ways, such as funding ballot access activities and/or outreach activities, providing advice on improving organizational structure (e.g., filling potentially

dangerous lacunae in organization bylaws), and providing legal advice on dealing with government regulations (e.g., campaign finance regulations).

* How do we help our members become better activists and candidates? In particular, what educational and training programs should we sponsor?

* In what ways can we improve the process of recognizing and rewarding our members?

* In what ways can we improve LP.org, LP News, Liberty Pledge News, and our social media webpages to provide useful information to our members?

If I understand correctly, the work performed by Andy Burns (State Affiliate Development Specialist) has been very well received by many state affiliates. The LNC should consider in what ways the program supporting Mr. Burns can be improved.

During my service as national chairman (the 2000-2002 LNC term), executive director Steve Dasbach and I considered the possibility of funding a "regional director" to assist the state affiliates of New Jersey, New York, and Pennsylvania. We thought a "regional director" might be able to take advantage of economies of scale to improve the ability of these affiliates to respond to prospect inquiries, to generate media coverage, to monitor important legislation, and in general to make the affiliates more effective in their efforts. The LNC may wish to consider a similar idea.

I am investigating ways in which to fund "field organizers" to assist with building Libertarian groups on college campuses, perhaps as part of a broader program to provide assistance to affiliate organizations. The LNC may also want to consider the possibility of funding "field organizers" as part of its support to affiliate organizations.

Incidentally, the LNC has funded such programs in the past. For

example, Joe Knight of New Mexico served as a "field organizer" to assist in building campus organizations during the early 1990s. If I remember correctly, by 1993 the LNC had discontinued the program. I believe the LNC decided that the program did not produce results that justified the cost. I believe the LNC also funded a position of "field organizer" for Marla Bottemiller during roughly the same time period. Again, the LNC eventually chose not to continue the program. I suspect the position was not continued for the same reason the campus field organizer program was not continued; however, I do not know this with certainty.

3) Membership Recruitment and Retention

This category involves issues of how we recruit new members and retain current members. Of course, our ability to recruit and retain members depends upon many factors, such as the success of our candidates and the quality of our service to our members. Some questions for our consideration include:

- * Should we target specific population segments for recruitment efforts? For example, should we emphasize outreach to college students, owners of small businesses, members of certain demographic groups, etc.?
- * In what ways should we seek new members? These ways could include direct mail (both postal and Internet), advertising in various media (including radio and cable TV ads, YouTube videos, Google ads, billboards), and outreach efforts at conventions of various organizations.
- * In what ways can we improve our literature, website, and social media to facilitate our recruiting efforts?
- * In what ways can we improve the process of recognizing and rewarding our members? (This issue is common to several categories.)

As you may know, I am involved in various ways in libertarian outreach to high school and college students. In addition, some of the funds I have donated to the LNC are under my control as the campus outreach coordinator. Also, I am a member of the board of directors (and member of the board of advisors) of libertarian organizations that

promote outreach to college students.

Thus, I may have conflicts of interest with regard to the approval of LNC goals involving campus outreach. Should I believe such conflicts exist, I shall bring them to the attention of the LNC and refrain from voting on such matters.

4) Influence/Impact

This category involves issues of how we can influence the political landscape, and how we can increase the impact of our activities. Some questions for our consideration include:

* In what ways can we improve our influence with various news media and information channels? (I use the term "information channel" to describe entities such as blogs.) For example, should we issue more press releases? Should we devote more effort to finding interview opportunities for LP members and candidates? Should we invest more resources in "social media"?

* In what ways can we improve our ability to mobilize our members and friends to support specific projects? For example, if we need to mobilize our members to support/oppose a specific piece of legislation in Congress, how can we best achieve this? (One important aspect of this may involve how we recognize and reward those who respond to our calls for action.)

* In what ways can we establish and improve relations with "libertarian movement" organizations (e.g., Cato Institute), "friend of the family" organizations (e.g., National Taxpayers Union), and issue-oriented organizations (e.g., Marijuana Policy Project)? For example, should we make a greater effort to obtain speaking invitations for LP members at conferences sponsored by the aforementioned organizations? Should we invest more resources in sponsoring information booths at such conferences?

* In what ways can we benefit by working with other organizations on

specific projects, such as promoting good legislation/defeating bad legislation in Congress?

* Should we consider participating in litigation to achieve specific results? For example, should we consider additional challenges to campaign finance regulation?

* Should we increase our participation in organizations that seek to make redistricting less partisan? Should we be more involved with efforts to move toward voting methods such as ranked choice voting? (Note: Our distinguished colleague Bill Redpath serves as treasurer of the Board of Directors of FairVote. In addition, former LP stalwart Paul Jacob serves as vice chair of the Board.)

I believe an important component to our increasing our influence/impact is for the LNC to improve its capacity for strategic thinking and long-range planning. In particular, I believe we must do a better job of anticipating opportunities for the LP to make a positive impact on the political landscape.

5) Candidate Support

This category involves issues of how we can best support our candidates at all levels. Some of the questions in this category include:

* In what ways can we support candidates for election this year?

* In what ways should we support the 2020 presidential campaign? For example, in what ways can we generate support for inclusion of the 2020 LP presidential ticket in the debates?

* What programs should we sponsor to train our candidates and campaign personnel? These programs should include not only training in the "nuts and bolts" of running successful campaigns, but also helping candidates to develop platforms that are both Libertarian and appealing to voters. (Note: It may be appropriate for us to outsource certain

types of training to organizations such as the Leadership Institute.)

* In what ways should we publicize our candidates, both inside and outside the LP? In what ways should we recognize and reward our candidates?

* In what ways should we support our elected and appointed officials?

As part of candidate development and support, I believe we need to develop and maintain a high-quality repository of information about prior campaigns, both to provide information about what ideas have been tried and to compile a list of "best practices" for campaigns.

6) Operations Issues

This category includes various issues involving the operations of the LNC and our responsibility to conduct the affairs of the Libertarian Party. Some of the issues we should address include:

* What are our goals for the 2020 national convention in Austin, Texas?

* How should we evaluate prospective national convention sites for 2022 (and perhaps 2024)?

* Do we need to review our internal rules and procedures? For example, do we need to conduct a review of the Policy Manual?

* Should the LNC adopt a more formal (or perhaps, more extensive) committee structure to assist us in our efforts?

* Should we conduct a formal evaluation of the LP Bylaws and Convention Rules, with the purpose of offering suggestions for improvement to the 2020 Bylaws Committee? (Various problems associated with the LNC at-large and Judicial Committee elections at the 2018 national convention suggest that an evaluation of the Bylaws and Convention Rules could be helpful.)

* Should we evaluate the current organizational structure of the LPHQ staff? (Of course, such an evaluation would require the participation of Wes Benedict in his capacity as Executive Director.)

III. Suggested Goals

Allow me to suggest that we consider adopting goals along the

following lines. They are listed in roughly a descending order of importance. Please do not hesitate to offer comments and suggestions about the goals we should consider.

G1: The LP will have at least 20,000 sustaining members as of May 1, 2020.

G2: The LNC will take action to see that each state has an operational affiliate party by July 1, 2019. I suggest that "operational affiliate party" be defined in the following manner:

- * There is a properly maintained website for the affiliate (perhaps the website is paid for and maintained by the LNC).

- * There is at least one LP member in the state who actively serves as an official contact for the affiliate in its dealings with the LNC, and there is at least one LP member in the state who actively serves as a contact for the affiliate in its dealings with the state government.

- * LPHQ has a copy of the current bylaws and associated documents for the affiliate, along with a copy of the relevant laws of that state regarding political parties and ballot access.

(We may wish to add to the definition something along the lines of "Inquiries to the affiliate receive a response in a timely manner.")

G3: The LNC will raise at least \$3.5 million from July 1, 2018 until May 1, 2020.

G4: The LNC will develop and approve new and revised outreach literature, to be available no later than Dec. 31, 2018. Some of the literature (e.g., issue pamphlets) should be available in the form of PDFs that can be downloaded from LP.org.

Note: I believe the LNC should pursue this goal as part of a more general process of literature development and evaluation. In a separate message I shall send you some suggestions concerning this more general process.

G5: The LNC will sponsor a series of seminars/workshops in 2019 at various locations around the country. The workshops could be

structured largely along the lines of the "Success '97" and "Success '99" seminars (instruction on the basics of affiliate development and candidate development). Note: Approval of this goal should be contingent upon the degree of interest demonstrated by our members and affiliates.

As far as I can remember, the LNC did not vote to adopt goals for the 2016-2018 term. I believe it would be appropriate to discuss prospective goals for the term (along with goals for the remainder of 2018) between now and the next LNC meeting (probably to take place on Sept. 29-30), and to adopt goals during that meeting.

IV. Additional Considerations

In addition to the suggested goals, I hope the LNC will accomplish the following during the next several months:

- * Develop a well-maintained calendar of the events at which it is desirable to have an LP presence (e.g., speaker, information booth, literature distributed to attendees, advertising in conference program). For example, the calendar would include the dates of the national conferences of "friend of the family" organizations. Presumably the calendar would also include information as to event location, contact information for event coordinators, etc.

- * Utilize LP News and LP.org more effectively to recognize and reward quality activism. For example, I would like to see an article in each issue of LP News that recognizes an outstanding effort by an LP activist, affiliate organization, and/or candidate. Similarly, I would like to see at least one article per month on the website that recognizes such outstanding efforts.

As an aside, I realize the work required to identify and recognize outstanding efforts can be substantial. Moreover, I realize that such recognition can actually cause problems. (Some members may believe the honorees do not deserve such recognition. Other members may feel slighted by the fact that their efforts have not been recognized.) However, all things considered I believe we shall benefit by including more material in our "house organs" about fine work by our members.

* After analyzing the results of the 2018 elections, develop and approve a plan by Feb. 15, 2019 for dealing with ballot access issues during the 2019-2024 time period.

I shall greatly appreciate any comments and suggestions you have concerning LNC goals and projects for this year and this term. In addition, I would be grateful if Mr. Benedict and his staff colleagues would review this message and offer their comments.

I consider it likely that I have omitted some issues you will deem worthy of discussion. Hence, I may send a revised version of this message in the near future, along with a revised list of goals for consideration.

Thanks for your work for liberty, and for your consideration of this message. Best wishes to you in all your endeavors; I look forward to seeing you in late September, if not before.

Take care,

Jim

James W. Lark, III

Professor, Dept. of Systems and Information Engineering

Professor, Applied Mathematics Program, Dept. of Engineering and Society

Affiliated Faculty, Dept. of Statistics

University of Virginia

Advisor, The Liberty Coalition

University of Virginia

Region 5 Representative, Libertarian National Committee

SUBMITTED BY ALEX MERCED

- Retention Committee: Studies renewal patterns, makes recommendations and acts as customer service/relationship manager dept.
- Outreach Committee: Studies who in the party is already doing outreach to different voter segments and produces document detailing who these people are for candidates/affiliates.
- Electoral Reform Ballot Initiatives: Ballot initiatives are often used as a turnout tool, what ballot initiatives may motivate non-duopoly voters across the country to turnout in 2020, ones focuses on electoral reform.

SUBMITTED BY CARYN ANN HARLOS

Mr. Bishop-Henchman did an extensive granular overview but I would like to focus in a different direction and that is on us **personally**. Some may view our roles as mere managers, and I cannot help that, but for those who see it as more, this is for you.

Each Board member should commit to a personal goals document and report on progress regularly.

We all are support for affiliates and in each of our roles we should make some support commitments.

Examples:

Officers

Are we in regular touch with state chairs to see how we can assist and educate within our respective specialty areas?

Regional Representatives

Are we in regular touch with state chairs?

Newsletter updates?

Discussion groups?

Attend meetings?

At-Large

Do you general expanding membership goals?

Attending and speaking at conventions?

Assisting officers and regionals?

Actually participating in the LNC email list and work?

Everyone should have pet committees that they are a dynamic force in.

Succession development should be a focus.

Big Picture Goals

We keep necessarily fighting the same battles but we should evaluate if we are fighting them most productively.

APPENDIX A
SUBMISSIONS FOR GOALS DISCUSSION

Ballot access is must but voting reform should be a bigger push. We can win there, and we must, if we are ever going to have electoral success.

We are scattered in our single-issue pushes. We should be picking several winnable issues and be known for them and concentrate a lot on them. Death penalty is an example.

The Archimedes style of fund-raising to single issue blocs should be revived.

New FASB Changes

1. Nonprofits must manage cash, budget, and book. What are the differences?

A. Cash is a snapshot at a particular moment of liquid assets able to meet current and future obligations. Best practice is to have a cash flow projection so as to avoid negative cash flow at any point in time in the near-future, through revenues exceeding expenses, availability of liquid net assets, and/or access to a line of credit.

B. Budget is a period of time (usually annual) listing anticipated revenues and expenses. Best practice is for adoption of an annual budget where revenues equal or exceed expenses over the budget timeframe, to prevent exhaustion of net assets.

C. Book is a continual classification of financial transactions, identifying revenues and assets by their restrictions on their usage (receivable vs. cash, liquid vs. illiquid, donor or legally Restricted vs. unrestricted, released vs. unreleased), and expense obligations and liabilities by their function (program, development, management) and nature (salaries, rent, etc.). Best practice is for accuracy of all recording (including accurate reporting of time spent by staff by function and nature) and for unrestricted net assets to be not in a negative position at any time.

2. What is FASB?

Financial Accounting Standards Board. They create Generally Accepted Accounting Principles (GAAP), the best practices for accounting and financial statements by non-profit entities. A non-profit entity cannot get a clean audit without adhering to FASB standards.

3. What is FASB doing differently?

FASB has announced a revision in financial reporting standards for non-profits, its first since 1993. The new standards take effect for nonprofits in their fiscal years starting after December 15, 2017.

A. Donor Restriction Classification

Current FASB standards focus on type of donor restrictions (unrestricted, temporary, permanent). The new standards focus on whether assets are restricted or not (with restrictions, without restrictions).

Nonprofits still must track net assets and follow any donor restrictions, but no longer need to distinguish between temporary and permanent restricted net assets.

B. Liquidity Restrictions

Assets and liabilities statements will now need to disclose any limitations on asset availability to be used for current expenses, be it the nature of the asset (illiquid or receivable), donor or other contractual restrictions, or board restrictions. For organizations who have positive net assets but ones that are not in liquid or unrestricted form to satisfy current obligations, this will more clearly show cash flow shortfalls.

C. Expense Detail

Currently nonprofits need only categorize expenses as three buckets: program, development, and management. The new FASB rules require further detail as to their nature (salaries, travel expense, rent, etc.). Most nonprofits already disclose this information on their IRS Form 990.

C. Investment Expenses

Nonprofits no longer need to report the amount of netted out investment expenses on investment income. Nonprofits must still report the net income received, but determining how much was netted has proven difficult.

D. Cash Flow Statement

Nonprofits may now choose either direct or indirect presentation of cash flow, instead of having to do both.

E. Overhead Allocation

Nonprofits must now disclose the methodology for calculating overhead and apply it consistently.