

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 teammates 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



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 supporters to recruit on your behalf and introduce the spirit of competition to keep supporters engaged.
- Grow your 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.



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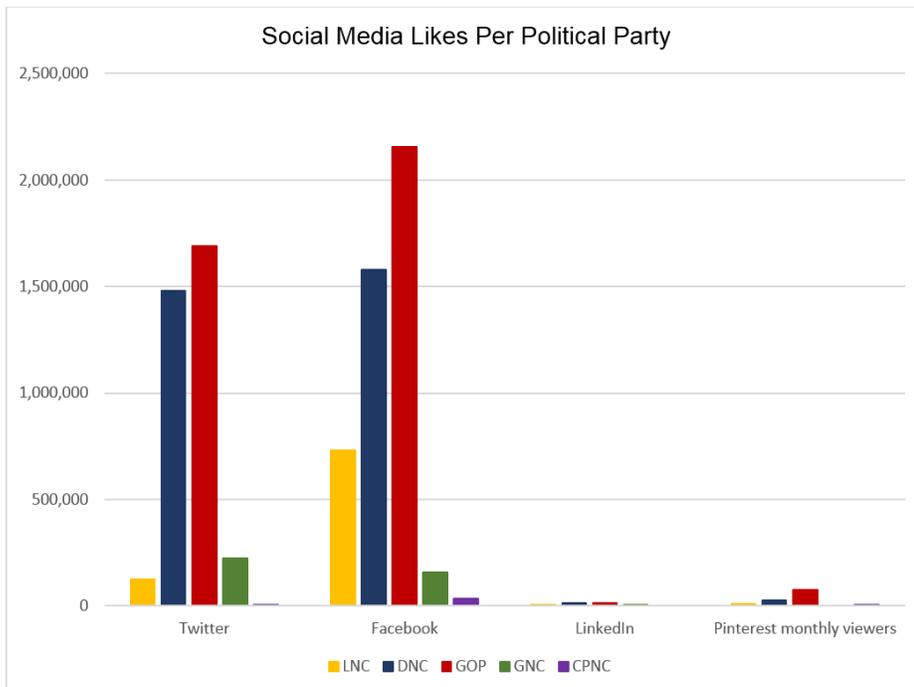
Social Media Report
 December 2018
 Submitted By: Jess Mears

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



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

Libertarian Party
17 hrs · 🌐

"More than one in three people (37%) could not name a single right protected by the First Amendment. THE FIRST AMENDMENT." -CNN

Ouch.
Our friends at [The Cato Institute](#) offer bulk discounts for pocket constitutions.

% of people who can name the three branches of government

Knowledge Level	Percentage
Know one branch	27%
Know two branches	13%
Know all three branches	26%
Do not know any branches	33%
Refused	1%

Source: Annenberg Constitution Day Clicks Survey, August 9-13, 2017.

CNN.COM
Americans know literally nothing about the Constitution
If you are way into politics, you are not the average American. Not eve...

249,082 People Reached
37,195 Engagements

👍👎👏 1.8K
303 Comments 2,311 Shares

👍 Like 💬 Comment ➦ Share 🌐

Performance for Your Post

249,082 People Reached

12,460 Reactions, Comments & Shares 📊

Reaction	On Post	On Shares
3,039 Like	890	2,149
44 Love	6	38
271 Haha	70	201
709 Wow	242	467
1,857 Sad	608	1,249
343 Angry	99	244
3,918 Comments	561	3,357
2,311 Shares	2,311	0

24,742 Post Clicks

Click Type	Count
23 Photo Views	
7,592 Link Clicks	
17,127 Other Clicks 📊	

NEGATIVE FEEDBACK

Action	Count
29 Hide Post	11 Hide All Posts
0 Report as Spam	0 Unlike Page

Reported stats may be delayed from what appears on posts

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

Libertarian Party
 November 23 at 7:00 PM · 🌐

178,883
 People Reached

29,026
 Engagements

👍❤️👎 2.9K 673 Comments 983 Shares

👍 Like 💬 Comment ➦ Share 🌐

Performance for Your Post

178,883 People Reached

9,051 Reactions, Comments & Shares [?]

3,586 👍 Like	2,480 On Post	1,106 On Shares
193 ❤️ Love	149 On Post	44 On Shares
414 😂 Haha	313 On Post	101 On Shares
69 😲 Wow	36 On Post	33 On Shares
42 😞 Sad	11 On Post	31 On Shares
177 😡 Angry	52 On Post	125 On Shares
3,568 Comments	1,495 On Post	2,073 On Shares
1,009 Shares	983 On Post	26 On Shares

19,975 Post Clicks

1,604 Photo Views	4 Link Clicks	18,367 Other Clicks [?]
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NEGATIVE FEEDBACK

48 Hide Post	47 Hide All Posts
0 Report as Spam	0 Unlike Page

Reported stats may be delayed from what appears on posts

Facebook, November 20, 2018
 Post type: leading question

Libertarian Party
November 20 at 6:00 PM · 🌐

What do you trust more than the government?

200,987 People Reached **43,813** Engagements

👍❤️👎 832 2.5K Comments 631 Shares

👍 Like 💬 Comment ➦ Share 🌐

Performance for Your Post

200,987 People Reached

8,937 Reactions, Comments & Shares ⓘ

1,104 👍 Like	384 On Post	720 On Shares
94 ❤️ Love	39 On Post	55 On Shares
1,844 😂 Haha	437 On Post	1,407 On Shares
15 😲 Wow	1 On Post	14 On Shares
3 😞 Sad	2 On Post	1 On Shares
1 😡 Angry	1 On Post	0 On Shares
5,234 Comments	2,908 On Post	2,326 On Shares
661 Shares	631 On Post	30 On Shares

34,876 Post Clicks

4 Photo Views	22 Link Clicks	34,850 Other Clicks ⓘ
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NEGATIVE FEEDBACK

19 Hide Post **15** Hide All Posts

Facebook, November 13, 2018
Post type: article share

Libertarian Party
November 13 at 12:00 PM · 🌐

F.D.A. expands control over people's choices. The [Libertarian Party](#) opposes government control of tobacco products. Join us!
LP.org/membership



NYTIMES.COM
F.D.A. Plans to Seek a Ban on Menthol Cigarettes
The move is part of an aggressive campaign against many products...

159,258 People Reached **17,284** Engagements

👍❤️👎 1K 227 Comments 725 Shares

👍 Like 💬 Comment ➦ Share 🌐

Performance for Your Post

159,258 People Reached

4,513 Reactions, Comments & Shares ⓘ

1,086 👍 Like	644 On Post	442 On Shares
51 ❤️ Love	17 On Post	34 On Shares
224 😂 Haha	86 On Post	138 On Shares
160 😲 Wow	52 On Post	108 On Shares
41 😞 Sad	11 On Post	30 On Shares
460 😡 Angry	303 On Post	157 On Shares
1,773 Comments	560 On Post	1,213 On Shares
731 Shares	725 On Post	6 On Shares

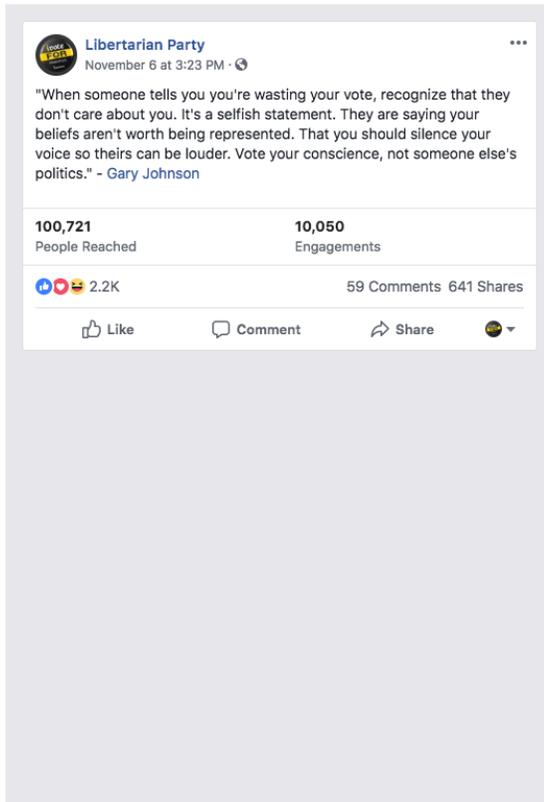
12,771 Post Clicks

11 Photo Views	2,788 Link Clicks	9,972 Other Clicks ⓘ
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NEGATIVE FEEDBACK

15 Hide Post **12** Hide All Posts

Facebook, November 6, 2018
Post type: quote



Performance for Your Post

100,721 People Reached

4,326 Reactions, Comments & Shares

2,882 Like	2,069 On Post	813 On Shares
347 Love	248 On Post	99 On Shares
14 Haha	11 On Post	3 On Shares
3 Wow	2 On Post	1 On Shares
3 Sad	0 On Post	3 On Shares
3 Angry	1 On Post	2 On Shares
423 Comments	129 On Post	294 On Shares
657 Shares	641 On Post	16 On Shares

5,724 Post Clicks

2 Photo Views	3 Link Clicks	5,719 Other Clicks
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NEGATIVE FEEDBACK

9 Hide Post	5 Hide All Posts
0 Report as Spam	0 Unlike Page

Reported stats may be delayed from what appears on posts

Twitter, October 5, 2018
Post type: informative graphic

Top media Tweet earned 50.2K impressions

Are you a #Libertarian?
pic.twitter.com/7rltyhnAWt

Libertarian Party = Common Sense on Issues!

LEFT POSITIONS	LIBERTARIAN POSITIONS	RIGHT POSITIONS
<ul style="list-style-type: none"> Government regulated economy Global System for military orders Using eminent domain for private gain High taxes Support funding of government charities Special rights for minorities Higher taxes 	<ul style="list-style-type: none"> Personal freedom Government can't force equality Tolerance of others' peaceful choices Old fashion Separation of church and state Fiscal opportunity Less order, immigration policy Recently supports gun ownership 	<ul style="list-style-type: none"> Government should just defend our rights, not interfere in our lives Bring responsibility and accountability to the world, based through laws and principles End the Fed, Fed or "Open" & handle money Elimination of red-tape and government of personal privacy Support for all workers, who are working and the success based on their own hard work Government shouldn't force wealth and success
<ul style="list-style-type: none"> Government regulated economy Global System for military orders Using eminent domain for private gain High taxes Support funding of government charities Special rights for minorities Higher taxes 	<ul style="list-style-type: none"> Government should just defend our rights, not interfere in our lives Bring responsibility and accountability to the world, based through laws and principles End the Fed, Fed or "Open" & handle money Elimination of red-tape and government of personal privacy Support for all workers, who are working and the success based on their own hard work Government shouldn't force wealth and success 	<ul style="list-style-type: none"> Government regulated economy Global System for military orders Using eminent domain for private gain High taxes Support funding of government charities Special rights for minorities Higher taxes

32 264 520

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



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 canvassing 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



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.mcrccandidate.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.

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

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

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-mtSPSoYuIOV4aEZdnxZZbK1KeA6k/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/115j7v4dEZix7m2NH3Hn80UikGTLjfe0R/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 unfocused 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 messages 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 than 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 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 in 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.



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.



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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.



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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

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.

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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.)

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- 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/](https://www.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.
[\(LP.org/candidate-pledges/\)](http://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.