

MEETING MINUTES
LIBERTARIAN NATIONAL COMMITTEE
DECEMBER 2-3, 2023
ALISO VIEJO, CALIFORNIA



PREPARED BY **CARYN ANN HARLOS**, LNC SECRETARY

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

All main substantive motions will be set off by ***bold and italics in green font*** (with related subsidiary and incidental motions *set off by highlighted italics*) and will be assigned a motion number comprising the date and a sequential number to be recorded in the Secretary's Main Motion/Ballot Tally record located at <https://tinyurl.com/LNCVotes2023>

Points of Order and substantive objections will be indicated in **BOLD RED TEXT**.

All vote results, challenges, and rulings will be set off by ***BOLD ITALICS***.

The Secretary produces an electronic One Note notebook for each meeting that contains all reports submitted as well as supplementary information. The notebook for this meeting can be found at <https://tinyurl.com/DecLNC2023>

The LPedia article for this meeting can be found at:
[https://lpedia.org/wiki/LNC Meeting 2-3 December 2023](https://lpedia.org/wiki/LNC_Meeting_2-3_December_2023)

Recordings for this meeting can be found at the LPedia link. Due to a failure in the official YouTube stream, the Secretary agreed to upload her unofficial audio recordings used for minutes.

OPENING CEREMONY

CALL TO ORDER AND OPPORTUNITY FOR PUBLIC COMMENT

Chair Angela McArdle called the meeting to order at 9:34 a.m. (all times Pacific).

HOUSEKEEPING

ATTENDANCE

The following were in attendance:

Officers: Angela McArdle (Chair), Andrew Watkins (Vice-Chair), Caryn Ann Harlos (Secretary), Todd Hagopian (Treasurer)

At-Large Representatives: Adrian F Malagon, Mike Rufo, Kathy Yeniscavich

Regional Representatives: Adam Haman (Region 1), Dave Benner (Region 2), Dustin Nanna (Region 3),¹ Meredith Hays (Region 4), Pat Ford (Region 8)

Regional Alternates: Martin Cowen (Region 2), Greg Hertzsch (Region 3), Gary Alvstad (Region 4)

Absent: Dustin Blankenship (At-Large Representative), Richard Burke (Region 1 Alternate), Paul Darr (Region 7 Alternate), Robley Hall (Region 8 Alternate), Will Hyman (Region 5 Alternate), Otto Dassing (Region 5 Representative), Steven Nekhaila (At-Large Representative), Bill Redpath (Region 6 Alternate), Mark Tuniewicz (Region 6 Representative), Beth Vest (Region 7 Representative)

Staff: Andy Buchkovich (CTO), Drew Hreha (Appeals Manager), Matt Hudson (Graphic Designer), Hannah Kennedy (Operations Director), Brian McWilliams (Communications), Austin Padgett (Fundraising), Mat Thexton (Operations Center Manager), Luke Troxell (Development Director)

The gallery contained many attendees. An attendance sheet was not passed for this meeting.

OPPORTUNITY FOR PUBLIC COMMENT

The following persons spoke during public comment:

- TJ Ferreira (NV)
- Adam Haman (LNC)

¹ Mr. Nanna arrived later on the second day of the session but was not present for the first day of the session.

- Michael Pruznick (CA)
- Vera Pruznick (CA)

REPORT OF POTENTIAL CONFLICTS OF INTEREST

Secretary Harlos had previously circulated a copy of the currently disclosed conflicts and asked for any updates. The updated list of conflicts of interests is attached as **Appendix A**. Any needed updates to the Credentials List were also reviewed.

ADOPTION OF THE AGENDA

The Chair previously submitted a proposed agenda as follows:

Saturday December 2, 2023		
1.	Welcome and Opening Ceremony	
	a.	Call to Order 9:00 AM
	b.	Opportunity for Public Comment <i>Maximum of 2 minutes per commenter</i> 20 minutes
2.	Housekeeping	
	a.	Attendance Roll Call 2 minutes
	b.	Credentials Report and Paperwork Check 1 minute
	c.	Adoption of Agenda 5 minutes
	d.	Report of Potential Conflicts of Interest 2 minutes
3.	Officer Reports	
	a.	Chair's Report (McArdle) 20 minutes
	b.	Vice-Chair's Report (Watkins) 10 minutes
	c.	Treasurer's Report (Hagopian) 10 minutes
	d.	Secretary's Report (Harlos) 10 minutes
4.	Staff Reports	
	45 minutes	
5.	Counsel's Report (Hall) <i>portions may be in Executive Session</i>	
	15 minutes	
6.	Regional Reports (supplements to printed reports)	
	a.	Region 1 (Mr. Haman and/or Mr. Burke) AZ, CO, KS, NE, NV, OR, WA 7 minutes
	b.	Region 2 (Mr. Benner and/or Mr. Cowen) AL, FL, GA, MS, TN 7 minutes
	c.	Region 3 (Mr. Nanna and/or Mr. Hertzsch) IN, KY, MI, OH 7 minutes
	d.	Region 4 (Ms. Hays and/or Ms. Alvstad) CA 7 minutes
	e.	Region 5 (Mr. Dassing and/or Mr. Hyman) DE, DC, MD, NC, PA, VA, WV 7 minutes
	f.	Region 6 (Mr. Tuniewicz and/or Mr. Redpath) IA, IL, MN, MT, ND, SC, SD, UT, WI 7 minutes
	g.	Region 7 (Ms. Vest) AR, LA, MO, OK, TX 7 minutes
	h.	Region 8 (Mr. Ford and/or Mr. Hall) 7 minutes

		CT, ME, MA, NH, NJ, NY, VT	
	i.	Regionless (Mr. Watkins) AK, HI, ID, WY	7 minutes
		Break for Lunch – 12:30 PM to 1:30 PM	60 minutes
7.	Committee Reports		
	a.	Reports of Standing Committees	
	i.	Advertising & Publication Review (Harlos)	2 minutes
	ii.	Affiliate Support Committee (Ford)	10 minutes
	iii.	Audit Committee (Hackenburg)	5 minutes
	iv.	Awards Committee (Lark)	5 minutes
	v.	Ballot Access Committee (Nanna)	30 minutes
	vi.	Candidate Support Committee (Toms)	10 minutes
	vii.	Convention Oversight Committee (Malagon)	30 minutes
	viii.	Employment Policy & Compensation (Nekhaila)	20 minutes
	ix.	Historical Preservation (Harlos)	5 minutes
	x.	Information Services (Fowler)	5 minutes
8.	New Business with Previous Notice		
	a.	Adoption of Budget	120 minutes
		Adjourn for evening 5:30 pm – Tar and Feather Fundraiser 6:30 pm	
Sunday December 3, 2023			
9.	Welcome and Opening Ceremony		
	a.	Call to Order	9:00 AM
	b.	Opportunity for Public Comment <i>Maximum of 2 minutes per commenter</i>	20 minutes
10.	New Business With Previous Notice (cont'd)		
	a.	Extend Special Rule of Order for these minutes (Harlos)	5 minutes
	b.	Policy Manual Amendments (4 motions) (Harlos)	15 minutes
	c.	Appoint Caryn Ann Harlos as National Platform Committee Second Alternate (Benner)	5 minutes
	d.	Fill vacancies on Audit Committee and potentially Convention Oversight Committee (Harlos)	10 minutes
	e.	CiviCRM Motion (Malagon)	30 minutes 85
	f.	February Anti-War/Anti-Deep State Rally (Harlos)	15 minutes
	g.	Goals (portions may be in Executive Session) (McArdle)	60 minutes
		Break for Lunch – 12:00 PM to 1:30 PM	90 minutes
11.	New Business Without Previous Notice		
	a.	Legal Update (in Executive Session)	45 minutes
12.	Closing Ceremony		
	a.	Announcements	10 minutes
	b.	Opportunity for Public Comment <i>Maximum of 1 minute per commenter</i>	10 minutes
13.	Adjourn		
			TBD

WITHOUT OBJECTION, Vice-Chair Watkins moved to strike the Region reports for 5, 6, and 7.²

WITHOUT OBJECTION, Chair McArdle moved to continue staff reports until after public comment on Sunday for ten (10) minutes.

The agenda was adopted **WITHOUT OBJECTION**.

OFFICER REPORTS

CHAIR'S REPORT

Chair McArdle had submitted a written report in advance (see **Appendix B**) and supplemented with an oral report. She concluded by fielding questions and comments. The LNC took no action.

VICE-CHAIR'S REPORT

Vice-Chair Watkins had submitted a written report in advance (see **Appendix C**) and supplemented with an oral report. The LNC took no action.

TREASURER'S REPORT

Treasurer Hagopian submitted his regular monthly end-of-month financial report in advance (see **Appendix D**) and supplemented with an oral report referencing a Budget Comparison (see **Appendix E**). He concluded by fielding questions and comments. The LNC took no action.

SECRETARY'S REPORT

Secretary Harlos had submitted a written report in advance (see **Appendix F**) and supplemented with an oral report. The LNC took no action.

STAFF REPORTS

Staff members had submitted prior written reports (see *composite* **Appendix G**) with Chair McArdle, Luke Troxell, Austin Padgett, Hannah Kennedy, Drew Hreha, and Andy Buchkovich providing oral supplements and explanations as well as fielding questions and answers.³

During these presentations there were several motions for extensions of time WITHOUT OBJECTION as well as a five (5) minute recess.

² These regional reports are attached hereto as **Appendices X, Y, and Z**.

³ There was a period of time in which the Libertarian Party of California held a Board meeting so that Mr. Alvstad, Ms. Hays, and Mr. Malagon had to attend and be temporarily absent.

LUNCH RECESS

WITHOUT OBJECTION, the LNC broke for lunch recess at 12:36 p.m. and resumed business at 1:57 p.m.

EXECUTIVE SESSION

WITHOUT OBJECTION, the LNC went into Executive Session at 1:59 p.m. with director-level staff present for purposes of discussing legal compliance issues.

The LNC arose out of Executive Session at 2:36 p.m.

WITHOUT OBJECTION, Chair McArdle moved to amend agenda to place Counsel's Report after right after the continuation of staff reports tomorrow.

REGIONAL REPORTS

Chair McArdle temporarily passed the gavel during a portion of the presentation of the regional reports.

REGION 1 REPORT

Arizona, Colorado, Kansas, Nebraska, Nevada, Oregon, Washington

Region 1 Representative Mr. Haman had submitted a written report in advance (see **Appendix U**). The LNC took no action.

REGION 2 REPORT

Alabama, Florida, Georgia, Mississippi, Tennessee

Region 2 Representative Mr. Benner had submitted a written report in advance (see **Appendix V**). The LNC took no action.

REGION 3 REPORT

Indiana, Kentucky, Michigan, Ohio

Region 3 Alternate Mr. Hertzsch presented an oral report and fielded questions and answers. The LNC took no action.

REGION 4 REPORT

California

Region 4 Representative Ms. Hays had submitted a written report in advance (see **Appendix W**), and Mr. Malagon supplemented with a brief oral report. The LNC took no action.

REGION 8 REPORT

Connecticut, Maine, Massachusetts, New Hampshire, New Jersey, New York, Rhode Island, Vermont

Region 8 Representative Mr. Ford had submitted a written report in advance (see **Appendix AA**) and supplemented with a brief oral report. The LNC took no action.

REGION 0 REPORT

Alaska, Hawaii, Idaho, New Mexico, Wyoming

Vice-Chair submitted a written report in advance (see **Appendix BB**). The LNC took no action.

REPORTS OF STANDING COMMITTEES

ADVERTISING & PUBLICATION REVIEW COMMITTEE

Caryn Ann Harlos, as Chair of the Advertising and Publication Review Committee (APRC), noted there was nothing to report that was disclosable per the Policy Manual. The LNC took no action.

AFFILIATE SUPPORT COMMITTEE

Pat Ford, as Chair of the Affiliate Support Committee (ASC), had submitted a written report in advance (see **Appendix I**) and supplemented with an oral report. He fielded questions and comments.⁴ The LNC took no action.

AUDIT COMMITTEE

Chair McArdle gave an update and noted that the Auditor's report has been received which is attached as **Appendix R**. The LNC took no action.

AWARDS COMMITTEE

Chair McArdle gave an update and noted that a report was submitted in advance which is attached as **Appendix O**.

BALLOT ACCESS COMMITTEE

Treasurer Hagopian, in the temporary absence of Dustin Nanna (Chair of the Ballot Access Committee) gave an update in conjunction with Chair McArdle. The LNC took no action. It was agreed that this item would be taken up further tomorrow if Mr. Nanna was well enough to attend.

CANDIDATE SUPPORT COMMITTEE

There was no report submitted at the time of this agenda item but a report was later submitted and attached as **Appendix Q**.

⁴ Mr. Ford also provided an updated copy of the Affiliate Handbook which is attached as **Appendix T**.

CONVENTION OVERSIGHT COMMITTEE

Adrian F Malagon, as Chair of the Convention Oversight Committee, had submitted a written report in advance (see **Appendix P**) and supplemented with an oral report. He also fielded questions and answers.

EXECUTIVE SESSION

WITHOUT OBJECTION, the LNC went into Executive Session at 3:43 p.m.to discuss contractual and staffing issues.

The LNC arose out of Executive Session at 4:19 p.m.

REPORTS OF STANDING COMMITTEES (CONT'D)

EMPLOYMENT POLICY AND COMPENSATION COMMITTEE

Kathy Yeniscavich as a member of the Employment Policy and Compensation Committee gave an update. A confidential report had been submitted in advance to the LNC. The LNC took no action.

HISTORICAL PRESERVATION COMMITTEE

Ms. Harlos, as Chair of the Historical Preservation Committee, had submitted a written report in advance (see **Appendix L**) and supplemented with an oral report. The LNC took no action.

INFORMATION SERVICES COMMITTEE

No representative was available to give a report but a report was submitted in advance and attached as **Appendix N**. The LNC took no action.

NEW BUSINESS WITH PREVIOUS NOTICE

ADOPTION OF BUDGET

Mr. Hagopian gave presentation of budget, which was approved by the Executive Committee on November 28, 2023, and covered in his earlier report.

Mr. Rufo moved to adopt the budget as recommended by the Executive Committee.

A roll call vote was conducted with the following results:

Member / Alternate	Yes	No	Abstain
Benner/Cowen	X		
Ford/Hall	X		

Member / Alternate	Yes	No	Abstain
Hagopian	X		
Haman/Burke	X		
Harlos	X		
Hays/Alvstad	X		
Malagon	X		
Nanna/Hertzsch	X		
Rufo	X		
Watkins	X		
Yeniscavich	X		
McArdle	X		
TOTALS	12	0	0

This motion PASSED with a roll call vote of 12-0-0. [20231202-01]

NEW BUSINESS WITH PREVIOUS NOTICE

WITHOUT OJBECTION, Chair McArdle moved to amend the agenda to hear items 10(a) and 10(c) at this time.

ONE-TIME SPECIAL RULE OF ORDER

WITHOUT OJECTION, Secretary Harlos moved for a special rule of order giving the secretary an additional thirty days to prepare minutes under the auto-approval rule for the December 2023 in-person meeting only. [20231202-02]

SECOND ALTERNATE TO PLATFORM COMMITTEE

WITHOUT OJECTION, Mr. Benner moved to appoint Caryn Ann Harlos as national Platform Committee second alternate. [20231202-03]

ADJOURNMENT

The LNC adjourned for the day without objection at 5:01 p.m.

SUNDAY MORNING SESSION

CALL TO ORDER

Chair McArdle called the meeting back to order at 9:20 a.m. on Sunday.

OPPORTUNITY FOR PUBLIC COMMENT

There was no public comment.

STAFF REPORTS (CONT'D)

Brian McWilliams gave his presentation and fielded questions and answer. The LNC took no action.

SPECIAL COUNSEL'S REPORT

LNC Special Counsel Oliver Hall joined the meeting by telephone and submitted a written report in advance (see **Appendix H**). Mr. Hall supplemented with an oral report. The LNC took no action.

NEW BUSINESS WITH PREVIOUS NOTICE (CONT'D)

POLICY MANUAL AMENDMENT – HISTORICAL PRESERVATION COMMITTEE

Secretary Harlos, on behalf of the Policy Manual Committee, moved the following Policy Manual amendment to Section 1.04:

11) Historical Preservation Committee

The Historical Preservation Committee (HPC) shall be responsible for directing the preservation and publication of Party historical documents and the administration of LPedia.org. A report of its decisions and activities shall be delivered at each LNC meeting. In order to maintain continuity and progress on long-term and technical projects, the HPC members remain in position from term to term until resignation or replacement by action of the LNC at any time. The HPC is expected to fundraise to offset any budget for preservation projects. In the event of vacancy of the chair of the HPC, the LNC will make every effort to appoint a member in the vicinity of the physical archives. The HPC must make every effort to ensure there is at least one member (if it is not the HPC Chair) in vicinity of the physical archives and one member with sufficient technological expertise to provide system administrative support to LPedia.

And to further strike appointment of HPC Chair from post-convention LNC meeting in standing order of business for LNC in Section 1.02.2.

This motion **PASSED WITHOUT OBJECTION.** [20231203-01]

POLICY MANUAL AMENDMENT – LEGAL MATTERS

Secretary Harlos, on behalf of the Policy Manual Committee, moved the following Policy Manual amendment:

Section 1.06 Legal Matters

2) Authorization and Management of Lawsuits

Prior to the filing of a lawsuit, or the joining of a lawsuit filed in any court, in which the LNC or the national Libertarian Party is proposed to be a named plaintiff, to the preparation and filing of a friend of the court brief, or to providing material (costing in excess of \$1,000) financial support for the litigation, the Chair shall:

- *Advise all LNC members (including alternates) of the proposed lawsuit, its purpose, and its estimated cost.*
- *Confirm, or seek and obtain approval for, the budgetary authority for the expenses of the lawsuit as provided elsewhere in this policy manual; and*
- *Seek and obtain approval with a two-thirds (2/3) vote of the Executive Committee for participation in the lawsuit.*

Once a lawsuit is filed or joined, including lawsuits filed against the Party or the LNC, the Executive Committee shall manage the details of the lawsuit subject to the budgetary instructions above. The Executive Committee may delegate this task to an empowered Litigation Committee. The LNC shall be kept advised of the progress and goals of the suit.

WITHOUT OBJECTION, time was extended for ten (10) minutes.

WITHOUT OBJECTION, Secretary Harlos moved to amend to add: *Any settlement or dismissal of the entire lawsuit recommended by the Executive Committee must be approved by the LNC.*⁵

This motion **PASSED WITHOUT OBJECTION**. [20231203-02]

POLICY MANUAL AMENDMENT – STANDARD AGENDA

Secretary Harlos, on behalf of the Policy Manual Committee, moved to add the following language to the standard agenda in Policy Manual 1.02.02 under New Business: Presentation and Approval of Budget (4th Quarter Meeting).

This motion **PASSED WITHOUT OBJECTION**. [20231203-03]

POLICY MANUAL AMENDMENT – COMBINE SECTIONS

⁵ There was some unorthodox workshopping of amendment which functioned as a withdrawal without objection of the original amendment which did not include "of the entire lawsuit" in the amendment.

Secretary Harlos moved to amend the Policy Manual to eliminate the distinctions between Sections 1 and 2 and move the explanations of the differences between Special Rules of Order and Standing Rules and differing amendment thresholds to beginning. The changes are reflected in Appendix CC.

This motion **PASSED WITHOUT OBJECTION**. [20231203-04]

The LNC stood at ease for restroom breaks.

FILL VACANCIES ON AUDIT COMMITTEE

It was agreed that nominations would be opened on the list to fill this vacancy with nominations to close on the upcoming Friday.

CIVI-CRM

Mr. Malagon moved that the Libertarian National Committee (LNC) cease using CiviCRM for fundraising and membership for National Party purposes and task the Information Committee (IS) with 1) developing a comprehensive transition plan for said replacement, and 2) finding a suitable replacement within sixty (60) days. This motion rescinds any and all prior LNC decisions in conflict.

After some informal workshopping, Mr. Benner moved to amend by substitution as follows:

That the Libertarian National Committee (LNC) resolves that CiviCRM has not proven suitable for use for fundraising and membership purposes of the Libertarian National Committee. Therefore, the LNC tasks the Information Services Committee (IS) with identifying a CRM for use by the National Libertarian Party within sixty (60) days. This motion rescinds any and all prior LNC decisions in conflict.

WITHOUT OBJECTION, Ms. Yeniscavich moved to end debate.

The substitute was **ADOPTED** as the main motion **WITHOUT OBJECTION**.

*Vice-Chair Watkins moved to end debate which **FAILED** upon a show of hands with a vote count of 5-5.*

*Mr. Benner moved to end debate which **FAILED** upon a show of hands.*

WITHOUT OBJECTION, Mr. Benner moved to end debate.

A roll call vote was conducted with the following results:

Member / Alternate	Yes	No	Abstain
Benner/Cowen	X		

Member / Alternate	Yes	No	Abstain
Ford/Hall	X		
Hagopian		X	
Haman/Burke	X		
Harlos	X		
Hays/Alvstad	X		
Malagon	X		
Nanna/Hertzsch		X	
Rufo	X		
Watkins	X		
Yeniscavich	X		
McArdle	X		
TOTALS	10	2	0

This motion PASSED with a roll call vote of 10-2-0. [20231202-05]

REPORTS OF STANDING COMMITTEES (CONT'D)

BALLOT ACCESS COMMITTEE (cont'd)

Mr. Nanna, as Chair of the Ballot Access Committee, had submitted a written report attached as **Appendix J**. He supplemented with an oral report and fielded questions and answers. The LNC took no action.

WITHOUT OBJECTION, Secretary moved to strike discussion of the upcoming anti-war rally from the agenda.

NEW BUSINESS WITH PREVIOUS NOTICE (CONT'D)

GOALS

Chair McArdle led a discussion on this item.

EXECUTIVE SESSION

WITHOUT OBJECTION, the LNC went into Executive Session at 12:01 p.m. to political strategy requiring confidentiality, contractual issues, and legal issues with staff included.

The LNC arose out of Executive Session at 12:49 p.m.

ADJOURNMENT

ANNOUNCEMENTS AND OPPORTUNITY FOR PUBLIC COMMENTS

Following announcements, the meeting adjourned **WITHOUT OBJECTION** at 12:56 p.m.

TABLE OF NUMBERED MOTIONS/BALLOTS

*Note that the master log of motions in 2023 can be found here: <https://tinyurl.com/LNCVotes2023>

ID#	Motion/Ballot	Result
20231202-01	Adopt Budget	PASSED
20231202-02	Special Rule of Order for these meeting minutes	PASSED
20231202-03	Appoint second alternate for national Convention Committee	PASSED
20231203-01	Amend Policy Manual re: Historical Preservation Committee	PASSED
20231203-02	Amend Policy Manual re: Legal Matters	PASSED
20231203-03	Amend Policy Manual re: Amend Standard Agenda	PASSED
20231203-04	Amend Policy Manual re: Combine Sections One and Two	PASSED
20231203-05	Move National Party off of CiviCRM	PASSED

TABLE OF APPENDICES

Appendix	Title	Author
A	Updated Conflicts of Interest	Caryn Ann Harlos
B	Chair's Report	Angela McArdle
C	Vice-Chair's Report	Andrew Watkins
D	Treasurer's Report (October End-of-Month Financial Reports)	Staff and Todd Hagopian
E	Budget Comparison	Todd Hagopian
F	Secretary's Report	Caryn Ann Harlos
G	Staff Reports	Staff
H	Special Counsel's Report	Oliver Hall
I	Affiliate Support Committee Report	Pat Ford
J	Ballot Access Committee Report	Dustin Nanna
K	Campus Organizing Report	Jim Lark
L	Historical Preservation Committee Report	Caryn Ann Harlos
M	International Representative Report	Jim Lark
N	Information Services Report	Eric Fowler
O	Awards Committee Report	Jim Lark
P	Convention Oversight Committee Report	Adrian Malagon
Q	Candidate Support Committee Report	TJ Kosin
R	Auditor's Report	Frye and Company
S	October Membership Report	Staff
T	Updated Affiliate Handbook	Affiliate Support Committee
U	Region 1 Report	Adam Haman
V	Region 2 Report	Dave Benner
W	Region 4 Report	Adrian F Malagon

X	Region 5 Report	Otto Dassing
Y	Region 6 Report	Mark Tuniewicz
Z	Region 7 Report	Beth Vest
AA	Region 8 Report	Pat Ford
BB	Region 0 Report	Andrew Watkins
CC	Policy Manual Amendment	Policy Manual Committee

Respectfully submitted,



LNC Secretary ~ Secretary@LP.org ~ 561.523.2250

APPENDIX A – UPDATED CONFLICTS OF INTEREST

Cumulative LNC Potential Conflicts of Interest

As of December 2, 2023

Gary Alvstad

- Vice-Chair, Libertarian Party of California (LPCA)
- Board Member, California Libertarian Party Mises Caucus (CA-LPMC)
- Member, LPCA Convention Committee
- Chair, LPCA Bylaws Committee
- Chair, LPCA Financial Standards Committee
- Member, LPCA Recruitment Committee
- Donor, California Libertarian Party Mises Caucus (CA-LPMC)
- Donor, Libertarian Party Mises Caucus (LPMC)
- Patreon, Angela McArdle

Dustin Blankenship

- Waffle House Caucus (most important)
- Former Mises Caucus Organizer (no longer in this role) and former donor (no longer a donor); still a member
- LPWV Strategic Planning Committee
- Monongalia County Libertarians

Dave Benner

- Contributor, Tenth Amendment Center
- Contributor, Mises Institute
- YouTube Content Creator (retro gaming content, non-political related)

Richard Burke

- Executive Director of a 501(c)3 of Western Liberty Network
- Executive Director of a 501(c)6 of 21+ Tobacco and Vapor Retail Association of Oregon
- Appointed commissioner on the Oregon Government Ethics Commission

Martin Cowen

- Officer and Trustee Fellowship of Reason, Inc.: www.fellowshipofreason.com
- Member Board of Governors State Bar of Georgia: www.gabar.org
- Member and contributor of Mises Caucus
- Contributor to Tom Woods
- Member Libertarian Party of Georgia
- Contributor to Mises Institute
- Contributor to Glen Greenwald
- Contributor to Alex Berenson

Paul Darr

- Secretary, LPBexar County
- SD19 Representative, LPTexas

- Secretary, LPTexas Bylaws Committee
- Secretary, Classical Liberal Caucus

Otto Dassing

(none)

Pat Ford

- Runs monetized YouTube channel, The Coalition Radio Network

Todd Hagopian

- Oklahoma Libertarian Party - Deputy Treasurer
- National Small Business Association - Leadership Council

Robley Hall

- Member LPNH Politics committee
- Member LPNH Membership and outreach committee
- Member of the Free State Project
- Member of the Shell, non-partisan Liberty organization in NH

Caryn Ann Harlos

- Host of YouTube Channel Pink Flame of Liberty (monetized)
- Host of YouTube Channel Cult of RONR
- Secretary of Libertarian Party of Douglas County
- Husband is Chair of Libertarian Party of Douglas County
- Member and donor of Mises Caucus
- Member, Advisory Committee Colorado RCV
- Chair LPCO Judicial Committee

Adam Haman

- Vice Chair LPNV
- Member: Mises Caucus
- Podcast host: Natural Order Podcast

Meredith Hays

(none)

Greg Hertzsch

- Alumni member of Young Americans for Liberty
- Treasurer of the Libertarian Party of Clark County (Indiana.)
- Former Libertarian Party of Indiana State Central Committee District 9 Representative now assisting the current District 9 Rep

Will Hyman

(none)

Adrian F Malagon

- Chair, Libertarian Party of California (LPCA)
- Chair, Libertarian Party of Contra Costa County (LPCCC)
- Chair, California Libertarian Party Mises Caucus (CA-LPMC)
- Member, LPCA Strategic Planning Committee
- Chair, LPCA Affiliate Support Committee
- Member, LPCA Budget Committee
- Chair, LPCA Candidate Support Committee
- Chair, LPCA Membership Committee
- Member, LPCA Recruitment Committee
- Chair, LPCA Operations Committee
- Chair, LPCA Convention Committee
- Donor, California Libertarian Party Mises Caucus (CA-LPMC)
- Donor, Tom Woods Supporting Listeners
- Locals, Michael Malice
- Patreon, Angela McArdle

Angela McArdle

- Domestic partner is LPHQ contractor (Austin Padgett)
- Rage Against the War Machine, Secretary

Dustin Nanna

- Chair Libertarian Party of Ohio
- Planning Commission (At-Large City of Delaware)

Steven Nekhaila

- Treasurer/Secretary, Libertarian Party of the Florida Keys
- Chairman of the Fundraising Committee of the LPF
- Alumni member, Young Americans for Liberty

Bill Redpath

- Editor, Ballot Access News
- Chair, Libertarian Party of Illinois
- Treasurer, FairVote Illinois
- Treasurer, Citizens in Charge
- Treasurer, Citizens in Charge Foundation
- Board member, Classical Liberal Caucus

Mike Rufo

- Regional 11 Rep for the LPF
- LPF Communications committee member
- Paid employee of FPC (Firearms Policy Coalition); job title - Social Media Manager

Mark Tuniewicz

(none)

Beth Vest
(none)

Andrew Watkins

- Mises Caucus Organizer

Kathy Yeniscavich

- Husband is AZLP Second Vice-Chair
- Patron, Angela McArdle
- Patron, Caryn Ann Harlos
- AZLP Audit Committee
- AZLP Convention Planning Committee

APPENDIX B – CHAIR'S REPORT

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Chair's Report – December 2023

Submitted by Angela McArdle, Chair, on December 2, 2023

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- Introduction
- Progress Report On 90 Day Turn Around
- Candidates & State Chair Outreach
- National Party Activism
- LNC Board And Staff Culture
- Year End Summary
- In Closing

Introduction

Happy holidays and Merry Christmas! 🎄

We had a significant financial turn around in Q3/4. Our financials are in good shape and we had zero staff turnover, although we did experience the sudden and tragic loss of our Region 7 Rep, Donovan Pantke. I trust the memorial at the national convention will do an excellent job of honoring his contributions and cheerful spirit.

Progress Report on 90 Day Turn Around

From last quarter's report: "1st goal set: More fundraising activity. Many of you will be pleased to know that the Development Director and I have instituted direct mail appeals again. Our editorial calendar is jam-packed full of email appeals, news and events. We are planning two in person fundraisers and we've expanded the development team."

Results: We have been consistent on this goal. We've maintained almost daily email appeals, a steady stream of engaging political and affiliate projects, and we have an in person fundraiser this month.

Roughly speaking: August brought in around 74K, September broke 100K, October broke 180K, November and December should each bring in around 125K. (This is a rough estimate of gross monthly revenue.)

From last quarter's report ": 2) Staffing up. We've expanded our staff considerably. We've expanded development, operations, and PR, and we're about to expand tech support, too."

Results: Our expanded staff has played a direct role in our revenue increase, faster customer service response time, streamlined operations, and the quality of our political projects.

From last quarter's report: "3) Customer Service. Many of the changes I've implemented are in response to the myriad of complaints we've gotten from affiliates and members about Civi problems, membership renewals, information, etc. I hear you. Staff has worked to answer as many of your requests as possible but we simply didn't have the manpower. That is about to change."

Results: Our customer service has improved due to the addition of new staff, but it still needs work. While we hired an additional person to help respond to inquiries and address info inbox, we are still burdened with long wait times for Civi help tickets. The IS Committee has stepped up and done a great job in helping us test and make faster changes to our CRM. We will continue to involve them in a proactive way and onboard new volunteers. The elephant in the room is the unscalable and broken CiviCRM. My recommendation is that we move national party operations to a new CRM ASAP and continue to service our affiliates for another two years. I will work with our staff on the best way to navigate this transition, and trust the LNC will leave future technical decisions in the hands of our technical staff. It is not the role of the board to force technical decisions upon staff that are beyond the board's expertise. Thank you for your support as we return to sanity in this area.

I'm confident that moving to a system that includes dedicated, full-time support will improve customer service, dramatically increase revenue, and improve morale.

As we implement these changes, I want to reiterate my appreciation for the hard work that our staff and volunteers put in. We're running a large operation and it takes a lot of effort to keep things running.

Candidates & State Chair Outreach

Congratulations to the 38 or more candidates who were elected in 2023. I've been calling candidates to congratulate them and find out what kind of support they need. We are holding a Candidates Post Mortem Q&A on Wednesday, December 20th at 7pm eastern so we can hear from our candidates and find out how we can better support them in 2024.

Congratulations to Javier Milei, the new Argentinian President. His win is incredibly encouraging. Bold, brash, Rothbardian libertarianism has won a presidential race in Argentina. I can't overstate how incredible this is for us in the United States, too.

State Chair Outreach

I've been very focused on improving the relationship between the national party and our state affiliates. I've had conversations with Colorado, Montana, New York, Nebraska, North Carolina, Minnesota, Michigan and several other state chairs and/or excoms to see what projects/candidates they are working on and to invite them to participate in Operation Warhawk

Removal. I'd like to see the national party improve its relationship with state affiliates during 2024 and I am happy to spearhead that initiative.

Some highlights:

Sid Daod is running for Senate in Montana in a very contentious race. I intend to support him with Operation Warhawk Removal.

Minnesota had a recent change in chair. Their new chair is Rebecca Whiting, and Minnesota has a special election race coming up very soon. I'm staying in touch with Rebecca to see if we can provide assistance.

Colorado made waves with their LPCO Liberty Pledge and has shared a lot of information about the positive results with the LNC.

Michigan's chair Andrew Chadderdon has maintained a steady hand under lots of pressure due to the litigation in Michigan. I appreciate his hard work and dedication.

National Party Activism

We've been busy making our voice heard with the following initiatives:

- Operation Warhawk Removal
- United Independents Courses
- Planning for the Defeat The Deep State Rally (President's Day weekend 2024)

LNC Board And Staff Culture

The LNC tends to become extremely dysfunctional in the last 6 months of the term as patience wears thin over competing agendas and frustration with personality conflicts, lack of progress on certain projects, and various frustrations.

Staff has made leaps and bounds over the last several months. I am very proud of their cohesion and good natured ability to roll with the punches. My advice to the LNC is to do the same. Do not get baited by obvious traps that are intended to test your patience and make you react. Do not spend time doom-scrolling the social media rants of people who are desperate to see you fail. We should focus on improving the health of the party and hope those people eventually place their attention [elsewhere](#).

We should place our fiduciary duty above our personal disagreements. Our actions should always be taken in the best interests of the party and when we stumble, we should extend some grace to one another, and help one another be successful, for the sake of our organization and vision.

Year End Summary

This year was a roller coaster and I am grateful to have led you all through it, regardless of how difficult parts of it were. Politics is not an easy business and there are guaranteed to be challenges running the major competitor to the Uniparty. I feel confident that we have the knowledge and experience to make 2024 a successful year politically, if we don't step on our own feet or get distracted.

Lessons learned: Do not bite off more than you can chew, technologically. Understand the ramifications of technical debt. Do not sign up to chair a committee if you cannot fulfill your obligations. Be flexible with policies and policy manuals. Do not go too hard and burn yourself out. Be careful of the company you keep. Be relentless and your hard work will pay off.

Highlights: We had an amazing anti-war rally, an excellent presence at Freedomfest, and we're on track to finish the year strong financially. There were at least 38 libertarians elected statewide and the national party was finally able to provide solid, quantifiable resources to our candidates.

In Closing

Thank you all very much for your hard work. I know being an LNC member can be stressful and it's a huge financial commitment and takes up time. I appreciate your commitment and I hope Q3/4 has encouraged you. Let's work together to make this a successful year. Thank you for the sacrifices you consistently make to elevate the cause of liberty.

Very truly yours,

Angela McArdle, Chair

LP National 90 Day Plan
Improve customer service
Improve morale
Grow revenue - short term and long term

Improve customer service:

Add an operational and customer service employee to ease the load of info inbox, allowing current staff to focus more on sending out fundraising and informational emails and running reports

- Answer emails and questions right away, even if we don't know the answer. Be service oriented:

"I don't know the answer, but I will find out for you."

"The wait time might be long. Is there something else I can do to help you in the short term?"

- Create a guideline on estimated wait times
- Create an Affiliate FAQ for common Civi questions. Have Region reps distribute it. Chair to email it to state chairs.
- Run a monthly report of canceled donations. Have LNC members reach out to them.

Improve morale:

Staff Morale:

- Involve employees in the hiring process through panel style interviews
- Give consistent quarterly reviews, feedback and quarterly goals
- Encourage employees to participate in goal setting process
- Employ new LPHQ culture guidelines and lead by example
- Emphasize mentorship
- Increase staff autonomy

Membership Morale:

- Hire a PR expert to boost our positive image
- Launch Operation Warhawk Removal - collaborative effort with state chairs, candidates, and national party and allies
- Ballot Access Symposium - bring together the newer members and seasoned members with a fresh take on ballot access with newly forged allies
- Candidate Training Classes
- Chairs Summer Activism Award
- Biden Mental Health Project
- Grow membership through national membership drive and affiliate link program

Grow revenue:

- Twitter Impression Revenue: Goal is X
- Social media advertising:
- Affiliate Link Revenue: Goal is X average monthly income. (30 new basic memberships per month)

- Launch new merch and website in September: Goal of \$500 of September and \$250 in October. Add merch to Instagram
- Capture new major donors:
- Re-engage with current major donor base:
- Ballot Access Symposium Revenue:
- Operation Warhawk Removal Email Campaign in September:
- Candidate training classes in September:
- Major Donor event in Florida:
- Direct mailer on ballot access:
- Increased fundraising appeal emails:

Process to begin implementation of (but we might not see return until after 90 days):

- Automate process to reach out to donors whose cards are expired or soon to expire.
- Increase opportunities for individuals to sign up with us online
- Lifetime membership initiative at state conventions
- Monthly direct mail
- Online newsletter with emphasis on programs that need gifts to be sustained (candidate support, ballot access, etc)

APPENDIX D – VICE-CHAIRS REPORT

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Vice Chair Report - December 2023

Prepared by: Andrew Watkins

Twitter Spaces:

- *Will have completed 5 Spaces as of the submission of this report.*
 - *Clint Russell - History of the Fed.*
 - *Diego Rivera - Defend the Guard legislation.*
 - *Matt Beaudreau - Public schooling, education, and Apogee.*
 - *Scott Horton - Israel-Palestine conflict.*
 - *Resist CBDC - Threat of Central Bank Digital Currencies.*
- *Ranging between 20 to 50 or so live listeners. Scott had about 200.*
- *Will be working on how to boost the numbers.*
 - *Likely more higher profile guests would do the trick.*
- *There have been some technical difficulties.*
 - *Carrie Eiler and Pat Ford were meant to help co-host; however, they were unable to accept the invitation to both co-host and speak. Carrie was unable to hear any audio during the space with Matt. Others reported having the same issue.*
- *Will Hobson in OR has also offered to assist with both hosting and finding guests.*

Fundraiser:

- *Currently working on a fundraiser that could potentially be very lucrative. The details of which I will be keeping confidential for the time being.*

APPENDIX D – TREASURER'S REPORT

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OCTOBER 2023 END OF MONTH FINANCIAL REPORTS

Page 2 – EOM Sustaining Membership and Revenue Charts and Graphs

Page 4 – EOM Financial Summary Reports

Page 6 - P&L BtoA Detail by Month

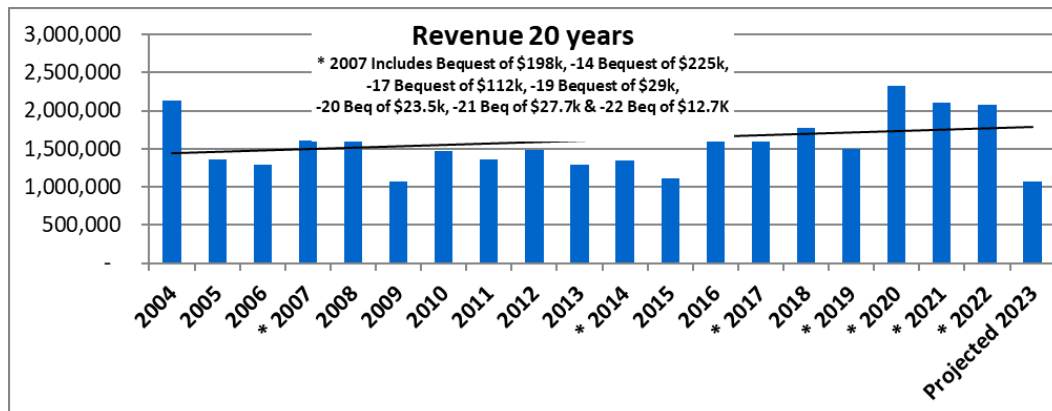
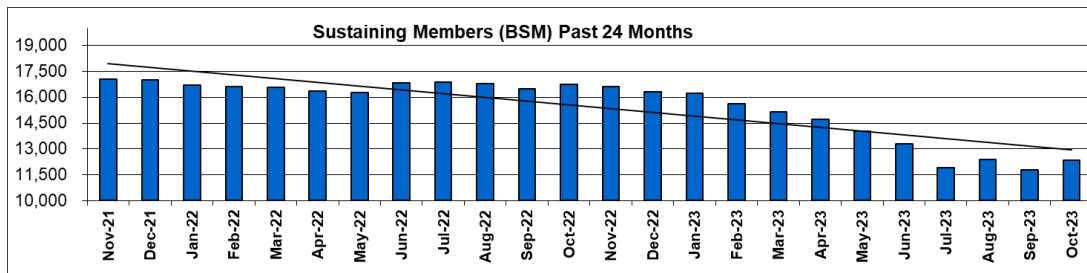
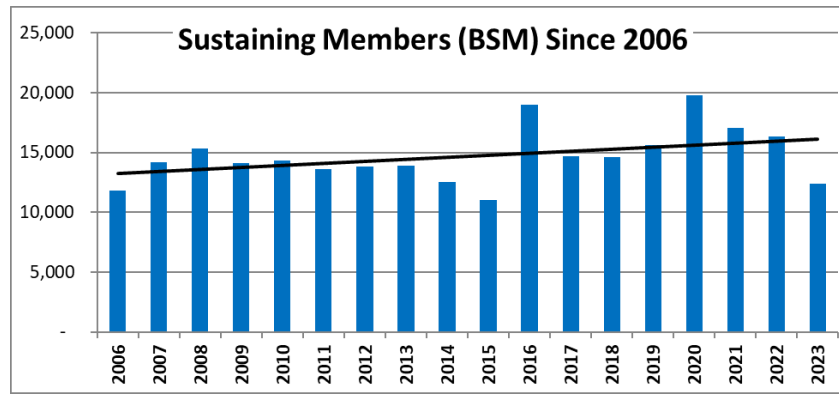
Page 8 – Balance Sheet Curr v. Prior Month Comparison

Page 10 - Cash Flow Report

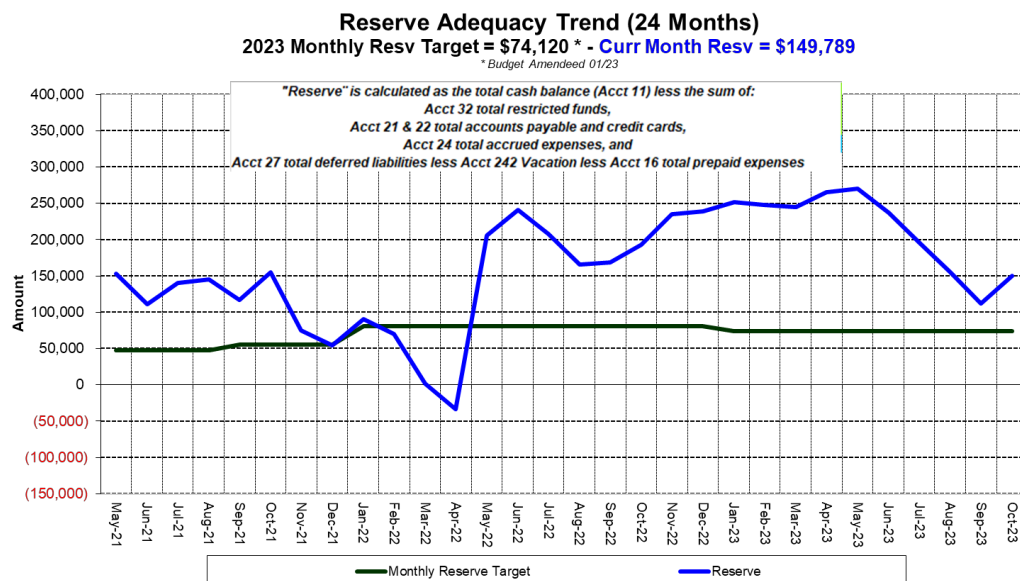
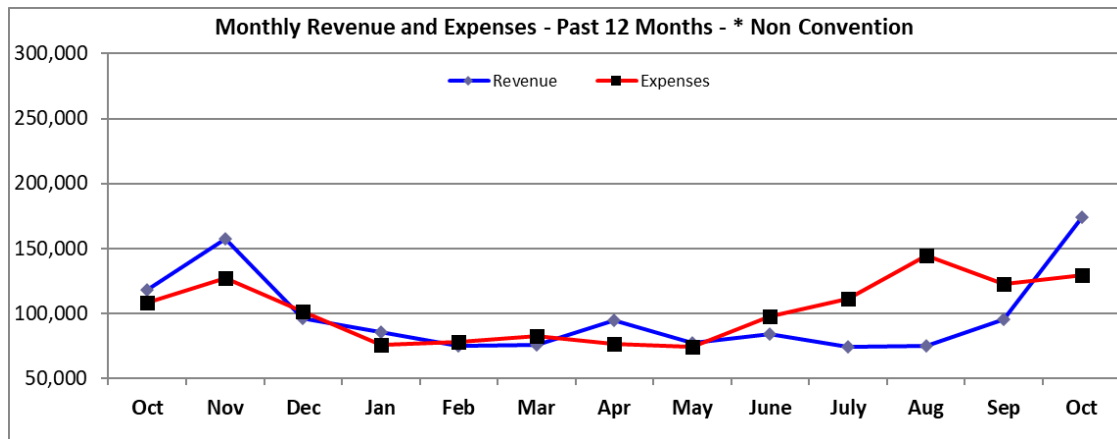
Page 11 – Related Party Transactions – *Updated through 11/13/23*

Page 11 – Chair’s Discretionary Disbursements

End of Month Reports – Charts



**APPENDIX D
TREASURER'S REPORT**



End of Month Reports – Financial Summary

Revenue - by Function as % of Total
2019 thru 2023 (Not Including Convention Packages)

	2019	2020	2021	2022	2023
Membership Revenue	622,486	879,035	700,830	618,573	276,773
% Total Non Conv Revenue	41%	42%	33%	36%	30%
General Fundraising	648,038	843,565	1,050,462	969,607	613,863
% Total Non Conv Revenue	43%	40%	50%	57%	67%
Project/Program/Other	230,807	363,056	357,632	120,567	19,215
% Total Non Conv Revenue	15%	17%	17%	7%	2%
Total Non Convention Revenue	1,501,331	2,085,656	2,108,924	1,708,747	909,852

P&L Acct Summary Last Month Plus YTD

	Jan 23	Feb 23	Mar 23	Apr 23	May 23	Jun 23	Jul 23	Aug 23	Sep 23	Oct 23	TOTAL
Revenue											
4-4000 - Fundraising Membership Prog Rev	85,079	73,691	74,959	93,832	76,476	82,956	70,795	74,073	94,997	172,288	899,147
4-4100 - Restricted Project Revenue	316	1,047	527	443	1,028	1,002	680	596	543	1,595	7,779
4-4200 - Convention & Special Event Rev							2,192				2,192
4200 - 49999 - Events, Program, Other							733				733
Net Assets released from Restriction								5,842			5,842
Total Revenue	85,395	74,738	75,486	94,276	77,504	83,958	74,400	74,670	101,362	173,883	915,693
Expense											
7-7000 - Fundraising Membership Prog Exp	16,961	16,592	13,450	14,480	12,562	24,168	52,054	16,782	24,859	54,154	246,061
8000 - Salary & Related Expense	41,632	45,483	42,924	39,626	43,541	48,452	39,078	66,213	23,458	42,535	432,941
8100 - Admin & Overhead Expense	7,593	6,711	11,980	8,946	8,595	10,340	10,468	23,929	14,877	13,799	117,237
8200 - Professional Services	8,490	7,418	12,050	11,240	7,727	12,730	7,861	35,703	57,527	17,139	177,886
8300 - Depreciation Expense	1,846	1,846	1,846	1,846	1,846	1,846	1,846	1,846	1,846	1,846	18,459
Total Expense	76,521.66	78,049.30	82,249.60	76,137.89	74,270.89	97,535.03	111,307	144,472	122,567	129,473	992,584
Net Operating Income	8,873	(3,311)	(6,763)	18,138	3,233	(13,577)	(36,906)	(69,803)	(21,185)	44,411	(76,890)
Released from Restriction								(5,842)			(5,842)
Net Income	8,873	(3,311)	(6,763)	18,138	3,233	(13,577)	(36,906)	(69,803)	(27,027)	44,411	(82,732)

P&L Acct Summary Last Month Plus YTD (CONVENTION RESTRICTED)

	Jan 23	Feb 23	Mar 23	Apr 23	May 23	Jun 23	Jul 23	Aug 23	Sep 23	Oct 23	TOTAL
Revenue											
Convention & Special Event Rev		243			3,802	12,513	11,865		4,332	8,198	40,952
Total Revenue	0	243	0	0	3,802	12,513	11,865	0	4,332	8,198	40,952
Expense											
Events and Conventions Exp			169								169
Total Expense	-	-	169.00	-	-	-	-	-	-	-	169
Net Operating Income	0	243	(169)	0	3,802	12,513	11,865	0	4,332	8,198	40,783
Net Income	0	243	(169)	0	3,802	12,513	11,865	0	4,332	8,198	40,783

Libertarian National Committee Inc

Balance Sheet Summary
As of October 31, 2023

	TOTAL			
	AS OF OCT 31, 2023	AS OF SEP 30, 2023 (PP)	CHANGE	% CHANGE
ASSETS				
Current Assets				
Bank Accounts	213,595.23	212,486.96	1,108.27	0.52 %
Accounts Receivable	1,180.00	1,180.00	0.00	0.00 %
Other Current Assets	26,876.45	19,737.96	7,138.49	36.17 %
Total Current Assets	\$241,651.68	\$233,404.92	\$8,246.76	3.53 %
Fixed Assets	761,098.20	762,944.09	-1,845.89	-0.24 %
Other Assets	0.00	0.00	0.00	
TOTAL ASSETS	\$1,002,749.88	\$996,349.01	\$6,400.87	0.64 %
LIABILITIES AND EQUITY				
Liabilities				
Current Liabilities				
Accounts Payable	13,054.93	9,329.57	3,725.36	39.93 %
Credit Cards	1,700.00	48,457.53	-46,757.53	-96.49 %
Other Current Liabilities	68,873.33	63,850.83	5,022.50	7.87 %
Total Current Liabilities	\$83,628.26	\$121,637.93	\$ -38,009.67	-31.25 %
Long-Term Liabilities	0.00	0.00	0.00	
Total Liabilities	\$83,628.26	\$121,637.93	\$ -38,009.67	-31.25 %
Equity	919,121.62	874,711.08	44,410.54	5.08 %
TOTAL LIABILITIES AND EQUITY	\$1,002,749.88	\$996,349.01	\$6,400.87	0.64 %

APPENDIX D TREASURER'S REPORT

Profit & Loss Budget vs. Actual January through October 2023

	Oct 2023			Total			Temp. Restricted Convention	
	Actual	Budget	over Budget	Actual	Budget	over Budget	Oct-23	YTD
Income								
4-4000 Fundraising Membership Prog Rev			0	0	0	0		
4000.10 Recurring Monthly Revenue	38,969	67,000	(28,031)	448,962	563,000	(114,038)		
4000.20 Other Membership Revenue	73,176	50,556	22,620	276,773	307,226	(30,453)		
4000.30 General Fundraising Revenue	54,010	26,042	27,968	120,540	223,374	(102,834)		
4000.40 Ballot Access - Voter Reg Rev	2,828	25,000	(22,172)	44,361	195,000	(150,639)		
4000.50 Campaign Candidate Support Rev	3,035	5,000	(1,965)	7,455	39,000	(31,545)		
4000.60 Affiliate Support Revenue	130	1,000	(870)	(159)	9,000	(9,159)		
4000.70 Historic Preservation Revenue	140	250	(110)	1,508	2,250	(742)		
4000.90 Joint Membership Affiliate Port			0	0	0	0		
Total 4-4000 Fundraising Membership Prog Rev	172,288	174,848	(2,560)	899,441	1,338,850	(439,409)	0	0
4-4100 Restricted Project Revenue			0	0	0	0		
4100.10 Building Fund Revenue	172	2,000	(1,828)	1,981	18,000	(16,019)		
4100.20 Legal Fund Revenue	1,423	300	1,123	5,799	2,700	3,099		
Total 4-4100 Restricted Project Revenue	1,595	2,300	(705)	7,780	20,700	(12,920)	0	0
4-4200 Convention & Special Event Rev			0	0	0	0		
4200.20 Convention Fundraising Revenue			0	0	0	0	8,198	40,952
Total 4-4200 Convention & Special Event Rev	0	0	0	0	0	0	8,198	40,952
4200 Events and Conventions			0	0	0	0		
4200-20 Conv Fundraising - Unrestricted			0	2,221	0	2,221		
4200-30 Other Events			0	410	0	410		
Total 4200 Events and Conventions	0	0	0	2,631	0	2,631	0	0
4800 Misc Income			0	0	0	0		
4850 Net Assets Released from Restriction			0	5,842	0	5,842		
Total 4800 Misc Income	0	0	0	5,842	0	5,842	0	0
Total Income	173,883	177,148	(3,265)	915,694	1,359,550	(443,856)	8,198	40,952
Gross Profit	173,883	177,148	(3,265)	915,694	1,359,550	(443,856)	8,198	40,952

APPENDIX D TREASURER'S REPORT

Profit & Loss Budget vs. Actual January through October 2023

Expenses	Oct 2023			Total			Temp. Restricted Convention	
7-7000 Fundraising Membership Prog Exp			0	0	0	0		
7000.10 Recurring Monthly Expense	600	10,000	(9,400)	8,358	100,000	(91,642)		
7000.20 Other Membership Expense	630	2,500	(1,870)	13,032	25,000	(11,968)		
7000.30 General Fundraising Expense	27,753	10,000	17,753	70,019	88,000	(17,981)		
7000.40 Ballot Access Fundraising Exp	72	1,500	(1,428)	7,567	12,000	(4,433)		
7000.50 Building Fundraising Expense		100	(100)	0	900	(900)		
7000.60 Credit Card Fees Expense	4,689	5,140	(451)	46,197	39,452	6,745		
7000.80 Core Services Expense			0	0	0	0		
7000.81 Outreach & Activism Expense	5,500	9,000	(3,500)	52,636	67,000	(14,364)		
7000.84 Ballot Access Petitioning Exp	10,000	50,000	(40,000)	36,870	100,000	(63,130)		
7000.86 Ballot Access Legal Expense		10,000	(10,000)	4,000	10,000	(6,000)		
7000.87 Ballot Access Lobbying Exp		2,500	(2,500)	0	20,000	(20,000)		
7000.88 Campaign Candidate Support Exp	3,000	0	3,000	5,317	49,000	(43,683)		
7000.89 Affiliate Support Expense		0	0	21	0	21		
7000.90 Historic Preservation Expense	1,910	250	1,660	2,047	2,000	47		
Total 7000.80 Core Services Expense	20,410	71,750	(51,340)	100,891	248,000	(147,109)	0	0
Total 7-7000 Fundraising Membership Prog Exp	54,154	100,990	(46,836)	246,063	513,352	(267,289)	0	0
7-7200 Convention & Special Event Expe			0	0	0	0		
7200.30 Convention Fundraising Expense			0	0	0	0	0	169
Total 7-7200 Convention & Special Event Expe	0	0	0	0	0	0	0	169
8000 Salary & Related Expense			0	0	0	0		
8005 Salary Hourly Bonus Sick & Vac	22,467	49,000	(26,533)	344,263	439,000	(94,737)		
8010 Hourly Wages (Admin Portion)			0	1,861	0	1,861		
8015 Contractor Admin & Internships	14,200	0	14,200	24,026	500	23,526		
8020 Employer Cont to P/R Tax	1,986	2,589	(603)	27,686	19,821	7,865		
8030 Employer Cont to 401K & Adm	1,204	1,864	(660)	7,015	14,268	(7,253)		
8040 Fed & State Unemployment		50	(50)	923	500	423		
8060 Health Insurance	805	3,521	(2,716)	18,457	26,958	(8,501)		
8065 Workers Comp Insurance		130	(130)	1,615	1,240	375		
8070 Other Bens, Gdwill & Training		60	(60)	0	600	(600)		
8080 Payroll Service Fees	1,873	215	1,658	7,096	2,070	5,026		
Total 8000 Salary & Related Expense	42,535	57,429	(14,894)	432,940	504,957	(72,017)	0	0
8100 Admin & Overhead Expense			0	0	0	0		
8110 Ofc Supplies & Non Cap Equip	226	180	46	1,558	1,640	(82)		
8120 Telephone & Data Services	1,246	650	596	8,931	6,500	2,431		
8125 Equipment Leases & Maint.		65	(65)	0	650	(650)		
8130 Postage & Shipping	744	130	614	4,589	1,300	3,289		
8140 Travel, Meeting, & Meals Exp		1,000	(1,000)	25,597	23,700	1,897		
8160 Insurance - D/O Cyber - Other	1,225	1,500	(275)	13,013	15,000	(1,987)		
8170 Occupancy Expenses			0	0	0	0		
8170-20 Utilities Expense	389	420	(31)	4,227	4,160	67		
8170-30 Property Taxes, Fees & Permits	2,334	750	1,584	9,314	7,500	1,814		
8170-40 Maintenance, Cleaning & Repairs	540	420	120	4,682	4,160	522		
8170-50 Property / GL Insurance	241	250	(9)	2,375	2,500	(125)		
8170-60 Assc Fees, Rent & Storage		240	(240)	1,260	2,120	(860)		
Total 8170 Occupancy Expenses	3,503	2,080	1,423	21,858	20,440	1,418	0	0
8180 Printing & Copying	1,517	500	1,017	2,464	5,000	(2,536)		
8190 Software, Hardware & Other IT	4,033	4,697	(664)	35,842	46,966	(11,124)		
8195 Other Expenses & Bank Fees	1,305	333	972	3,385	3,333	52		
Total 8100 Admin & Overhead Expense	13,799	11,135	2,664	117,236	124,529	(7,293)	0	0
8200 Professional Services			0	0	0	0		
8210 Legal			0	0	0	0		
8210-10 Legal - General		6,250	(6,250)	78,676	62,500	16,176		
Total 8210 Legal	0	6,250	(6,250)	78,676	62,500	16,176	0	0
8220 Accounting	13,862	0	13,862	56,730	18,000	38,730		
8230 FEC Filing & Consulting	2,000	4,000	(2,000)	22,000	40,000	(18,000)		
8240 Computer Services	1,278	6,000	(4,723)	20,480	68,000	(47,520)		
8250 Other Professional Services		250	(250)	0	2,500	(2,500)		
Total 8200 Professional Services	17,139	16,500	639	177,885	191,000	(13,115)	0	0
8300 Depreciation Expense	1,846	2,000	(154)	18,459	20,000	(1,541)		
Total Expenses	129,473	188,054	(58,581)	992,584	1,353,838	(361,254)	0	169
Net Operating Income	44,411	(10,906)	55,317	(76,891)	5,712	(82,603)	8,198	40,783
Other Income								
8600 Released from Restriction			0	(5,842)	0	(5,842)		
Total Other Income	0	0	0	(5,842)	0	(5,842)	0	0
Net Income	44,411	(10,906)	55,317	(82,732)	5,712	(88,444)	8,198	40,783

Balance Sheet Current vs Prior Month

As of October 31, 2023

	As of Oct 31, 2023	As of Sep 30, 2023 (PP)	Change	% Change
ASSETS				
Current Assets				
Bank Accounts				
11 Cash	0	0	0	
111U PNC Checking 8115 (Unrest)	142,625	171,136	(28,511)	-16.66%
112U Truist xxx8394 (Unrestricted)	67,351	32,146	35,205	109.51%
113R PNC Check 2497 (Restricted)	0	5,586	(5,586)	-100.00%
115R Truist xxx5311 (Rest Legal)	3,619	3,619	0	0.00%
Total 11 Cash	213,595	212,487	1,108	0.52%
Total Bank Accounts	213,595	212,487	1,108	0.52%
Accounts Receivable				
12 Accounts Receivable	1,180	1,180	0	0.00%
Total Accounts Receivable	1,180	1,180	0	0.00%
Other Current Assets				
1501 Undeposited Funds - civi	17,913	8,448	9,464	112.02%
1504 Undeposited Funds - Cash	0	860	(860)	-100.00%
16 Prepaid Expenses	0	0	0	
166 Prepaid Insurance	8,795	10,261	(1,466)	-14.29%
167 Prepaid Convention - Spec Event			0	
167-10 Prepaid Convention General Exp	169	169	0	0.00%
Total 167 Prepaid Convention - Spec Event	169	169	0	0.00%
Total 16 Prepaid Expenses	8,964	10,430	(1,466)	-14.05%
Total Other Current Assets	26,876	19,738	7,138	36.17%
Total Current Assets	241,652	233,405	8,247	3.53%
Fixed Assets				
17 Fixed Assets			0	
172 Furniture & Fixtures	25,879	25,879	0	0.00%
173 Office Equipment	16,797	16,797	0	0.00%
174 Computer Hardware	36,449	36,449	0	0.00%
175 Computer Software	134,614	134,614	0	0.00%
177 Office Building	0	0	0	
177-10 Physical Structure	477,119	477,119	0	0.00%
177-20 Land	347,881	347,881	0	0.00%
Total 177 Office Building	825,000	825,000	0	0.00%
178 Ofc Imprmnt Acq & Capt Expense	70,519	70,519	0	0.00%
179 Accumulated Depreciation	(348,159)	(346,313)	(1,846)	-0.53%
Total 17 Fixed Assets	761,098	762,944	(1,846)	-0.24%
Total Fixed Assets	761,098	762,944	(1,846)	-0.24%
TOTAL ASSETS	1,002,750	996,349	6,401	0.64%

Balance Sheet Current vs Prior Month

As of October 31, 2023

	As of Oct 31, 2023	As of Sep 30, 2023 (PP)	Change	% Change
LIABILITIES AND EQUITY				
Liabilities				
Current Liabilities				
Accounts Payable				
21 Accounts Payable	13,055	9,330	3,725	39.93%
Total Accounts Payable	13,055	9,330	3,725	39.93%
Credit Cards				
22 Credit Cards			0	
2225 BB&T Visa	1,700	48,458	(46,758)	-96.49%
Total 22 Credit Cards	1,700	48,458	(46,758)	-96.49%
Total Credit Cards	1,700	48,458	(46,758)	-96.49%
Other Current Liabilities				
24 Accrued Expenses			0	
241 Accrued Payroll	12,026	6,871	5,155	75.02%
242 Accrued Vacation	12,589	18,844	(6,255)	-33.19%
245 Accrued Real Estate Tax	0	2,327	(2,327)	-100.00%
Total 24 Accrued Expenses	24,616	28,042	(3,427)	-12.22%
25 Accrued Payroll Taxes			0	
252 401(k) Liability	0	330	(330)	-100.00%
Total 25 Accrued Payroll Taxes	0	330	(330)	-100.00%
26 Accrued Organizational Taxes			0	
264 Sales Tax Liability			0	
264-1 Sales Tax Liability - CA	35	24	11	47.71%
264-2 Sales Tax Liability - CO	0	24	(24)	-100.00%
264-2-1 Douglas County	12		12	
264-2-3 Arapahoe County	28		28	
264-2-4 Boulder County	4		4	
264-2-5 El Paso County	1		1	
264-2-6 Adams County	5		5	
Total 264-2 Sales Tax Liability - CO	50	24	26	108.03%
264-3 Sales Tax Liability - PA	14	4	10	237.25%
264-4 Sales Tax Liability - TX	46	12	35	290.33%
264-5 Sales Tax Liability - VA	22	5	17	325.63%
Total 264 Sales Tax Liability	168	69	99	142.40%
Total 26 Accrued Organizational Taxes	168	69	99	142.40%
27 Deferred Liabilities			0	
272 Deferred Convention Revenue	0	0	0	
272-20 Deferred Convention Fundraising	40,952	32,754	8,198	25.03%
Total 272 Deferred Convention Revenue	40,952	32,754	8,198	25.03%
276 Joint Affiliate Portion of Rev	3,138	2,656	482	18.16%
Total 27 Deferred Liabilities	44,090	35,410	8,680	24.51%
Total Other Current Liabilities	68,873	63,851	5,023	7.87%
Total Current Liabilities	83,628	121,638	(38,010)	-31.25%
Total Liabilities	83,628	121,638	(38,010)	-31.25%
Equity				
31 General Operating	1,000,124	1,000,124	0	0.00%
32 Temp. Restricted Balances			0	
3204 Fund - Campus	1,730	1,730	0	0.00%
Total 32 Temp. Restricted Balances	1,730	1,730	0	0.00%
Net Income	(82,732)	(127,143)	44,411	34.93%
Total Equity	919,122	874,711	44,411	5.08%
TOTAL LIABILITIES AND EQUITY	1,002,750	996,349	6,401	0.64%

Libertarian National Committee Inc
Statement of Cash Flows
January - October, 2023

	Oct 2023	Total
OPERATING ACTIVITIES		
Net Income	44,411	(82,732)
12 Accounts Receivable		(1,180)
1501 Undeposited Funds - civi	(9,464)	(17,913)
1504 Undeposited Funds - Cash	860	0
161-10 Prepaid Expenses: Bulk Mail Account: Prepaid Bulk Mail VA		711
166 Prepaid Expenses: Prepaid Insurance	1,466	(2,277)
167-10 Prepaid Expenses: Prepaid Convention - Spec Event: Prepaid Convention General Exp		(169)
169 Prepaid Expenses: Other Prepaid Expense		5,870
21 Accounts Payable	3,725	12,172
2225 Credit Cards: BB&T Visa	(46,758)	1,700
241 Accrued Expenses: Accrued Payroll	5,155	(7,837)
242 Accrued Expenses: Accrued Vacation	(6,255)	(9,480)
244 Accrued Expenses: Other Accrued Expenses		(3,381)
245 Accrued Expenses: Accrued Real Estate Tax	(2,327)	0
252 Accrued Payroll Taxes: 401(k) Liability	(330)	0
264-1 Accrued Organizational Taxes: Sales Tax Liability: Sales Tax Liability - CA	11	35
264-2 Accrued Organizational Taxes: Sales Tax Liability: Sales Tax Liability - CO	(24)	0
264-2-1 Accrued Organizational Taxes: Sales Tax Liability: Sales Tax Liability - CO: Douglas County	12	12
264-2-3 Accrued Organizational Taxes: Sales Tax Liability: Sales Tax Liability - CO: Arapahoe County	28	28
264-2-4 Accrued Organizational Taxes: Sales Tax Liability: Sales Tax Liability - CO: Boulder County	4	4
264-2-5 Accrued Organizational Taxes: Sales Tax Liability: Sales Tax Liability - CO: El Paso County	1	1
264-2-6 Accrued Organizational Taxes: Sales Tax Liability: Sales Tax Liability - CO: Adams County	5	5
264-3 Accrued Organizational Taxes: Sales Tax Liability: Sales Tax Liability - PA	10	14
264-4 Accrued Organizational Taxes: Sales Tax Liability: Sales Tax Liability - TX	35	46
264-5 Accrued Organizational Taxes: Sales Tax Liability: Sales Tax Liability - VA	17	22
272-20 Deferred Liabilities: Deferred Convention Revenue: Deferred Convention Fundraising	8,198	40,952
276 Deferred Liabilities: Joint Affiliate Portion of Rev	482	3,138
Total Adjustments to reconcile Net Income to Net Cash provided by operations:	(45,148)	22,473
Net cash provided by operating activities	(738)	(60,259)
INVESTING ACTIVITIES		
179 Fixed Assets: Accumulated Depreciation	1,846	18,459
Net cash provided by investing activities	1,846	18,459
FINANCING ACTIVITIES		
31 General Operating		5,929
3210 Temp. Restricted Balances: Fund - Building		(4,635)
3213 Temp. Restricted Balances: Fund - Legal Action Fund		(1,293)
Net cash provided by financing activities	0	0
Net cash increase for period	1,108	(41,800)

APPENDIX D TREASURER'S REPORT

RELATED PARTY TRANSACTIONS AS OF: 11/13/2023						
Related Party Donations	BSM Expires	Date of Last Contribution	Amount	YTD Contributions	Lifetime Giving (Since 1990)	Liberty Pledge Club
Gary Alvstad	Life Member	06/06/23	\$ 50.00	\$ 150.00	\$ 3,856.60	
David Benner III	03/30/24	03/30/23	\$ 25.00	\$ 50.00	\$ 787.00	
Dustin Blankenship	12/27/23	11/04/23	\$ 25.00	\$ 319.23	\$ 935.73	Yes
Richard Bowen	12/31/23	11/01/23	\$ 21.00	\$ 251.00	\$ 3,188.00	Yes
Richard Burke	09/20/24	10/31/23	\$ 25.00	\$ 50.00	\$ 1,381.15	
Joshua Clark	12/31/23	08/01/23	\$ 125.00	\$ 875.00	\$ 2,279.00	Yes
Martin Cowen	Life Member	11/01/23	\$ 5.00	\$ 1,906.91	\$ 7,945.23	Yes
Randall Daniel	01/01/24	02/05/23	\$ 25.00	\$ 95.00	\$ 660.75	
Otto Dassing	01/01/24	11/01/23	\$ 25.00	\$ 375.00	\$ 1,127.50	Yes
Miguel Duque	08/04/23	07/10/23	\$ 33.99	\$ 109.08	\$ 309.83	Yes
Joseph Ecklund	11/06/23	02/03/23	\$ 25.00	\$ 25.00	\$ 469.00	
Carrie Eiler	Life Member	11/07/23	\$ 104.20	\$ 174.20	\$ 2,595.72	
Bryan Elliott	Life Member	05/15/23	\$ 20.00	\$ 635.00	\$ 4,756.00	
Patrick Ford	08/01/24	08/25/23	\$ 100.00	\$ 145.00	\$ 1,145.30	
Linnea Gabbard	03/26/24	06/26/23	\$ 5.00	\$ 40.00	\$ 831.75	
Todd Hagopian	Life Member	11/08/23	\$ 50.00	\$ 1,534.76	\$ 6,872.76	Yes
Robley Hall	12/31/23	11/01/23	\$ 5.00	\$ 55.00	\$ 589.00	Yes
Adam Haman	06/18/24	11/09/23	\$ 104.20	\$ 287.61	\$ 910.61	
Caryn Ann Harlos	Life Member	11/01/23	\$ 128.75	\$ 2,319.86	\$ 13,507.83	Yes
Meredith Hays	05/28/23	05/28/23	\$ 25.00	\$ 25.00	\$ 150.00	
Gregory Hertzsch	06/01/24	11/01/23	\$ 10.00	\$ 2,358.00	\$ 20,266.15	
William Hyman	04/01/24	11/01/23	\$ 5.15	\$ 56.65	\$ 898.50	Yes
Adrian Malagon	08/31/22	11/01/23	\$ 5.15	\$ 205.75	\$ 1,916.10	
Angela McArdle	12/31/23	11/01/23	\$ 5.00	\$ 75.02	\$ 2,954.62	Yes
Dustin Nanna	06/08/24	06/08/23	\$ 25.00	\$ 747.55	\$ 4,915.55	
Steven Nekhaila	Life Member	11/01/23	\$ 100.00	\$ 2,300.00	\$ 10,340.45	Yes
Connor Nepomuceno	03/01/24	11/01/23	\$ 5.00	\$ 91.05	\$ 3,238.52	
Donavan Pantke, in memoriam	12/08/23	08/31/23	\$ 52.50	\$ 1,265.50	\$ 6,221.30	
William Redpath	Life Member	10/24/23	\$ 17.00	\$ 188.00	\$ 137,064.00	
Michael Rufo	07/23/23	09/09/23	\$ 25.00	\$ 400.00	\$ 2,347.50	
Joshua Smith	05/04/23	11/11/23	\$ 5.00	\$ 179.34	\$ 2,448.34	
Mark Tuniewicz	Life Member	08/28/23	\$ 100.00	\$ 121.63	\$ 4,771.58	
Beth Vest	Life Member	11/11/23	\$ 10.30	\$ 113.30	\$ 3,099.00	
Andrew Watkins	Life Member	11/10/23	\$ 25.00	\$ 225.00	\$ 2,543.00	
Katherine Yeniscavich	Life Member	10/31/23	\$ 145.00	\$ 513.67	\$ 2,800.01	
Total Contributions (Curr Board):			\$ 1,412.24	\$ 18,113.11	\$ 256,266.78	
Related Party Disbursements		Memo		MTD Disbursements	YTD Disbursements	
Free Libertarian Party New Mexico		State Membership Transfer		\$ -	\$ 75.00	
LPAK - LP Alaska		State Membership Transfer		\$ -	\$ 550.00	
LPCA - LP California		State Membership Transfer		\$ -	\$ 700.00	
LPOH - LP Ohio		Ballot Access		\$ 7,500.00	\$ 7,500.00	
LPME - LP ME		Ballot Access		\$ 2,500.00	\$ 2,500.00	
LPVA - LP Virginia		State Membership Transfer			\$ 21.11	
Redpath, William		Reimbursed BA Travel		\$ -	\$ 869.76	
				Total Disbursements:	\$ 10,000.00	\$ 12,215.87
CHAIR'S DISCRETIONARY DISBURSEMENTS FOR 2023						
Chair		Memo		MTD	YTD	
Angela McArdle		Reimbursement General Fundraising			\$ 1,297.15	

APPENDIX E – BUDGET COMPARISON

Comparing The Proposed 2024 vs. 2020 Budget

	2020	2024	Difference	NOTES
Membership	\$ 1,297,148.00	\$ 751,000.00	\$ (546,148.00)	Starting approx 25% lower membership than in 2020
Donations	\$ 743,798.00	\$ 729,000.00	\$ (14,798.00)	Aristotle, wealth screening, new CRM, ballot access drives
Convention	\$ 288,202.00	\$ 500,000.00	\$ 211,798.00	Convention fundraising was much higher in 2022 vs 2020
Total Revenue	\$ 2,329,148.00	\$ 1,980,000.00	\$ (349,148.00)	
Fundraising Expense	\$ 564,265.00	\$ 370,000.00	\$ (194,265.00)	131% increase over projected 2022 numbers to get a 33% increase in non-convention donations
Outreach & Activism	\$ 585,261.00	\$ 93,000.00	\$ (492,261.00)	2020: \$63K Affiliate Dev, \$40K LP News, \$299K candidate support, \$181K brand materials
Ballot Access	\$ 99,747.00	\$ 200,000.00	\$ 100,253.00	Much greater need for ballot access dollars - This would still only get us 47 states plus DC
Convention	\$ 240,044.00	\$ 303,000.00	\$ 62,956.00	Quotes directly from the committee
Salary	\$ 464,579.00	\$ 617,700.00	\$ 153,121.00	Not an apples to apples comparison, but shows we have not cut dramatically
Admin	\$ 192,394.00	\$ 181,800.00	\$ (10,594.00)	Net neutral
Professional Services	\$ 99,642.00	\$ 190,500.00	\$ 90,858.00	Outsourcing increase here so that our staff can focus on growing the party, plus legal
Depreciation	\$ 33,292.00	\$ 24,000.00	\$ (9,292.00)	
	\$ 2,279,224.00	\$ 1,980,000.00	\$ (299,224.00)	

Revenue includes recent improvements, but does not include future improvements
Revenue heavily convention-dependent
Ballot access disadvantage from Day one – No clear path to 50 states – Budget Proposal shows 47 + DC
Additional CRM investment shown to begin in July, so as not to interfere with ballot access spend
Cash position becomes VERY tight in March through May
Huge decrease in Outreach & Activism budget so we can fund more ballot access on lower revenue
\$2,500 added to the historical preservation committee revenue and expenses – Net Neutral

Main Discussion Points

REVENUE

\$1,480,000 non-convention revenue is a 33% increase over 2023 and is an average of \$123,333/month
Fundraising expense is up 131% over projected 2023 finish in order to obtain the target revenue
If we spend the targeted expenses, we should beat the targeted revenue
\$500,000 convention revenue is 73% higher than 2020, but 5% lower than 2022

FUNDRAISING EXPENSE

Includes membership cards
Includes Fundraising Contractor and fundraising employee
Includes wealth screening software
Includes mailers

PROGRAM BUDGETS

\$200,000 for ballot access petitioning (front-loaded for the first 7 months of the year)
\$56,000 for Outreach & Activism
\$12,000 for membership communications
\$25,000 for campaign/candidate support (back-loaded to the back half of the year)

Main Discussion Points

SALARY & RELATED EXPENSE

All current salaries accounted for
Multiple new positions created, contractors converted, or jobs expanded built into the budget
Outsourced HR Service
Money set aside for Executive Director Flexibility moving forward

ADMIN EXPENSE

Includes additional CRM option beginning in July
Conversion to new CRM system included in quote, so staff will not be responsible for the work
Does not include any expenses needed in order to rent the building
No other major changes in this category

PROFESSIONAL SERVICES EXPENSE

\$65,000 for Legal
\$78,000 for Accounting, A/P, A/R, FEC inputs, Monthly Financial Package work
\$30,000 for 3rd Party FEC Filing contractor
\$19,500 to maintain CiviCRM at a working level

Anticipated Q&A

Is this a conservative budget, aggressive, or just right?

It is hard to tell. Based on our previous 12 months, it is extremely aggressive. Based on our previous three months, I would say it is between just right and conservative.

What do we have to do in order to hit the revenue number?

In our original 2023 budget, we had \$320,000 set aside for fundraising expense. We are projected to spend less than 50% of that. We have done much better spending those dollars the past three months. In 2023, we are budgeting \$370,000 for fundraising expenses. We need to find efficient, productive ways to spend that money.

Can't we just dip into our cash reserves and spend more?

In this budget, we already do. Our month-to-month budget format will show that we fall below our target cash reserve in March and just barely make it to Convention without needing some form of equity injection

Is our convention estimate too aggressive?

It is definitely a more aggressive number than what they saw in 2020. However, it is 5% below 2022. We are anticipating a spirited convention and we are hoping to replicate the fundraising numbers we saw in 2022.

Anticipated Q&A

Why do we need to spend so much on ballot access versus 2020?

We came into the 2024 cycle with far less ballot access based on the lower numbers that the Jorgensen ticket received versus the Johnson ticket four years earlier

What are the three states we would have to leave off of ballot access?

We will cover in executive session, but the three remaining states would likely cost over \$600,000 to complete.

Is \$65,000 enough for legal expenses?

We will cover in executive session

The outreach/activism budget is down \$492K versus 2020, what aren't we spending?

We are projecting \$274K less in candidate/campaign support and \$181K less on branding. That makes up most of the difference. Ballot access, and spending fundraising expense to make sure the revenue comes in, is more important.

What is the new CRM, how much is it, and when will it be voted on?

Motion has already been introduced. Whether that one passes, or a different one, the Chair has expressed the desire to have this in the budget. After careful discussions, I decided to place it mid-year for cash flow reasons.

Month to Month Budget vs. Annualized Budget

Why do we do the month to month budget?

So that we do not have a cash flow shortfall and run out of money. This helps the staff understand how much they should spend each month and guides the LNC on when/what they should approve by month.

Is the monthly budget binding?

No. The annualized budget is the only item that shows up in the bylaws and the policy manual. We can spend all of it in January if we want, but the monthly budget's purpose is to stop that from happening.

What is the process for amending the budget if we are running over?

We bring amendments forward to the broader LNC if we are going to outspend the current budget by over 10%, or if we want to move funds from one budget line to another, or if revenue is up/down and expenses must be adjusted.

How did it work this past year?

Very well. Because we backloaded the budget, so we kept our expenses very low in the beginning of the year along with lower planned revenues. When revenues came in lower than we had hoped, this allowed us to not slash current spending. We basically just did not expand spending as we had planned. This is how we were able to remove \$600,000 from the budget without drastic layoffs and spending cuts.

APPENDIX F – SECRETARY'S REPORT

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SECRETARY'S REPORT – LNC MEETING DECEMBER 2023 V1

LINK FOR ONENOTE NOTEBOOK FOR THIS MEETING: <https://tinyurl.com/DecLNC2023>

Position Duties

Bylaws Article 6 – OFFICERS

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

Further specific responsibilities are assigned by the following:

- **Bylaws Articles** 5.2; 7.2.c; 7.14; 8.3; 10.4.b; 10.9 (if Convention Secretary); 13.
- **Convention Rules** 2.2; 3.1; 3.2; 3.3; 5.1.e-f; 7.3; 8.1.b; 8.2.b; 10.
- **Policy Manual Special Rules of Order** 1.02.1, 1.02 (all), 1.03.1
- **Policy Manual Standing Rules** 2.01.2, 2.05 (all)
- **Robert's Rules of Order, Newly Revised, 12th Ed. (RONR 12th Ed.)** mainly chapters 59-60, but various procedures scattered throughout

Status of Minutes Since Last Report

DATE(S)	BODY MEETING	STATUS
8/3/23	Executive Committee	Approved
8/14/23	Executive Committee	Approved
8/19/23- 8/20/23	Libertarian National Committee	Approved
8/30/23	Libertarian National Committee	Approved
9/6/23	Executive Committee	Approved
10/1/23	Libertarian National Committee	Approved
11/12/23	Libertarian National Committee	Pending

Assistant Secretary

Mr. Crum and I continue to work together.

Documents Updated

- Conflicts of Interest**
- Potential conflicts were updated at the previous meeting and in the interim period. A current list was distributed for review and update at this meeting.

Policy Manual	○ Updated with changes made at previous meetings.
Website	○ Continuously updated with minutes, committee information, and pertinent news postings
Secretary's Manual	○ Completed and will be regularly updated
Delegation Allocation Manual	○ Completed and waiting to plug in the delegate numbers
Regional Formation Manual	○ Completed and waiting to plug in the delegation numbers
Delegation Chair Manual	○ In progress to be ready to go out first weeks of Decembers
Delegate Manual	○ In progress to be ready to go out by January

Note that I upload the most current copies of the state affiliate governing documents here:
https://lpedia.org/wiki/LNC_Secretary_Bylaws_and_Constitution_Archive_2022-2024_LNC_Term

LNC Membership Changes Since Last Report

Adam Haman was elected as Region 1 Representative after the resignation of Miguel Duque, and Richard Burke was elected as the Region 1 Alternate after the resignation of Becky Jones.

Joshua Clark resigned as Region 4 Alternate, and Meredith Hays was elected as his replacement.

Rich Bowen resigned as At-Large Representative, and Adrian Malagon was elected as his replacement. Subsequently, Meredith Hays was promoted by California as the Region 4 Representative, and Gary Alvstad was elected as Region Alternate.

Donovan Pantke passed away leaving the Region 7 Representative position vacant.

Committee Membership Changes Since Last Report

Affiliate Support Committee: Will Hyman, Jacob Luria, and Agatha Ventures were appointed to this Committee.

Ballot Access Committee: Bill Redpath was appointed to fill the vacancy.

Bylaws and Rules Committee: Ken Moellman resigned from Committee, and thus First Alternate Chuck Moulton moves into that position.

Candidate Support Committee: Evan McMahon was added to this Committee.

Convention Oversight Committee: Adrian Malagon was appointed to fill an LNC vacancy and appointed as Chair, and Robert Kraus was appointed to fill a non-LNC vacancy. Chris Childs actively resigned, and Jeinay LeBlanc is considered to have resigned through non-attendance due to life obligations. Caryn Ann Harlos and Meredith Hays were appointed to fill the vacancies.

Credentials Committee: The LNC appointed Travis Bost, Josh Hlavka, Joshua Jongema, Brittany Kosin, and Jessica Tewksbury as LNC representatives. Josh Hlavka was appointed as interim Committee Chair. Jeffrey Pittel was appointed first LNC alternate, and Alison Graham was appointed second LNC alternate.

Information Services Committee: Adam Haman was appointed to fill the vacancy.

Platform Committee: Gary Alvstad was appointed as the California primary representative, and Shawn Osborne was appointed as the California alternate. Dave Johnson was appointed as the Texas primary representative. Jim Barbour was appointed as the Ohio representative. Scotty Boman was appointed as the Michigan representative. Dave Benner, Carrie Eiler, Russell Brooksbank, Marc Montoni, and Mike Seebeck were appointed as LNC representatives. Albert Veldhuyzen was appointed as LNC First Alternate. Mike Seebeck was appointed as the interim Chair.

Committee Appointments Remaining

Audit Committee: There is one (1) non-officer LNC seat vacancy.

Candidate Support Committee: The Party Chair needs to fill one (1) vacancy.

Credentials Committee: The following states need to make appointments by February 24, 2024: California, Florida, New York, Pennsylvania, and Texas. The LNC appoints the interim Chair, and the Committee then elects its own Chair.

Platform Committee: The following states need to designate representatives plus ranked alternates (if any) by 12/31/23: Alaska, Florida, Illinois, Michigan, Nevada, New Hampshire, New York, Ohio, Pennsylvania, and Wyoming. The LNC appoints the interim Chair, and the Committee then elects its own Chair.

Upcoming Critical Dates

The calendar of critical dates leading up to the 2024 National Libertarian Party Convention is attached. The next critical date was May 2023 to make Bylaws Committee appointments, which we have already done. The next following critical LNC date is 10/31/23 and notification of delegation allocation numbers by the end of November 2023. I have already sent out to affiliate chairs their initial delegate allocations several times and list of expired members for 2022 in order to get their delegate allocation numbers up. By the time of this meeting, the final numbers will have been sent to the Chairs. The qualifying state parties have until 12/31/23 to make their Platform Committee appointments, and with the exception of

Wyoming who has been MIA, they are on track to do so. The Credentials Committee appointments by qualifying states are due by 2/24/24.

Other Activities

Nothing to report that is not in normal scope of duties.

Confidential Email Discussion

START	END	Started by	Justification	Additional recipients
8/14/23	8/14/23	Duque	Staff/Potential Litigation	None
8/22/23	8/23/23	McArdle	Staff	None
8/23/23	8/24/23	McArdle	Staff/Potential Litigation	None
8/28/23	8/28/23	McArdle	Staff	None
8/28/23	8/29/23	McArdle	Pending Litigation	None
9/3/23	9/3/23	McArdle	Staff	None
9/19/23	9/20/23	Harlos	Pending Litigation	None
9/22/23	10/2/23	McArdle	Staff	None
10/3/23	10/3/23	Harlos	Contractual	None
10/13/23	10/13/23	Harlos	Pending Litigation	None
10/23/23	10/26/23	McArdle	Staff	None
10/27/23	10/27/23	McArdle	Staff	None
11/13/23	11/14/23	Harlos	Pending Litigation	None

Email Ballots¹

The following email ballots were completed since the last report.²

Ballot 20230822-01	Elect up to five (5) members plus alternates as LNC appointees of the National Platform Committee.
Concluded 8/29/23	

¹ Vote tallies are recorded in the form of X-X-X-X which represents aye-nay-express abstention-passive abstention.

² Email motions and main substantive motions made during LNC and Executive Committee meetings during 2023 can be tracked at the tally sheet located at: <https://tinyurl.com/LNCVotes2023>

Results:

LNC PLATFORM COMMITTEE APPOINTMENTS		
BALLOT NUMBER: 20230822-01		
VOTING METHOD: Approval Voting per OpaVote. Vote for as many candidates as desired. Five (5) candidates and ranked alternates possible to be elected. Majority vote required. 16 ballots cast.		
CANDIDATE	VOTE TOTALS	LNC RECORDED VOTES
Dave Benner	15	Benner, Blankenship, Bowen, Dassing, Ford, Hagopian, Harlos, Malagon, McArdle, Nanna, Nekhaila, Pantke, Rufo, Watkins, Yeniscavich
Russell Brooksbank	8	Benner, Blankenship, Bowen, Ford, Harlos, Malagon, Nanna, Yeniscavich
John "Ric" Curtis	1	Yeniscavich
Stephanie Dunn	1	Nanna
Carrie Eller	14	Benner, Blankenship, Bowen, Dassing, Ford, Harlos, Malagon, McArdle, Nanna, Pantke, Rufo, Tuniewicz, Watkins, Yeniscavich
Richard Fast	1	Pantke
Pietro Geraci	1	Hagopian
Larry Gillis	6	Benner, Harlos, Malagon, McArdle, Nekhaila, Pantke
Jeanne Gunis	0	
David Johnson	2	Harlos, Pantke
Jerry Marks	0	
Robert Paulson	6	Benner, Blankenship, Harlos, Malagon, Pantke, Watkins
Michael Pruznick	0	
Mike Seebeck	10	Benner, Blankenship, Bowen, Ford, Harlos, Malagon, McArdle, Nanna, Watkins, Yeniscavich
Danielle Siler	0	
Albert Veldhuyzen	5	Benner, Hagopian, Malagon, Watkins, Yeniscavich
Dave Benner, Carrie Eller, and Mike Seebeck were appointed to the Committee.		

Ballot 20230822-02

Elect up to five (5) members plus alternates as LNC appointees of the National Credentials Committee.

Concluded 8/29/23

Results:

LNC CREDENTIALS COMMITTEE APPOINTMENTS		
BALLOT NUMBER: 20230822-02		
VOTING METHOD: Approval Voting per OpaVote. Vote for as many candidates as desired. Five (5) candidates and ranked alternates possible to be elected. Majority vote required. 16 ballots cast.		
CANDIDATE	VOTE TOTALS	LNC RECORDED VOTES
Travis Bost	11	Benner, Blankenship, Dassing, Hagopian, Harlos, Malagon, McArdle, Pantke, Rufo, Watkins, Yeniscavich
Nicholas Conrad	1	Pantke
Alison Graham	5	Harlos, Malagon, Rufo, Watkins, Yeniscavich
Josh Hlavka	14	Benner, Blankenship, Bowen, Dassing, Ford, Hagopian, Harlos, Malagon, McArdle, Nanna, Nekhaila, Pantke, Watkins, Yeniscavich
Susan Hogarth	4	Dassing, Nanna, Pantke, Tuniewicz
Joshua Jongema	8	Benner, Hagopian, Harlos, Malagon, McArdle, Rufo, Watkins, Yeniscavich
Brittany Kosin	11	Benner, Blankenship, Ford, Hagopian, Harlos, Malagon, McArdle, Nanna, Pantke, Rufo, Watkins
Jeffrey Pittel	5	Harlos, Malagon, Rufo, Watkins, Yeniscavich
Jessica Tewksbury	9	Benner, Ford, Hagopian, Harlos, McArdle, Nanna, Pantke, Rufo, Watkins
Travis Bost, Josh Hlavka, Brittany Kosin, and Jessica Tewksbury were appointed to the Committee.		

Ballot 20230831-01

Motion: Move to appoint Russell Brooksbank to Platform Committee (leaving one seat remaining for a future round, plus alternates) and Joshua Jongema to Credentials Committee (completing credentials leaving alternates for a future round) as both applicants received exactly 50% of the vote.

Concluded 9/7/23

Results:	<p><u>Co-Sponsors:</u> Benner, Harlos, McArdle, Nekhaila</p> <p><u>Voting "aye":</u> Benner, Blankenship, Bowen, Dassing, Ford, Hagopian, Haman, Harlos, Malagon, McArdle, Nanna, Nekhaila, Pantke, Rufo, Tuniewicz, Watkins, Yeniscavich</p> <p><u>Voting "no":</u> None</p> <p><u>Express Abstention:</u> None</p> <p><u>No Vote Cast:</u> None</p> <p>With a final vote tally of 17-0-0, the motion PASSED.</p> <p><u>Secretary's Notes:</u> None</p>
Ballot 20230904-01 Concluded 9/6/23	<p>Motion: Move to accept the resignation of Rich Bowen as At-Large LNC Representative.</p>
Results:	<p><u>Sponsor:</u> McArdle</p> <p><u>Voting "aye":</u> Benner, Blankenship, Dassing, Hagopian, Haman, Harlos, Malagon, McArdle, Nanna, Nekhaila, Pantke, Rufo, Tuniewicz, Watkins, Yeniscavich</p> <p><u>Voting "no":</u> Ford</p> <p><u>Express Abstention:</u> None</p> <p><u>No Vote Cast:</u> None</p> <p>With a final vote tally of 15-1-0-0, the motion PASSED.</p> <p><u>Secretary's Notes:</u> None</p>

<p>Ballot 20230904-02</p> <p>Concluded 9/11/23</p>	<p><i>Motion: WHEREAS, in 2020, the US and most parts of the world experienced what was called a lockdown, a catch-all term for a range of impositions of human association and choice;</i></p> <p><i>WHEREAS, it involved travel restrictions, forced commercial closures, a coercive division of the workforce, regulation of health-care facilities, domestic capacity restrictions, limitations on religious services, and many other restrictions on human mobility and volition; now, therefore, be it</i></p> <p><i>RESOLVED, that the Libertarian Party utterly rejects every aspect of lockdown ideology as unworkable, ineffective, brutal, and contrary to the ideals and practices of any society that wishes to call itself free;</i></p> <p><i>RESOLVED, that the Libertarian Party will not comply with any government-issued lockdowns and will likewise encourage its members to reject and not comply;</i></p> <p><i>RESOLVED, that anyone supporting lockdowns should be called out for their despicable support of draconian policies.</i></p>
<p>Results:</p>	<p><u>Co-Sponsors:</u> Benner, Blankenship, Haman, Harlos, Malagon, Nekhaila, Watkins, Yeniscavich</p> <p><u>Voting "aye":</u> Benner, Blankenship, Dassing, Hagopian, Haman, Harlos, Malagon, McArdle, Nanna, Nekhaila, Pantke, Rufo, Tuniewicz, Watkins, Yeniscavich</p> <p><u>Voting "no":</u> None</p> <p><u>Express Abstention:</u> Bowen</p> <p><u>No Vote Cast:</u> Ford</p> <p>With a final vote tally of 15-0-1-1, the motion PASSED.</p> <p><u>Secretary's Notes:</u> None</p>
<p>Ballot 20230906-01</p> <p>Concluded: 9/13/23</p>	<p><i>This is an election to fill the vacancy in the At-Large position which will become official on or before 9/11/23, with the expiration date for this ballot being 9/13/23. The nominees are Adrian Malagon and Bill Redpath. You are also free to "write-in" a candidate. A majority of votes cast (not plurality) for one candidate is required to win.</i></p>

Results:	<p><u>Sponsor:</u> McArdle</p> <p><u>Voting for Adrian Malagon:</u> Benner, Blankenship, Dassing, Ford, Haman, Harlos, Malagon, McArdle, Rufo, Yeniscavich, Watkins</p> <p><u>Voting for Bill Redpath:</u> Hagopian, Nanna, Nekhaila, Pantke, Tuniewicz</p> <p><u>Express Abstentions:</u> None.</p> <p><u>No Vote Recorded:</u> None.</p> <p>With a total of 11 votes, Adrian Malagon was elected.</p> <p><u>Secretary's Notes:</u> None</p>
Ballot 20230910-01 Concluded: 9/17/23	<p><i>WHEREAS, In 2023, the Governor of New Mexico (NM) unilaterally chose to suspend key second amendment rights; and</i></p> <p><i>WHEREAS, The NM Governor stated "No constitutional right, in my view, including my oath, is intended to be absolute"; now, therefore be it</i></p> <p><i>RESOLVED, That the Libertarian National Committee utterly rejects any, and all, attempts to circumvent the right to bear arms, and that the Libertarian National Committee: 1. Calls upon the people of New Mexico to exercise their other constitutional rights, such as their Freedom of Speech, to immediately and peacefully rise up against this injustice; 2. Calls upon the NM Legislature, Sheriff's department & State Executives to defend the NM Constitution and the Constitution of the United States of America; and 3. Calls upon the Biden Administration's Department of Justice to set aside their bias against Second Amendment advocates and challenge this order.</i></p>
Results:	<p><u>Co-Sponsors:</u> Benner, Blankenship, Haman, Harlos, Malagon, Nekhaila, Watkins, Yeniscavich</p> <p><u>Voting "aye":</u> Dassing, Hagopian, Haman, Harlos, Hays, Malagon, McArdle, Nanna, Nekhaila, Pantke, Tuniewicz, Yeniscavich</p> <p><u>Voting "no":</u> Benner, Blankenship, Rufo</p> <p><u>Express Abstention:</u> Watkins</p> <p><u>No Vote Cast:</u> Ford</p> <p>With a final vote tally of 12-3-1-1, the motion PASSED.</p> <p><u>Secretary's Notes:</u> None</p>

Ballot 20231008-01 Concluded: 10/15/23	Move to appoint Marc Montoni to fill the vacant primary seat and Albert Veldhuyzen as first and only alternate.
Results:	<p><u>Voting "aye"</u>: Benner, Blankenship, Dassing, Hagopian, Haman, Harlos, Hays, Malagon, Nekhaila, Rufo, Watkins, Yeniscavich</p> <p><u>Voting "no"</u>: None</p> <p><u>Express Abstention</u>: McArdle, Tuniewicz</p> <p><u>No Vote Cast</u>: Ford, Nanna/Hertzsch, Vacant/Vest</p> <p>With a final vote tally of 12-0-2-3, the motion PASSED.</p> <p><u>Secretary's Notes</u>: None</p>
Ballot 20231008-02 Concluded: 10/15/23	Move to appoint Jeffrey Pittel and Alison Graham as our LNC credentials alternates with a die roll of the Secretary to determine which one is first alternate and which one is second alternate.
Results:	<p><u>Voting "aye"</u>: Benner, Blankenship, Dassing, Ford, Hagopian, Haman, Harlos, Hays, Malagon, Nanna, Nekhaila, Rufo, Tuniewicz, Yeniscavich, Watkins</p> <p><u>Voting "no"</u>: None</p> <p><u>Express Abstention</u>: McArdle</p> <p><u>No Vote Cast</u>: Vacant/Vest</p> <p>With a final vote tally of 15-0-1-1 the motion PASSED.</p>
ExComm Ballot 20231014-01 Concluded 10/16/23	<p>Approve up to \$17,500 for ballot access efforts in Ohio on the following schedule taken from GL 7000-84:</p> <p>\$7,500 to be paid immediately to the Ohio LP</p> <p>Additional \$5,000 once the Ohio LP has shown that it has expended \$7,500 of their funds (not the LNC's funds) towards the effort</p> <p>Additional \$5,000 once the Ohio LP has shown that it had expended an additional \$7,500 (a total of \$15,000) of their funds (not the LNC's funds) towards the effort</p>

Results:	<p><u>Co-Sponsors:</u> Hagopian, Harlos</p> <p><u>Voting "aye":</u> Hagopian, Harlos, Malagon, Nekhaila, Watkins, Yeniscavich</p> <p><u>Voting "no":</u> None</p> <p><u>Express Abstention:</u> None</p> <p><u>No Vote Cast:</u> None</p> <p>With a final vote tally of 7-0-0-0, the motion PASSED.</p> <p><u>Secretary's Notes:</u> None</p>
<p>ExComm Ballot 20231026-01</p> <p>Concluded 10/31/23</p> <p>Results:</p>	<p><i>Move that the LNC direct the Treasurer to send \$1,000 from budget line item 7000.88, to the LPOH, to be used for the direct support of the Joshua Toms Campaign for Lebanon City Council based on the motion passed by the CSC at their most recent meeting.</i></p> <p><u>Co-Sponsors:</u> Malagon, Yeniscavich</p> <p><u>Voting "aye":</u> Malagon, McArdle, Nekhaila, Watkins, Yeniscavich</p> <p><u>Voting "no":</u> Hagopian, Harlos</p> <p><u>Express Abstention:</u> None</p> <p><u>No Vote Cast:</u> None</p> <p>With a final vote tally of 5-2-0-0, the motion PASSED.</p> <p><u>Secretary's Notes:</u> None</p>
<p>Ballot 20231027-01</p> <p>Concluded 11/3/23</p> <p>Results:</p>	<p><i>Move that Austin Padgett's contract be extended for 3 months from the initial contract's end date.</i></p> <p><u>Voting "aye":</u> Benner, Blankenship, Ford, Haman, Harlos, Hays, Malagon, Rufo, Watkins, Yeniscavich</p> <p><u>Voting "no":</u> Hagopian, Nekhaila, Tuniewicz, Vest</p> <p><u>Express Abstention:</u> Dassing</p> <p><u>No Vote Cast:</u> McArdle, Nanna</p> <p>With a final vote tally of 10-4-1-2 the motion PASSED.</p>

Respectfully Submitted,

Caryn Ann Harlos

LNC Secretary ~ Secretary@LP.org ~ 561.523.2250

APPENDIX F SECRETARY'S REPORT

OPENING GAVEL DATE OF 2024 CONVENTION	5/24/24	CLOSING GAVEL DATE OF 2022 CONVENTION	5/27/24	NOTES
TASK	DEADLINE	AS PER	SUPPLEMENTAL DEADLINE	
Last day an affiliate charter can be revoked until after regular convention	11/26/2023	Article 5.6		
Bylaws and Rules Committee Appointments	5/24/2023	Bylaws Article 11.2 ...no later than twelve months before a Regular Convention		
Credentials Committee LNC Appointments	11/24/2023	Bylaws Article 11.4(a) ...no later than six months before a Regular Convention		
Platform Committee Appointments (both state and national)	12/31/2023	Bylaws Article 11.3(d) ...no later than the last day of the fifth month prior to the Regular Convention		
Credentials Committee State Appointments	2/24/2024	Bylaws Article 11.4(b) ...no later than three months prior to the Regular Convention		
Secretary to produce draft convention minutes and present to LNC	7/26/2024	Article 10.9 ...within 60 days of the adjournment of the Convention		
Provide copies of updated Bylaws to each LNC member, JC member, and chair of affiliate parties	8/22/2024	Article 18 ...within 90 days of adoption		
Affiliates to provide list of delegates and alternates to Credentials Committee	4/24/2024	Article 10.4(c) ...no later than one month prior to start of the first general session of the Regular Convention		Amendments to such lists may be made by the affiliate parties and submitted to the Credentials Committee until the close of the Credentials Committee meeting preceding the Convention. The number of alternates' names submitted shall not exceed the greater of 50 or the number of delegates allocated.
Beginning of Region Formation period	2/24/2024	Article 7.3(c) "Representative regions" may be formed or dissolved once every two years during a period beginning 90 days before the beginning of and ending on the second day of the National Convention, and notice of new formations or dissolutions must be given in writing to the national Secretary prior to the close of the Convention at which they take place.		5/27/2024
Draft minutes posted on Party website	TBD	Article 10.9 ...at least 14 days prior to being submitted to the National Committee for approval by a two-thirds vote		
JC to establish rules of Appellate Procedure	8/25/2024	Article 8.3 Within 90 days following the Regular Convention at which elected, the Judicial Committee shall establish Rules of Appellate Procedure to govern its consideration of matters within the scope of its jurisdiction. The existing Rules shall remain in effect until and unless the Judicial Committee submits new proposed rules to the National Committee for approval, which approval shall be deemed given unless denied by a 2/3 vote of the National Committee within 60 days of submission. A copy of the current Rules of Appellate Procedure shall be maintained by the Secretary at the Party Headquarters and shall be available to any member at cost.		TBD Fill in date when JC submits to begin timeframe for LNC review.
Distribute to each affiliate party the presidential vote totals which the Secretary proposes to use for purposes of delegate allocation for national conventions as provided for in the bylaws	No later than 4/30/2025 / 7/31/25	Policy Manual 2.07.2 The Secretary shall distribute to each affiliate party the presidential vote totals which the Secretary proposes to use for purposes of delegate allocation for national conventions as provided for in the bylaws, no later than the last day of April in the year following a presidential election. If any Party member seeks a modification of the vote totals proposed by the Secretary, the member shall file with the Secretary a written request to modify the totals along with any documentation supporting the request no later than the last day of May of the same year. The Secretary shall review all such requests to modify the presidential vote totals and distribute a final allocation of delegates based on presidential vote totals no later than the last day of July of the same year.		
Delegate allocation sustaining membership cutoff	10/31/2023	Bylaws Article 10.4(a) In order to be counted for delegate allocation, sustaining membership applications must be sent to the National Headquarters by either the individual member or the affiliate party and received or postmarked no later than the last day of the seventh month prior to the regular convention.		
Calculate and send delegate allocations to affiliates	11/30/2023	Bylaws Article 10.4(b) The Secretary shall make a count of the sustaining members qualified under the requirements set forth here and shall compute the delegate allocations for the affiliate parties. Notification of the sustaining membership totals and allocation totals shall be sent by the Secretary to the chair of each affiliate party no later than the last day of the sixth month prior to a regular convention.		

APPENDIX G – STAFF REPORTS

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Operations Report

Q4 2023 LNC Meeting

Summary

"Begin by quantifying everything related to how you do business. I mean everything. Documentation is an affirmation of order." — Michael E. Gerber, The E-Myth

The ethos under which I assumed the role of Operations Director in October was very simple - our output should be scalable, duplicatable, and consistent.

The maximum amount of work should run on oversight, not participation. The business systems we build and put in place should maximize the experience of our members and serve the mission of the Chair.

The process to this output occurs in three primary stages.

When I started in October, The first is Triage, where we stop the bleeding as quickly as possible. This means getting access to pay our bills, prioritizing customer service to our members, and supporting system/CRM failures by propping up temporary workarounds that keep the organization running and get our affiliates what they need to be effective. This stage is almost complete, but only in small part due to myself. The bulk of Triage work was led by the Chair, who was willing to make unpopular decisions to address dire and systemic issues.

It has paid off, which is why I have been able to start Stage 2 - Audit. All of our processes, workflows, and procedures are being mercilessly investigated to find flaws, create solutions, and implement systems.

To that end, workflows are being built and meticulously documented to solve the bus problem. If the Operations Director is hit by a bus any other staff or LNC member should be able step into the role. The transition should be seamless. No missing bill payments, fighting vendors for logins/access, inconsistencies in customer service, or delays in membership initiatives.

Membership

Sustaining membership saw a 3.49% increase in the October EOM Report, which ended the downturn since October of 2021. The EOM reserve in October is sitting at \$149,957, which is 3 times the reserve requirement.

There's currently a synchronization problem with Authorize.net and Civi. ACH payments are being processed correctly by Authorize.net but are not accurately reflected in Civi and still show up as "Pending".

Our IT team is investigating the issue, however the issue should be transparent to donors. The payment is correctly processed and staff is aware of the issue. If a donor wishes to check the status of their payment we can still verify through Authorize.net until the issue with Civi is corrected.

Operations staff will be forced to manually verify and change the payment status of these transactions until a technical solution is found.

Infrastructure

We are maintaining the focus on creating enduring systems rather than expert-dependent output. We are also encouraging specialization of labor in our vendor services. To that end, we have completed our migration to Paychex which now services our Payroll Processing, Time & Attendance, and HR Policy Support.

Our next Paychex transition will be moving our 401k program from Vanguard to Paychex. This move will save us \$1,878 in fees the first year, offload the mailing of notices to participants, and handle our program-related federal filings. It also expands the fund selections for program participants to over 9,000, including all of those previously offered through Vanguard.

This move has been a massive step towards reducing employment ambiguity, giving us much needed protection for both the LNC and Staff by ensuring we remain in compliance with state and federal employment law.

Operations has also assumed the majority of communications with our accounting firm, Veracity Pros. We are now out of the "Clarity" phase, which means cleaning up the disastrous mess that our books were in, and into what I am calling "Refinement." I am helping to develop the workflow between the LNC, the Operations Department, and Veracity Pros so that we eliminate duplication of effort, minimize unnecessary communication and maximize the accuracy of our reporting. This will maximize the unit of value per billable hour.

We have started remitting sales tax collected from the LP Store, and filed necessary documentation so we are not being charged sales tax on our purchase of merchandise from the vendor, increasing our sales margins slightly. I've created portal logins to all Nexus states, which include VA, CA, CO, PA, and TX and Veracity Pros has been given access to handle remittance for us on the state's preferred schedule.

I have started an audit of all our expenses. I've been meeting with staff and going over vendor lists to ensure we are only paying for the services we are actually using, then canceling the rest. So far I've found more than \$44k in expenses that we are able to cancel or reduce for 2024. I've also standardized out of pocket reimbursement. Now it can be coded and paid in accordance with compliance requirements.

I have assumed responsibility over the release of membership reports from the IT Department. Due to current limitations of the CRM and staff capability outside of the IT Department, input is still required from IT in order to run the membership scripts for the reports.

Workforce

There has been one new hire besides myself between the August meeting and the December meeting. Canyon Gargon has been a delight to bring onboard and has provided timely assistance to staff requests. This has freed up Andy Buchkovich to do the important work; plugging the leaking holes of Civi.

Operations has standardized the onboarding process, ensuring we have all the required documentation for payroll and benefits enrollment. We're also building an Onboarding Guide for department heads so new employees have access to the tools necessary to start contributing as quickly as possible.

There is ongoing work to maximize the effectiveness of our project management and communication tools like AzureDevOps and Microsoft Teams. The goal is *not* to drown staff in tedious mandatory updates, but to create seamless interoperability between departments and staff members. We're moving projects forward significantly faster and without superfluous meetings or back and forth communication.

Operations has also been assisting in locating volunteers, with two more eager members ready to be onboarded to assist the IT department.

Customer Service

Operations has developed a robust library of training and procedures for customer service requests to the Info inbox. This has reduced staff time dedicated to customer service, and dramatically improved turnaround time, creating a better experience for our members.

Now that we are standardizing these processes we can take the all important step towards automation. The first move towards this was our improvement to the cancellation workflow. Replies to renewal emails had been returning to the Operations email. Once reviewed they needed to be forwarded to the Info inbox for processing. This required 2-4 staff members to touch a single request, increasing the likelihood of human error, and frequently a lot of back and forth to get the relevant data from the member.

Now there is a link in the renewal email to the cancellation request form with all the information staff needs to process the request. That form is routed to the Info inbox directly, and processed by a single staff member at the first point of contact.

We also implemented a tracker for the Info inbox. The tracker collects relevant data on what types of requests are being received, how long staff spends processing requests, and turnaround times for the requests that require responses. This tracker will allow us to monitor progress, improve reporting, and quickly pinpoint opportunities to improve.

Customer Service Tracker
2023 - Q4

CS Agent	Time In	Oldest Request	Time Out	Cancel Requests	General Info	Ballot Access	Convention Candidates	Member Cards	Volunteers	General Suggestions	Refunds	Unsubs	Forward	Forward Type	Forward	Forward Type	Forward	Forward Type	Forward	Forward Type	CS Duration	CS Turnaround Time
Test	11/21 14:00	11/20 21:00	11/21 15:00											0		0		0		0	1:00:00	17:00:00
Drew	11/21 14:09	11/20 20:45	11/21 14:30		1									0		0		0		0	0:21:00	17:23:00
Drew	11/27 11:25	11/22 18:19	11/27 12:05	4	1			1			2	1	4	0	2	0		0		0	0:40:00	113:00:00
Drew	11/27 16:40	11/27 12:11	11/27 16:56		1									0		0		0		0	0:16:00	4:29:00
Drew	11/28 11:06	11/27 14:43	11/27 11:15		1						3			0		0		0		0	23:51:00	20:23:00

Outreach/Activism

We began running Billboard campaigns through Blip and Blindspot in October. Both vendors specialize in digital billboards, which keeps costs down since we can share ad space with other advertisers. We targeted Republican representatives Lindsey Graham (SC), Mitch McConnell (KY) and Ron Desantis (FL) with billboards in their home states.



The next round targeted Democrats Chuck Schumer (NY) and Jon Tester (MT).



We had a positive response, with excellent feedback from members and spending an average of 284 impressions per dollar.

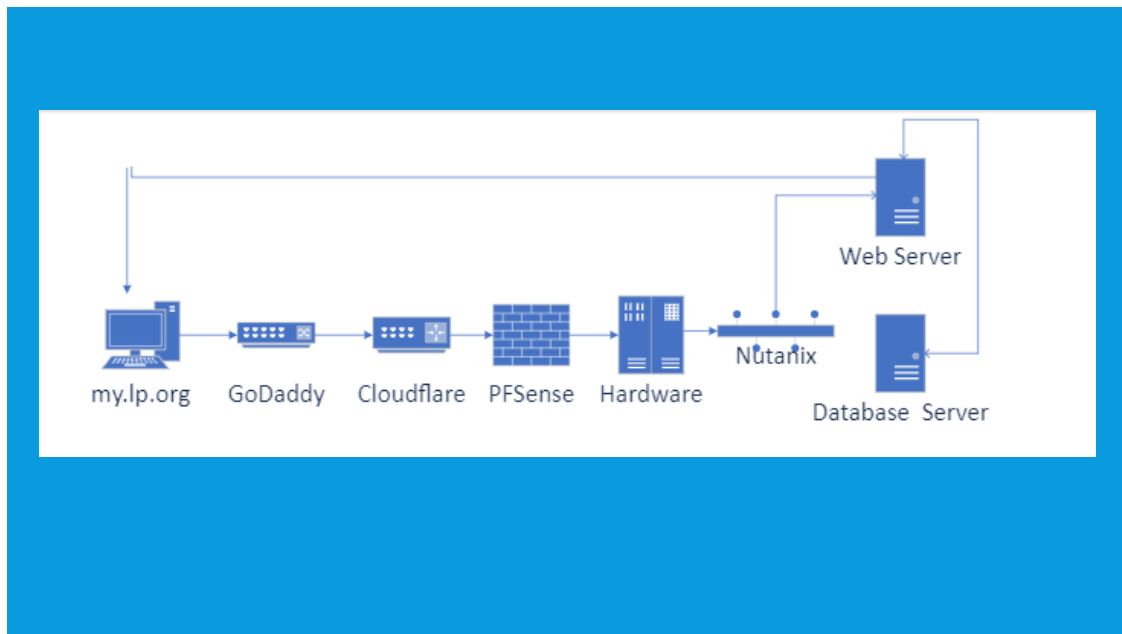
We had the opportunity to assist one of our members in Texas with manning a booth at TEXITCON from Nov 9-12th. The organization brought LP messaging out to a liberty minded crowd through Luke Troxell, who was asked to give a keynote address.

LNC Support

Ongoing support to the LNC and committees by assisting on the following projects:

Affiliate Support Committee/Region 8 - Candidate/Campaign Training
Convention Committee - Assisting with vendor quotes
Andrew Watkins - Research on Rental Space at Alexandria HQ

Region 2 - Candidate Support Training
Steven Nekhaila - LNC Fundraiser in South Florida



NEW HIRE: SYSTEMS ARCHITECT

- First full-time software developer in party history
- Multiple successful CRM migrations for private universities
- Currently working on Google to M365 migration, data is finally moving. Will save ~1500/month once done with more and better features than Google, allowing us to remove additional services like Zoom if we ever wanted to.

MEMBERSHIP REPORT/DELEGATE ALLOCATION

- Every state that presented issues had every member they sent combed over and our reporting updated to ensure they are systematically included
- Membership in CiviCRM hasn't functioned correctly since the moment we were fully into Civi from Raiser's Edge
- Can't retrieve accurate membership info in the member tab

Andrew Buchkovich

Actions

Edit

Delete Contact

Layout: State Admin and Leader

Summary 1

Contributions 29

Memberships 0

Events 10

Mailings 169

Activities 298

Relationships 4

Summary Notes 0

Change Log

Click Add Membership to record a new membership. Click Submit Credit Card Membership to process a Membership on behalf of the member using their credit card.

Add Membership

Submit Credit Card Membership

Pending and Inactive Memberships

Membership	Member Since	Start Date	End Date	Status	Source	Auto-renew	
LP Basic	February 17th, 2021	June 2nd, 2022	June 2nd, 2023	Lapsed	HQ Basic		View Edit Renew...

Andrew Buchkovich

Actions

Edit

Delete Contact

Layout: State Admin and Leader

Summary 1

Contributions 29

Memberships 0

Events 10

Mailings 169

Activities 298

Relationships 4

Summary Notes 0

Change Log

Contributions 29

Recurring Contributions 3

Click Record Contribution to record a new contribution received from this contact. Click Submit Credit Card Contribution to process a new contribution on behalf of the contributor using their credit card.

Record Contribution (Check, Cash, EFT...)

Submit Credit Card Contribution

Current Year-to-Date:

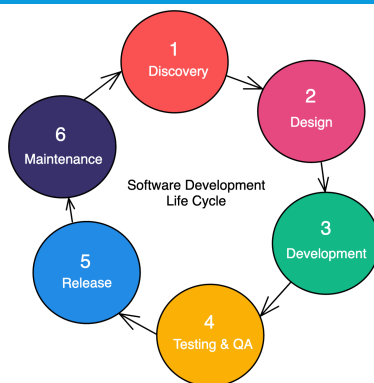
Completed Contributions - 18

Total:

Completed - 30

Amount	Type	Source	Received	Thank-you Sent/Campaign	Status	Premium	
(Recurring)							View Edit more
							View Edit more
(Recurring)							View Edit more
\$25.75	HQ Renew	Online Contribution: LP Membership	September 23rd, 2023 6:31 PM		HQ National	Completed	View Edit more

SOFTWARE DEVELOPMENT LIFECYCLE



RAISER'S TO CIVI 1 YEAR OUT

- Nothing the party was able to do in 2021 is able to reliably be done in Civi
 - No membership status, expiration dates, start dates, anything that is needed to drive a marketing operation
- Multiple business processes with no real documentation:
 - Unified membership program, gifted memberships, etc

REVENUE LOSS FROM RAISERS TO CIVI MIGRATION

- Lost recurring contributions
 - 3 days ago we finally stopped feeling the direct impact as the last yearly recurring contribution just got missed (Nov 30)
 - No real attempt to get them back yet as no one could get good data on who needed contacted, former staff was not prepared with lists
- Lost revenue from broken business processes
 - Just as an example, right now we can send roughly one mailer per month to a targeted slice of membership/lapsed members. Since we have regained the ability to send mailers, their average ROI is 324.5%. If we were to send a modest 4 mailers per month at a cost of 5000, we are leaving \$48,600 in revenue on the table from the 3 mailers we're unable to send. Nevermind the member cards, slow phone calls, etc

CIVICRM WINS

- API is online
- Stopgap staging refresh solution in place
- Allen Shaw (3rd party civicrm contractor) helping David Aiteken
- C# wrapper for CiviCRM API is built
- Nutanix hardware upgrade
- Aristotle data being deduped as we speak (thanks Ken Moellman)



ROAD MAP



ORGANIZATIONAL DEBT

- <https://www.youtube.com/watch?v=cdzUXv8SpjY>
- We are being strangled by tech debt
- 60% technical tools that don't support business processes, 40% no real review for anything critical leading to broken processes. You can't fix a nontechnical problem with a technical solution or create a technical solution for an unknown process.
- This will kill us if we don't fix it
- Additional reading:
<https://www.forbes.com/sites/steveblank/2015/05/18/organizational-debt-is-like-technical-debt-but-worse-2/?sh=4f4f819c7b35>

LIFEBOAT

- Inventory and categorize business process needs
- Research SaaS and consultant options
- Hire consultant to implement SaaS solution and migrate national to new tool
- Use freed up staff time to integrate new tool into Civi so states still have functional tool
- Technical staff time now available to build our own tool like Civi but in a framework volunteers will work in, with a real SDLC so volunteers can easily develop and test against the system, and maintainable such that one technical staff member can handle maintenance

Lorem ipsum dollars

LPHQ Staff Report



Overview

What are we doing?
Who is doing it?
Is it working?
Why are we doing it?



What Are We Doing?

Setting the vision and implementing it.

What is the vision? We want to be the party of:

- Sound economic policy (talking about the debt)
- Peaceful foreign policy (anti-war, DTG)
- Individual rights (property rights, free speech, 2A, no drug war)
- Being solutions-oriented



"Refreshingly sane"

How Are We Working To Accomplish This Vision?

- PR Strategy of Brian McWilliams: offering solutions
- Saying NO to war
- Media visibility
- Equipping our candidates to spread the message of liberty

Specific Initiatives:

- Operation Warhawk Removal
- Defeat The Deep State
- Local Candidates Initiative
- Ballot Access

\$\$ Fundraising to support our initiatives. \$\$

How Are We Equipping Our Candidates? (and Affiliates)

LP Masterclass

Learn from the best on:

- Petitioning
- Public Relations
- Campaign strategy
- Crafting the narrative

Voter Gravity

- Professional campaign software

Template Websites

- Professional web presence

Political Director Search

- Professional ground game

Who Are Our Staff & Contractors?

Fundraising & Development: Luke Troxell - Fundraising Director, Austin Padgett
Fundraising Contractor, Matthew Butts - Growth Manager

Operations: Operations Director - Hannah Kennedy, Appeals Manager - Drew
Hreha - Appeals Manager, Mat Thexton - Operations Center Manager, Iris Poole -
Operations Specialist

IT: Andy Buchkovich - CTO, Canyon Gargon - System Architect, David Aitken -
CRM Success Specialist

Marketing & Graphic Design - Matthew Hudson, Carrie Eiler*

Communications - Brian McWilliams

Social Media - Dylan Allman

Interim Executive Director & Political Director - Angela McArdle

* = volunteer

Department Activity Overview

Fundraising - Lots of email appeals, lots of fundraising and donor thank you calls,
carefully crafted donation campaigns, increase in activity

Political Impact - Rally in planning stage, lots of media quotes, op eds, Voter
Gravity and (coming soon) template websites, billboard campaign

Operations - Streamlined processes, improved documentation, improved
departmental oversight, improved customer service, vendor audit, forward
thinking touch

IT - Improved roadmap for technical future, working through backlog of help
requests

Across Every Department - more staff, better understanding of what other
departments do, synergy

What Is Our Internal Process?

- Scrum!
- Teamwork
- Collaboration
- Mentorship
- Quarterly Reviews



Major Change In The Last Quarter - Is it Working?

- Aggressive fundraising
- More spending
- More hiring

Yes. We have dramatically increased our fundraising activity in the last three months, which means a significant increase in spending. In turn donations have skyrocketed. Members are excited by the activity of the party. You have to spend money to make money, and our new strategy is working.



Why Are We Doing It?

Anti war messaging & talking about the national debt - This is straight out of our platform and it's an opportunity to distinguish ourselves from the two other parties.

Local candidate support - This allows us to build political experience and get people elected.

Ballot access - A must to get our presidential candidate on the ballot, as well as many other opportunities for other candidates.

These are initiatives that inspire and motivate people to donate and take action.

Can We Overcome The Challenges?

Yes, we can, through persistence and creativity.

Sneak Preview: Goals for 2024 and Beyond

- Stretch goal 140K.
- Acquire new CRM.
- Refine our marketing pitches and segmentation.
- Demographics research.
- Better utilize IT.
- Get out membership cards.



LIBERTARIAN COMMUNICATIONS STRATEGY 2024

Prepared by Brian McWilliams

CORE CONCEPT:

The core strategic concept is to create an additional layer of mythology/belief and inspiration on top of our established platform. Not only will this help remove resistance to the layman's problems raised about libertarianism and fear of change, but will also usher in a more bulletproof belief system to retain members despite setbacks (and also potentially win back disgruntled former members).

A positive and presumptive outlook for the future will draw in a far larger portion of the population that will remain libertarian, rather than flirt with the concept. We must shake the reputation as deconstructors, and push the concept that we are builders. Builders of economy, family, personal choice, technology, innovation/entrepreneurship and of course liberty.

SWOT ANALYSIS

Weaknesses:

- Reputation as destroyers not builders
- Criticism of big talk, no action, lack of impact or effectiveness
- Culture of negativity
- Lack of worldbuilding / futurism to create excitement
- Reputation as selfish / insular to needs of poor/climate/students, etc.
- Too myopic / literal
- Misunderstood
- Too many purity tests that drive off interested individuals by existing members
- The "uncool" party
- Lack of pressing reasons to donate (impact redux)

Strengths

- Accuracy on predictive outcomes to government tactics and issues
- Passionate and knowledgeable member base
- Real-world outcomes / failures of the current system are pushing more people to look at 3rd party alternatives
- Principled and consistent positions on major issues that do not change according to political or emotional whims
- Shift in voice, humor, and personality on social media and statements under new leadership that can shake the nerdy/autistic reputation

Opportunities

- Rebranding is possible because of misunderstood / overlooked nature of the party currently
- Fear in the population in regard to World War III, economic issues like inflation, education, race divisiveness, etc. are coming to a head
- Stand as the bulwark against American anxiety of always feeling responsible for the world's problems
- Third party runs like RFK Jr. 's open the door to legitimate alternatives to the two party system, which the LP can piggyback off
- Low bar for success. Even a modest increase in party membership and funding looks like a major movement comparatively, and can be amplified through messaging
- People are more capable of being educated/reached with new messaging with the rise of social media platforms seen as primary news sources that replace corporate media
- Vast mistrust in existing parties, governments, media and institutions
- Understanding in the new generation that progressives are no longer the "resistance." The LP can be the new, true, radical resistance party

Threats

- Factors inside of the libertarian movement / previous members looking to tear down any new efforts
- Trump/Biden/RFK presidential run, which could effectively lure enough people to vote for "The future of the country" for Dem or Rep, with all remaining protest votes going to RFK
- Leadership flip at next convention, reversing course to embrace milquetoast messaging once again and pandering to the left and globalism
- Lack of funding

Analysis:

The best way to take advantage of the strengths of the Libertarian Party, while overcoming and addressing the weaknesses and threats, is to generate excitement for the brightest possible future under the Libertarian banner.

As stated in the Core Concept, libertarianism as a whole lacks an effective vision for the future that creates a mythology around what the core platform will deliver to everyday people who aren't deeply versed in our philosophy. Additionally, the brand new era of futuristic vision allows for vastly expanded interview/commentary and social media concepts. The LP is no longer a "one trick pony," reliant solely on messaging calling for eradication of government & government programs.

As such, the following actions are recommended:

- Mine and share examples of real-world application of libertarian / deregulatory / free market success in local and world markets
- Evening out of negative sentiments about our system and society with positive achievements and *vision* for what the system can become - ie WHEN/THEN statements. WHEN Libertarians eradicate X, THEN Americans are gifted with Y
- Create of worldbuilding myths that are powerful enough to counter and overtake the myths created by our opposition parties
- Emphasize increased benefits to those running as Libertarians (Voter Gravity, potential campaign finance for winnable races, creation of media assets)
- Continue to create ways to have tangible / visible impact on political space (FOIAs, Billboard campaigns, Rallies, Pressure campaigns around specific pieces of legislation)
- Coordinate social campaigns leaning into the growing support on socials to support cause tags/messages

Naturally, this is a major departure and creative lift for the party. It necessitates us to take liberties with reality and what is technically possible currently, in order to build out a vision for the future (something that some of the party's more 'literal' purists may take offense at).

However, considering the assets, friends and colleagues available - continued extension of the mythological/futurism message and worldbuilding is very possible and will hopefully inspire the community to think more along this path. Should this proposal be met with approval I would recommend immediately reaching out to create a focus group for this worldbuilding project.

In the interim, I have created some examples of presumptive myths and WHEN/THEN statements to coincide with the party platform and societal issues, as well as worldbuilding concepts.

1.0 Personal Liberty

Libertarians will deliver freedom of choice in every aspect of your life, leading to the greatest outcome for the greatest number of people. Diversity of choice and outcome permits individuals to find their best path to prosperity, to inspire, and to follow others who find success.

You are solely responsible for your choices. You are free from being held responsible for the mistakes of others. Freedom of choice creates infinite outcomes, separated from group control, leading to the most opportunity to find the best path forward and the least shared and redistributed risk. Your freedom creates safety, opportunity and stability in our world.

Societies thrive on trial and error, with the best ideas leading the way. A Libertarian future assures the survival and evolution of society, through a million trailblazing roads, rather than the doubling down on failed mechanisms of control.

1.1 Self-Ownership

1.2 Expression and Communication

When the Libertarian Party ends the government war being waged upon every citizen over what we understand as truth, we will give Americans back their power of self-ownership and their perception of reality. So much hatred, divisiveness and misunderstanding between people comes from living in a world where truth is manipulated by government actors.

The freedom to express yourself, communicate with others unhindered, and proclaim self ownership, demands unfiltered access to all information. You can't own yourself if you can't perceive the world around you as it truly is to understand what to free yourself from.

Under our leadership there will be no more truth police, no more propaganda, and no more censorship. Your interpretation of the world will be free to interact, change, and inspire others around you. The real truth is one that cannot be controlled, but is agreed upon through a thousand different viewpoints.

We are the Party of Truth.

Real data. Real Communication. That adds up to a Real Future. Not lies, debt, and an endless war to control what you think, what you know, and how you view the world around you.

1.5 Parental Rights

Rights of families, and the existence of family units are under threat from a government bent on becoming the new patriarch. This means dividing families through unjust laws, subsidizing broken families through perverse incentives that keep them in socioeconomic stasis, and pitting family members against each other.

The Libertarian Party stands for the individual. However, we recognize that strong individuals are often formed through strong families. Strong families make strong communities that are resilient, independent, and supportive of each other.

We'll remove the government threats to families, return parental rights, and help families stay together. A stable family unit is one of the most important factors in securing upward financial mobility for both parents and children, and restoring the lost American dream.

The neighborhood used to be the center of the world, rather than an afterthought of splintered families and politics. Families growing up together, with shared experiences bonding them together for the betterment of all. We will bring neighborhoods and a sense of community back.

2.0 Economic Liberty

Americans and humanity as a whole is being held back by government regulation and interference in what must be a free market of goods, services, ideas and trade.

The exponential technological, medical, and societal expansion and advancement under Libertarian leadership would be the equivalent of the Renaissance, or the Industrial Revolution. When we ask why humanity hasn't achieved milestones that have been culturally earmarked by generations past: curing cancer, flying cars, ending world hunger, and the colonization of planets other than Earth, the answer is simple: government interference.

When innovators are freed from walls erected by government regulation, taxation, licensing, banking, and other unnecessary drags on creative minds, they will be free to usher in a new age of human flourishing.

When the vampiric effect of government on finances, time, and optimism are torn down, then we will achieve the future we have dreamt of, in short order.

2.2 Environment / Energy Resources

Technological advancement has been the key to protecting the ecosystem and environment from the beginning of the industrial era. This is not hypocritical to say. While pollutants are created, the faster technology moves, the faster pollutants are replaced with clean alternatives.

When governments try to tackle environmental issues (which is hypocritical, as governments are the largest polluters), they use a punishing approach that rarely, if ever, solves the problem before it's naturally been replaced with cleaner technology. However, these punishments are long lasting, and devastating to emergent economies, as well as crushing to businesses reliant on older systems that are working to evolve.

Libertarians will erase the self-aggrandizing and enriching controls over how we explore our power, water, and air. We will remove all subsidies that support power systems and industries that should fail, while opening competition fully for the best, cleanest, products and services to thrive. Humanity will always find a way to survive, and protecting the environment is a priority for this simple reason alone.

2.12 Education

When monopolies exist, outcomes for those forced to use them suffer. This is a truth for any industry, and education is no different. When variations are allowed to flourish in any industry, when competition is allowed to thrive, so do the outcomes of the customers who benefit.

We exist in a system that is dominated by state-run, and federally managed power brokers in education that have no interest or incentive to let new ideas, customized solutions or threats to their power exist. A Libertarian education system means tearing down this oppressive structure, allowing instead for parents to choose, customize and hold accountable by virtue of their dollars or enrollments, the best education for their children.

No sane person would demand less choice, especially when it comes to the future for their children. No sane person would demand continued failure, yet that's exactly what the federal public schools system has delivered. No sane person would deny that humans are individuals with different needs, desires and ways of growing.

The brightest future for America's children lies at the end of an endless prism of educational choices, not a factory churning out one low standard of failure.

3.5 Rights and Discrimination

Trade, commerce and markets are the greatest tool for bringing diverse people together for mutual benefit, cultural understanding, and friendship. When you remove barriers to commerce, to entrepreneurship, and to innovation, you break down the walls that exist between communities.

The divisions in race that exist in America have been made deeper and more resentful by government actors, and government programs sold as benefits to communities that instead work as shackles. By providing an untethered opportunity to engage economically, we remove the divisions, encourage upward mobility and raise communities that are suffering out of stasis.

Other Examples:

A Government of Fools

The Libertarian Party seems to be the only movement aware of the simple fact that every government is composed of the exact same people that inhabit every other part of our world. Many of the people in this world are fools. A good amount of those fools are self-interested, lazy, greedy, and hateful. And a good amount of those same fools end up in our governments, at every level.

To expect a government to uphold a neutral position that benefits the citizens instead of itself, and all of the fools that inhabit it, is a ridiculous proposition. Your government is made of sinners more than saints. Why would you want to give it any more power? Why would you trust a fool to do anything for you instead of doing it yourself?

Choose Your Own Economy, and Your Own Currency

A Libertarian future is one in which a multitude of economies exist at once, merging, overtaking, and growing according to the needs of the economy and the people within it.

Our monetary system has eroded due to unsound money that is manipulated daily, to the detriment of ordinary people, and to the great benefit of banks, the government, and the military complex. You are being robbed of savings, spending power, and investment power.

The degradation of the American dollar has reached a point where collapse is not only possible, but probable.

This is why when Libertarians remove the government's barriers to alternative currencies, we ensure the security of our financial systems. Decentralization creates dams against a collapsing economy.

Cryptocurrency, use of hard currency, or a gold-backed dollar are all viable under our vision. Instead of "cash or credit," you will have your pick of currencies to utilize in the economy of your choice. That is freedom. Freedom to save, to spend, to create, and freedom from the theft of government.

Freeing the American Mind from Anxiety

American culture is wrought with fear, anxiety and doubt due to the nation's ongoing involvement in international conflicts that have no impact, nor benefit to citizens at home.

When the Libertarian Party ceases to involve the nation in foreign entanglements, Americans will regain their peace of mind. The bombardment of anxiety when something terrible happens anywhere, and everywhere, in the world will be erased.

What matters most: family, business, friends, and community, will be your day to day worries. Not something happening across the world, which can only harm us due to America's involvement in that conflict.

We will return your minds to you.

Reclaiming Capitalism

Capitalism has delivered the greatest increase in standard of living in the shortest amount of time in the history of the world. It is humanity's greatest salvation. However, what is pure is always at risk of being corrupted, and this great good has been overtaken by Corporatism in America.

How did this happen? Government regulations and marketplace interference through direct financial incentives or punishment. Bad faith actors in government work hand-in-hand with corporations to crush innovation and entrepreneurship from smaller companies and industry disruptors. Regulations, corporate taxes, minimum wage mandates and union cronyism have turned free market capitalism into a game run by, and for, government representatives and corporate executives. Not only do the corporations benefit from this, but government agencies are created and expanded accordingly to service the new shackles placed on industry.

Capitalism is beautiful. When the Libertarian Party deregulates, collapses the regulatory agency cabal, and frees our economy, our country will churn with the wheels of commerce in an ever-expanding symphony of innovation.

The Stability of a Million Strings

The regulatory market, the heavy hand of government, and the multitude of agencies, we are told, exist to protect the people, and the stability of our system. Yet we have rampant inflation, we have bank failures, we have housing bubbles, and we have politicians that take advantage of their inside knowledge to make millions as the rest of the population suffers.

Stability through government is an oxymoron. The government destabilizes the natural equilibrium of every market. The heavy hand pushes one way, and one way only: towards itself.

When the Libertarian Party removes the heavy hand, deregulates the markets and removes the self-enriching attack arms of the state (which masquerade as saviors), then, and only then, will we have the most stable market possible. A million strings tied to a pillar, pulling in every direction means that it cannot possibly fall down. Those million strings are the interests, dreams, wants, needs and protections that free people place upon everything they do. It is self correcting, self-protecting and self-stabilizing.

Other Concepts:

A New Emancipation Proclamation for All Americans

Lincoln famously issued the emancipation proclamation, freeing all slaves held in “rebellious states.” The Libertarian Party should create a new Emancipation Proclamation for All Americans, freeing them from all forms of slavery instituted by the government. Every state in America should be a rebellious state, and all Americans should be free, without restriction on liberty, property or the profits of their labor.

Creation of Evergreen Media Assets

The Libertarian Party can make a drastically larger impact in local races without spending money in each race by providing pre-recorded and designed campaign media assets to candidates. This could involve social media templates, social and television 15-30 second advertisements with placeholders for personalization and media lists.

Not only will this make campaigns more competitive at a lower cost for all, but also will help with a professionally finished look for small campaigns.

In closing, I would like to suggest a new tagline be adopted to augment the Party of Principle.

New Suggested Tagline:

The Libertarian Party: Built Different to Build Different.

Q4 Fundraising Report

Executive Summary

1. Total funds raised during the reporting period: **\$388,020.21**
2. Key contributors
 - a. Launch of New Merch Store
 - b. Implementation of Physical Mail
 - i. Q4 Revenue: \$51,389
 - ii. Q3 Revenue: \$0
 - c. Addition of Austin Padgett for driving additional donor calls and leveraging relationships
 - i. Secured Maxout donation: \$41,300
 - d. Significant increase in frequency emails sent
 - i. Q4: 43 Appeals
 - ii. Q3: 17 Appeals
3. Comparison with previous fundraising periods
 - a. Q3: **\$250,486.84**
 - b. Q4 2019: **\$379,822.73**
4. Q4 Ballot Access Funds raised: **\$26,506.13**

September Breakdown

1. Mailers

- a. Mailers Run: 1
- b. Revenue from Mailers: \$13550

2. Email Appeals

- a. Email Appeals Sent: 10
- b. Revenue from Appeals: \$4959.47

3. Total Revenue: \$98,079.94

- a. September One Time \$42,787.22
- b. September Monthly \$39,788.52
- c. September Yearly \$15,504.20

October Breakdown

1. Mailers

- a. Mailers Run: 1
- b. Revenue from Mailers: \$13,230.50

2. Email Appeals

- a. Email Appeals Sent: 18
- b. Revenue from Appeals: \$14,875.94

3. Total Revenue: \$182,776.78

- a. October One Time \$107,324.61
- b. October Monthly \$41,323.24
- c. October Yearly \$34,128.93

November Breakdown

1. Mailers
 - a. Mailers Run: 2
 - b. Revenue from Mailers: \$4301
2. Email Appeals
 - a. Email Appeals Sent: 15
 - b. Revenue from Appeals: \$3739.62
3. Total Revenue as of 11/29/2023: \$116,558.41
 - a. One Time: \$61,537.49
 - b. Monthly: \$38,949.68
 - c. Yearly: \$16,071.24

September Ballot Access Mailer

- Count Sent: 5529
- Donations received: 125
- Revenue: \$16206.00
- Cost: \$5,127.90
- Net: \$11,078.1
- ROI: 316%
- Last Contribution Received: 11/28/2023

October Membership Renewal Mailer

- Count Sent: 7584
- Donations received: 494

- Revenue: \$30882.50
- Cost: \$5,795.66
- Net: \$25,086.84
- ROI: 532%
- Last Contribution Received: 11/29/2023

November Membership Renewal

- Count Sent: 984
- Donations received: 39
- Revenue: \$2721
- Cost: \$953
- Net: \$1768
- ROI: 285%
- Last Contribution Received: 11/29/2023

November Candidate Support Mailer

- Count Sent: 1307
- Donations received: 11
- Revenue: \$1580
- Cost: \$953
- Net: \$627
- ROI: 165%
- Last Contribution Received: 11/29/2023

Operations Report Summary

"Begin by quantifying everything related to how you do business. I mean everything. Documentation is an affirmation of order." — Michael E. Gerber, *The E-Myth*

The ethos under which I assumed the role of Operations Director in October was very simple - our output should be scalable, duplicatable, and consistent. The maximum amount of work should run on oversight, not participation. The business systems we build and put in place should maximize the experience of our members and serve the mission of the Chair.

The process to this output occurs in three primary stages. The first is Triage, where we stop the bleeding as quickly as possible. This means getting access to pay our bills, prioritizing customer service to our members, and supporting system/CRM failures by propping up temporary workarounds that keep the organization running and get our affiliates what they need to be effective. This stage is almost complete, but only in small part due to myself. The bulk of Triage work was led by the Chair, who was willing to make unpopular decisions to address dire and systemic issues.

It has paid off, which is why I have been able to start Stage 2 - Audit. All of our processes, workflows, and procedures are being mercilessly investigated to find flaws, create solutions, and implement systems.

To that end, workflows are being built and meticulously documented to solve the bus problem. If the Operations Director is hit by a bus any other staff or LNC member should be able step into the role. The transition should be seamless. No missing bill payments, fighting vendors for logins/access, inconsistencies in customer service, or delays in membership initiatives.

Membership

Sustaining membership saw a 3.49% increase in the October EOM Report, which ended the downturn since October of 2021. The EOM reserve in October is sitting at \$149,957, which is 3 times the reserve requirement.

There's currently a synchronization problem with Authorize.net and Civi. ACH payments are being processed correctly by Authorize.net but are not accurately reflected in Civi and still show up as "Pending".

Our IT team is investigating the issue, however the issue should be transparent to donors. The payment is correctly processed and staff is aware of the issue. If a donor wishes to check the status of their payment we can still verify through Authorize.net until the issue with Civi is corrected.

Operations staff will be forced to manually verify and change the payment status of these transactions until a technical solution is found.

Infrastructure

We are maintaining the focus on creating enduring systems rather than expert-dependent output. We are also encouraging specialization of labor in our vendor services. To that end, we have completed our migration to Paychex which now services our Payroll Processing, Time & Attendance, and HR Policy Support.

Our next Paychex transition will be moving our 401k program from Vanguard to Paychex. This move will save us \$1,878 in fees the first year, offload the mailing of notices to participants, and handle our program-related federal filings. It also expands the fund selections for program participants to over 9,000, including all of those previously offered through Vanguard.

This move has been a massive step towards reducing employment ambiguity, giving us much needed protection for both the LNC and Staff by ensuring we remain in compliance with state and federal employment law.

Operations has also assumed the majority of communications with our accounting firm, Veracity Pros. We are now out of the "Clarity" phase, which means cleaning up the disastrous mess that our books were in, and into what I am calling "Refinement." I am helping to develop the workflow between the LNC, the Operations Department, and Veracity Pros so that we eliminate duplication of effort, minimize unnecessary communication and maximize the accuracy of our reporting. This will maximize the unit of value per billable hour.

We have started remitting sales tax collected from the LP Store, and filed necessary documentation so we are not being charged sales tax on our purchase of merchandise from the vendor, increasing our sales margins slightly. I've created portal logins to all Nexus states, which include VA, CA, CO, PA, and TX and Veracity Pros has been given access to handle remittance for us on the state's preferred schedule.

I have started an audit of all our expenses. I've been meeting with staff and going over vendor lists to ensure we are only paying for the services we are actually using, then canceling the rest. So far I've found more than \$44k in expenses that we are able to cancel or reduce for 2024. I've also standardized out of pocket reimbursement. Now it can be coded and paid in accordance with compliance requirements.

I have assumed responsibility over the release of membership reports from the IT Department. Due to current limitations of the CRM and staff capability outside of the IT Department, input is still required from IT in order to run the membership scripts for the reports.

Workforce

There has been one new hire besides myself between the August meeting and the December meeting. Canyon Gargon has been a delight to bring onboard and has provided timely assistance to staff requests. This has freed up Andy Buchkovich to do the important work; plugging the leaking holes of Civi.

Operations has standardized the onboarding process, ensuring we have all the required documentation for payroll and benefits enrollment. We're also building an Onboarding Guide for department heads so new employees have access to the tools necessary to start contributing as quickly as possible.

There is ongoing work to maximize the effectiveness of our project management and communication tools

like AzureDevOps and Microsoft Teams. The goal is *not* to drown staff in tedious mandatory updates, but to create seamless interoperability between departments and staff members. We're moving projects forward significantly faster and without superfluous meetings or back and forth communication.

Operations has also been assisting in locating volunteers, with two more eager members ready to be onboarded to assist the IT department.

Customer Service

Operations has developed a robust library of training and procedures for customer service requests to the Info inbox. This has reduced staff time dedicated to customer service, and dramatically improved turnaround time, creating a better experience for our members.

Now that we are standardizing these processes we can take the all important step towards automation. The first move towards this was our improvement to the cancellation workflow. Replies to renewal emails had been returning to the Operations email. Once reviewed they needed to be forwarded to the Info inbox for processing. This required 2-4 staff members to touch a single request, increasing the likelihood of human error, and frequently a lot of back and forth to get the relevant data from the member.

Now there is a link in the renewal email to the cancellation request form with all the information staff needs to process the request. That form is routed to the Info inbox directly, and processed by a single staff member at the first point of contact.

We also implemented a tracker for the Info inbox. The tracker collects relevant data on what types of requests are being received, how long staff spends processing requests, and turnaround times for the requests that require responses. This tracker will allow us to monitor progress, improve reporting, and quickly pinpoint opportunities to improve.

Customer Service Tracker
2023 - Q4

CS Agent	Time In	Oldest Request	Time Out	Cancel Requests	General Info	Ballot Access	Convention	Candidates	Member Cards	Volunteers	General Suggestions	Refunds	Unsubs	Forward	Forward Type	Forward	Forward Type	Forward	Forward Type	Forward	Forward Type	Forward	Forward Type	CS Duration	CS Turnaround Time
Test	11/21 14:00	11/20 21:00	11/21 15:00												0	0	0	0	0	0	0	0	1:00:00	17:00:00	
Drew	11/21 14:09	11/20 20:45	11/21 14:30		1										0	0	0	0	0	0	0	0	0:21:00	17:23:00	
Drew	11/21 11:25	11/22 18:19	11/27 12:06	4	1			1				2	1	4	1	2	1	0	0	0	0	0	0	0:40:00	113:06:00
Drew	11/27 16:40	11/27 12:11	11/27 16:56		1										0	0	0	0	0	0	0	0	0:16:00	4:29:00	
Drew	11/28 11:06	11/27 14:43	11/27 11:15	1											0	0	0	0	0	0	0	0	23:51:00	20:23:00	

Outreach/Activism

We began running Billboard campaigns through Blip and Blindspot in October. Both vendors specialize in digital billboards, which keeps costs down since we can share ad space with other advertisers. We targeted Republican representatives Lindsey Graham (SC), Mitch McConnell (KY) and Ron Desantis (FL) with billboards in their home states.



The next round targeted Democrats Chuck Schumer (NY) and Jon Tester (MT).



We had a positive response, with excellent feedback from members and spending an average of 284 impressions per dollar.

We had the opportunity to assist one of our members in Texas with manning a booth at TEXITCON from Nov 9-12th. The organization brought LP messaging out to a liberty minded crowd through Luke Troxell, who was asked to give a keynote address.

LNC Support

Ongoing support to the LNC and committees by assisting on the following projects:

Affiliate Support Committee/Region 8 - Candidate/Campaign Training
Convention Committee - Assisting with vendor quotes
Andrew Watkins - Research on Rental Space at Alexandria HQ
Region 2 - Candidate Support Training
Steven Nekhaila - LNC Fundraiser in South Florida

APPENDIX H – SPECIAL COUNSEL'S REPORT

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MEMORANDUM

TO: Libertarian National Committee

FROM: Oliver Hall

DATE: November 22, 2023

SUBJECT: Special Counsel's Report

Introduction

This report summarizes my work as Special Counsel to the Libertarian National Committee since my last report dated March 7, 2023. The report is a privileged attorney-client communication, but only relates facts, and not legal advice. As such, it may be appropriate for sharing with a wider audience, including members of the Libertarian Party, at your discretion.

General

As Special Counsel to the LNC, I have reviewed documents and correspondence, responded to questions, and provided legal advice on a variety of matters as needed or requested, including the following:

- Reviewed LNC Directors & Officers insurance policy and advised LNC members regarding any potential legal liability and scope of coverage;
- Advised Chair regarding construction of will and whether it provides LNC with right to any bequest;
- Advised Alabama affiliate regarding FEC compliance issues and reporting requirements;
- Advised Executive Director regarding staff and employment law issues;
- Advised Chair regarding advisability of Florida affiliate filing proposed amicus brief;
- Consulted LNC in meeting to discuss management, employment and governance issues;
- Advised Michigan state affiliate regarding FEC compliance issues relating to receipt and transfer of contributions;
- Advised LNC Ballot Access Committee regarding potential litigation relating to petitioner access;
- Advised Chair regarding FEC compliance issues relating to online contest fundraiser;
- Advised Chair regarding fiduciary duties and confidentiality;
- Advised Michigan affiliate regarding corporate governance issues;
- Advised Illinois affiliate regarding ballot access issues;
- Advised Chair regarding FEC and state law compliance issues relating to raffle fundraisers;
- Advised Chair regarding confidential employment matter;
- Advised Chair regarding confidential litigation matter;
- Advised Chair regarding confidential litigation matter.

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Special Counsel Report
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In addition, I provided the following legal services:

- Sent cease and desist letter to Delaware entity regarding unauthorized use of LNC intellectual property;
- Coordinated with estate executor regarding bequest to LNC;
- Reviewed and provided proposed revisions to draft amicus brief on behalf of New Jersey affiliate;
- Drafted memo addressing board governance issues and fiduciary duties;
- Drafted letter addressing status of LNC legal issues for annual audit;
- Coordinated with former counsel to obtain LNC client files;
- Negotiated final contracts for LNC 2026 convention space and hotel;
- Revised filings for Illinois affiliate in ballot access litigation;
- Negotiated resolution of confidential employment matter and provided related services;
- Negotiated resolution of confidential employment matter and provided related services.

Finally, I drafted or reviewed, provided counsel and approved the following contracts: Fundraising Director; Amway Grand Plaza; DeVos Place; and Operations Director.

Litigation

***Cowen v. Raffensperger*, No. 1:17-cv-04660 (N.D. Ga. Nov. 21, 2017), No. 19-14065 (11th Cir. 2019)**

This case challenges the Georgia law requiring that candidates for U.S. House submit nomination petitions with signatures equal in number to 5 percent of the registered voters in the last election. No candidate has ever complied with that requirement since the law was enacted in 1943. Plaintiffs are individual voters and the Libertarian Party of Georgia. The District Court granted summary judgment to Defendants on Plaintiffs' First Amendment claim and Plaintiffs appealed. The 11th Circuit reversed and remanded the case to the district court. Following remand, on March 29, 2021, the District Court ruled in Plaintiffs' favor. Thereafter, the 11th Circuit again reversed. The Supreme Court denied Plaintiffs' petition for certiorari. The case is now on remand to the District Court for a ruling on Plaintiffs' Equal Protection claim. Plaintiffs' counsel is Brian Sells: (404) 480-4212; bryan@bryansellsllaw.com.

***Libertarian Party of New York v. N.Y. State Bd. of Elections*, No 1:20-cv-05820 (S.D. N.Y.)**

This case was filed in July 2020 to challenge a new law that substantially increased the thresholds for minor parties to qualify for the ballot and to retain ballot access. Since 1936, a ballot-qualified party retained ballot access by polling 50,000 votes for governor every four years, and a new party could become ballot-qualified by submitting a nomination petition with 15,000 signatures. Under the new law, a ballot-qualified party must poll 130,000 votes for governor and president every two years to retain ballot access, and a new party must submit a petition with 45,000 signatures to qualify for the ballot. Plaintiffs filed a motion for preliminary injunction, which the Court denied. Both parties then filed motions for summary judgment and the District Court granted Defendants' motion. Plaintiffs filed a consolidated appeal from the denial of their motion for preliminary

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injunction and the granting of Defendants' motion for summary judgment. The Second Circuit affirmed the District Court on October 19, 2022. Plaintiffs moved for rehearing en banc on November 2, 2022 but the motion was denied. Plaintiffs filed a petition for certiorari that was denied. Plaintiffs' counsel is Michael Kuzma: (716) 822-7645; kuzma_michael@hotmail.com; I am Plaintiffs' counsel of record for purposes of the petition for certiorari (outside the scope of my representation of the LNC).

Miller v. Doe, No. 1:19-cv-00700 (W.D. Tex.)

This case was filed on behalf of several voters, candidates and minor political parties, including the Libertarian Party of Texas, to challenge the burdensome provisions of Texas law that make it practically impossible for non-wealthy independent and new or minor party candidates to obtain ballot access, including high nomination petition signature requirements, short petition circulation periods, early filing deadlines and restrictions on voters' eligibility to sign nomination petitions. It also challenges the new filing fee or nomination petition requirements that Texas enacted in 2019, which now apply to candidates seeking the nomination of a minor political party. Plaintiffs filed their complaint on July 11, 2019 and the parties eventually filed cross-motions for summary judgment. On October 4, 2022 the District Court entered an order granting in part and denying in part each party's motion for summary judgment. It upheld the challenged provisions except insofar as they require the use of paper nomination petitions and subsequently entered an order enjoining their enforcement to the extent that they require paper nomination petitions. The District Court stayed that order and both parties appealed. The appeal is scheduled to be fully briefed in January 2024. (I represent the Plaintiffs outside the scope of my representation of the LNC. A team of attorneys from Shearman & Sterling, LLP serves as co-counsel.)

Conclusion

I look forward to discussing this report with the LNC during its next meeting. Should you have questions or need further information prior to that time, please contact me at 202-280-0898 or oliverbhall@gmail.com.

APPENDIX I – AFFILIATE SUPPORT COMMITTEE REPORT

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Libertarian Affiliate Support Committee - Report

Of Note: Will Hyman, Jacob Luria & Agatha Venters joined the Affiliate Support Committee as full members. Richard Burke has joined in an advisory capacity

With the completion of Stage 1 of the Affiliate Toolbox, a decision was made by the committee to follow 3 projects, for the balance of this LNC Term

Project 1: Affiliate Survey. The Following Survey will be emailed this week to the updated, but ever changing database of State Affiliate Chairs. Moving forward, the ASC will routinely update the State Affiliate Chair Contact List. Here is the survey going out:

Hello (state chairs name),

On behalf of the Libertarian National Committee (LNC) I would like to take this opportunity to reach out and offer our help in helping to facilitate the success of your Affiliate. In defining our function as a Standing Committee, the LNC policy manual provides the following guidance:

The Affiliate Support Committee (ASC) shall identify the needs and interests of the various affiliates. In addition, the ASC shall identify those affiliates that are in particular need of assistance that the LNC can provide.

The ASC shall deliver a report to the LNC for the last LNC meeting of each calendar year, identifying and prioritizing those needs and interests of the various affiliates. This ranked list shall be taken into consideration when drawing up the following year's budget, and throughout the year as needed. This list will also assist the Executive Director in deciding how to assign tasks to staff, by identifying those services that staff provides to the affiliates that are the most desired.

The ASC is in the process of creating this yearly report for the LNC. Accordingly, I'm asking that you take a few moments from your hectic schedule to answer the following questions to help us, and the LNC, provide you with the tools you need.

In Liberty,

Libertarian Party Affiliate Support Committee

Survey Questions

1. The LNC needs to put in place a cost effective support strategy for state affiliates. What kind of cost effective help do you think the LNC could provide?
2. What are the top three needs of your affiliate and what can the LNC and Affiliate Support Committee do to help?
3. What are the biggest obstacles to growth in your state?
4. Currently, how many local affiliates are in your State? What is the process for local affiliate creation/approval?
5. How many people are on your Executive Committee and what are the positions?
6. Please provide the names/titles of the members on your Executive Committee, as well as their email. What is their preferred method of contact?
7. When is your next State-Wide convention? When is your next Executive Committee Election? What is the process for Executive Committee election?
8. What areas of training would you like to see the LNC provide in 2024 Regional Training?

We are asking all of the Region Representatives to reach out to their State Chairs to discuss, and encourage completion

The data points received will provide a blueprint for A. Future ASC programs, and B. As importantly, Project 2:

Project 2 - Help Drive Regional Training

The committee has met with Suggested Vendor Richard Burke (The New Alternate for Region 1), whose company, Western Liberty Network, will be providing Regional

Training. Mr. Burke is now an “informal” member of the ASC, in order to facilitate communications. After being given an opportunity to review potential course offerings, the ASC will work with Regional Representatives to facilitate Regional Training. We will be meeting the week after the LNC Meeting to continue to drive the program forward.

Project 3 - Continued Updates for Affiliate Handbook
See attached file (Angela/CAH I am emailing under separate cover

Regards

The Libertarian Party Affiliate Support Committee

APPENDIX J – BALLOT ACCESS COMMITTEE REPORT

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LIBERTARIAN NATIONAL COMMITTEE

BALLOT ACCESS COMMITTEE

DECEMBER 2023 REPORT

Presented at the LNC meeting on DECEMBER 3rd, 2023.

POTENTIAL BUDGET REQUESTS

STATE	TOTAL COST	NOTES
Alabama	\$339,700 Or \$40,000	3% of votes cast for Governor in the previous election (2022): (42,459) A candidate for a state office receives at least 20 percent of the total votes cast for that office to retain 5,000 for Independent
Arkansas COMPLETED	\$21,000 in LNC funds	10,000 signatures ending Feb '24. 3% Governor or President to retain.
DC	\$42,000	Approximately 5,200
Illinois	\$200,000	1% of all voters in last statewide or 25,000 (lower amount)
Kentucky UNDERWAY	\$40,000	5,000 signatures, earliest start 11/2023, and 2% to retain
Maine UNDERWAY	\$7,500 in LNC funds	5,000 voter registrations in one full year. 4,000 for independent once a candidate is nominated, there is no substitution. (New party must hold caucuses in at least 1 municipality in 14 state counties during election year. These are held every 2 years.)
Massachusetts	\$80,000	Requires 50 people to sign a form after 12/1 in the year preceding and 10,000 signatures for presidential; 3% to retain or 1% of registered voters
Minnesota	\$208,000	Of all of votes cast, 1% minor party access or 5% for major party access 1% will probably be about 26,000; retention 1% of total voters
New Hampshire	\$24,000	1,500 per congressional district (3,000 total); 4% for governor or senator or petition of 3% of all votes cast

New Jersey	\$6,400	800 signatures; retain with legislative races totaling 10% votes cast in all legislative races
New Mexico	\$28,500	0.5% of gubernatorial votes cast 3,562; 0.5% to retain
New York	\$360,000	45,000 signatures with 500 from each of half of the congressional districts; 130,000 votes or 2% statewide (whichever is higher) to retain
North Dakota UNDERWAY	\$17,500 in LNC funds	4,000 signatures for independent; or 7,000 signatures for Libertarian label and 5% to retain
Ohio UNDERWAY	\$17,500 in LNC funds	5,000 signatures for independent; or 1% of gubernatorial for party access (currently 59,223) and 3% to retain
Pennsylvania	\$40,000	5,000 signatures; retain with 2% of vote cast for winning candidate in 10+ counties and 2% statewide
Rhode Island	\$8,000	1,000 signatures; 5% for governor to retain
Tennessee	\$2,200	275 signatures for independent or 2.5% of gubernatorial votes for party access; 5% to retain
Virginia	\$40,000	Statewide 5,000 with 200 from each of the 11 congressional districts; 10% retention
Washington (2024)	\$8,000	1,000 valid signatures required; 5% for major party status
Incidentals/Overruns	\$119,060	Assume 10% cost overruns for budgeting purposes
TOTAL	\$1,309,660	Total with no help plus already allocated funds

OVERVIEW

This report is the status of ballot access as of December 3rd, 2023.

Report Contributors

Voting Committee Members

Bill Redpath • bill.redpath[at]lp.org

Layla Bush

Eric Cordova

Todd Hagopian • treasurer[at]lp.org

Caryn Ann Harlos • secretary[at]lp.org

Andy Jacobs

Dustin Nanna • dustin.nanna[at]lp.org

Ballot Access Coordinator

Bill Redpath

Summary of Update

States without access at this time are: Alabama, DC, Illinois, Kentucky, Maine, Massachusetts, Minnesota, New Hampshire, New Jersey, New Mexico, New York, North Dakota, Ohio, Pennsylvania, Rhode Island, Tennessee, Virginia, & Washington.

States in green are states we have or may conduct a drive in the near future.

States in red are either extremely cost prohibitive or where we do not anticipate having to assist.

The new Committee has met 7 times since the last report and continues to discuss overall strategy for Ballot Access.

- Arkansas - Since the last report the Arkansas party has completed the drive successfully.
- Kentucky – Kentucky just started this drive in the past week. They do not anticipate being able to contribute money based on their desire to pay for a new CRM. This is an

unfortunate development. We have been told volunteer efforts could be as low as 500 signatures. The BAC will discuss this at our next meeting and make a recommendation to the LNC

- Maine – The Maine Party is doing a voter registration drive with \$7,500 of LNC funds. \$5,000 was paid to the party and \$2,500 directly to the coordinator. They currently have roughly 3,750 voter registrations. A bill passed lowering the registration requirement to 5,000 signatures. This leaves a gap of 1,250 or so to close the gap. Maine has an internal plan to gather these registrations and is raising money for the effort currently. This drive's deadline is coming up at the end of the year and Bill is staying on top of production. I am concerned that they will fall short, but Mr. Kemp the state chair has assured us they can complete it with more folks coming in through the coordinator.
- New Mexico – The Committee anticipates that we will need to run a petition drive here based on how the SoS treats the line in regard to our newly formed affiliate. This drive would not be extremely cost prohibitive and I am confident we will succeed. We have interfaced with the Affiliate to determine their contributions and develop a realistic budget. With their relative size and experience we likely need to nearly fully fund this drive.
- North Dakota – The North Dakota drive is currently underway. The LNC allocated \$17,500 to the Affiliate in 5 installments. The LPND is committed to also match this or more. The volunteer effort is minimal, but the State is committed to making it work and the Committee will make sure we are successful. Currently Andy Jacobs and one other individual is on the ground and they have roughly 5,500 signatures.
- Ohio – The Ohio Party currently has a petition, and the drive is underway. The LNC allocated \$17,500 dollars to the party to be matched by them. Paid petitioners are on the ground as of this report and one more is on the way as of this weekend. Currently we have around 1,000 raw signatures in hand and more in the field. We have until August of 2024 to finish the drive, but there is a desire to wrap this up early to avoid adding to the petitioning rush that will take place next year.
- Tennessee – The Committee recommended \$4,000 towards a ballot access lawsuit with the State matching those funds. Mr. Linger is the attorney we are working with in tandem with the state to drive this forward. The lawsuit was finally filed within the last several days. I will keep the LNC updated on the progress of the lawsuit.

The next Ballot Access Committee meeting is scheduled for December 12th.

APPENDIX J
BALLOT ACCESS COMMITTEE REPORT

State	On the Ballot?	Candidate Substitutions?	First Day to Petition	Petitions Due	Signatures Needed	Special Rules	Link to Document with Info	Voters Can Only Sign one Petition	Notes
Alabama	No - start later	No	When we know the Nominee	82 days before the election	5,000	This is for independent candidates	Alabama	?	
Alaska	Yes						Alaska	?	
Arizona	Yes						Arizona	?	
Arkansas	No - start now	Yes	January 1st of any odd numbered year	3 weeks prior to primary (March in presidential years, May in midterm years)	10,000	Party Ballot Access	Arkansas	?	
California	Yes						California	?	
Colorado	Yes						Colorado	?	
Connecticut	Yes						Connecticut	?	
Delaware	Yes						Delaware	?	
DC*	No - start later	No	? Ask Winger	144 days before election	about 5,200		DC	?	
Florida	Yes						Florida	?	
Georgia	Yes						Georgia	?	
Hawaii	Yes						Hawaii	?	
Idaho	Yes						Idaho	?	
Illinois	No - start later		90 days prior to when petitions are due	134 prior to the election	25,000	Party ballot access	Illinois	?	
Indiana	Yes						Indiana	?	
Iowa	Yes	Yes					Iowa	?	

APPENDIX J
BALLOT ACCESS COMMITTEE REPORT

Kansas	Yes						Kansas	?	
Kentucky	No - start later	Yes	11/8/2023	9/6/2024 (60 days before election ?)	5,000	Petitions should be turned in as early as possible because 60 days is not sufficient	Kentucky	Yes - Confirm	
Louisiana	Yes						Louisiana	?	
Maine	No - start now	No	When we know the nominee	July 25th local, August 1st state	4,000	Petitions turned in to local city to be validated before being turned into secretary of state. Or, 5000 Voter Registrations (currently 942)	Maine	?	
Maryland	Yes						Maryland	?	
Massachusetts*	?	?			10,000	Petitions turned in to city/town before turned into state	Massachusetts	?	Signatures may need to be independent party?
Michigan	Yes						Michigan	?	
Minnesota	No - start later	No	When we know the nominee/ May 21st 2024	77 days prior to election, Aug 20th	2,000		Minnesota	Yes - Confirm	
Mississippi	Yes						Mississippi	?	
Missouri	Yes						Missouri	?	
Montana	Yes						Montana	?	
Nebraska	Yes						Nebraska	?	
Nevada	Yes						Nevada	?	

APPENDIX J
BALLOT ACCESS COMMITTEE REPORT

New Hampshire	No - start later	No	When we know the nominee	August 6th local, September 3rd Secretary of state	3,000	Petitions turned into city/town. 1500 signatures in each Congressional district	New Hampshire	Yes - Confirm	
New Jersey	No - start later	No	When we know the nominee	99 days before general election (late July)	800		New Jersey	Yes - Confirm	
New Mexico	No - start later	No	no earlier than 30 days after organizing convention	6/27/23(4?) (but due to way law worded, best this year)	3,562 (Party Petition)		New Mexico	Yes	
New York	No - start later	Yes	April 12th?	End of May?	45,000	500 signatures or 1% (whichever is less) need to come from 1/2 of all congressional districts	New York	Yes - Confirm	
North Carolina	Yes						North Carolina	?	
North Dakota	No - start now	No	4/1/2023	Mid April 2024?	7,000	Party Petition - 7000 signatures	North Dakota	?	This number of signatures if for a Party access petition. Presidential access is 4,000 but allows no candidate substitutions.

APPENDIX J
BALLOT ACCESS COMMITTEE REPORT

Ohio	No - start now	Yes	one year from first signature until the day you file (not written in law) Aug 7th, 2023	90 days prior to election, Aug 7th, 2024	5,000	Independent	Ohio	?	Only turn in 15,000 raw signatures
Oklahoma	Yes						Oklahoma	?	
Oregon	Yes						Oregon	?	
Pennsylvania	No - start later	Yes	Mid-February (day after major party candidates petitioning finishes)	Early August 1-5th?	5,000		Pennsylvania	?	
Rhode Island	No - start later	No	When we know the nominee	54 days before the election, Early September?	1,000	Petitions turned into city/town and then turned into secretary of state	Rhode Island	?	
South Carolina	Yes						South Carolina	?	
South Dakota	Yes						South Dakota	?	
Tennessee	No - start later	No	When we know the nominee, May 17th	Noon, 8/15/2024	56000 for party, 275 for independent	For independent 275 signatures	Tennessee	?	
Texas	Yes						Texas	?	
Utah	Yes						Utah	?	
Vermont	Yes						Vermont	?	
Virginia	No - start later	Yes	January?	Mid-late August	5,000	200 from each congressional district?	Virginia	?	
Washington	No - start later	No	May 4th	July 27th	1,000	"conventions" for gathering signatures must be	Washington	Yes	

						posted in local newspape rs			
West Virginia	Yes						West Virginia	?	
Wisconsin	Yes						Wisconsin	Yes - Confir m	
Wyoming	Yes						Wyoming	?	

APPENDIX K – CAMPUS ORGANIZING REPORT

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CAMPUS ORGANIZING REPORT

Submitted to: Libertarian National Committee, Nov. 25, 2023

Submitted by: James W. Lark, III
Campus Coordinator, Libertarian Party

This report provides information concerning efforts to build and support Libertarian campus organizations.

1) I remain available to respond to inquiries from people who want information about the LP campus outreach effort. I regret to report that I have received no inquiries during the current academic year regarding interest in starting LP campus organizations, nor I have received requests from LP campus organizations for support.

As I mentioned in my previous report, for many years I had the ability to edit the LP campus organizations webpage on LP.org. This allowed me to respond rapidly to requests from campus organizations and state party leaders to make changes to the webpage.

In May I discovered that I no longer had this ability. After making inquiries, I was informed in early August that access to the website is now limited to a small number of people, apparently out of a concern for website security. It appears that as a result of this change, the webpage is not being maintained in a timely manner. For example, a request in May from the LP Nebraska chair for a change to the webpage has not been honored, despite my mentioning the request to LP staff on three occasions (June 14, Aug. 11, and Oct. 30).

2) I continue to assist state affiliates in their efforts to conduct outreach to high school and college students.

3) I continue to work with Students For Liberty (SFL) to build libertarian groups at high schools and colleges. (I am a member of the SFL Board of Advisors.) As usual, we must be careful in working with SFL to avoid jeopardizing SFL's 501c(3) status. I also continue to look for ways to work with Young Americans for Liberty (YAL).

4) I met via Zoom on Aug. 25 with Theodore Gercken, chair of the Libertarian Youth Caucus, to discuss LYC activities for the 2023-2024 school year.

5) The Association of Libertarian Educators (ALE) is working on various projects during the 2023-2024 academic year. In particular, we are working with Students For Liberty on the SFL "Professor to student funnel" program. In addition, we intend to serve as a cosponsor of the 2024 LibertyCon organized by SFL.

On behalf of the ALE Board of Directors, I wish to recognize Andrew Hreha for the support he has provided to ALE.

APPENDIX L – HISTORICAL PRESERVATION COMMITTEE REPORT

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HISTORICAL PRESERVATION COMMITTEE REPORT LNC MEETING DECEMBER 2023 V1

COMMITTEE OVERVIEW

Policy Manual Section 1.04.11 SCOPE AND RESPONSIBILITIES

Historical Preservation Committee

The HPC shall be responsible for directing the preservation and publication of Party historical documents and the administration of LPedia.org. A report of its decisions and activities shall be delivered at each LNC meeting.

Committee Members

- Caryn Ann Harlos (Chair)
- Joe Dehn (Secretary)
- Samuel Bohler
- Ed Fochler
- Lisa Gansky (Chair of Convention Memorial Subordinate Committee)
- James Gholston
- Andrew Kolstee

Reports, Meetings, and Communications

The Committee is committed to transparency and conducts open meetings on the first and third Tuesday of each month via Zoom. The agendas are posted and updated here: http://lpedia.org/LPedia:LPHPC_Agenda. Committee discussion is also conducted via email with a read-only subscription option available to all Party members here: <https://groups.google.com/u/1/a/lp.org/g/historical-preservation-committee>. The minutes and other records from its proceedings are preserved on LPedia¹ (links noted below for member review):

Minutes Prepared Since Last LNC Meeting:²

- Jul 18 2023 https://lpedia.org/w/images/b/b7/Minutes_2023-07-18_HPC.pdf
- Aug 1 2023 https://lpedia.org/w/images/4/43/Minutes_2023-08-01_HPC.pdf
- Sept 5 2023 https://lpedia.org/w/images/c/c6/Minutes_2023-09-05_HPC.pdf
- Sept 19 2023 https://lpedia.org/w/images/b/b1/Minutes_2023-09-19_HPC.pdf
- Oct 3 2023 https://lpedia.org/w/images/1/1a/Minutes_2023-10-03_HPC.pdf
- Nov 17 2023 https://lpedia.org/w/images/8/89/Minutes_2023-10-17_HPC.pdf

¹ The complete history of minutes and reports can be found at: http://lpedia.org/wiki/National_Historical_Preservation_Committee

² As per the requirements of the Policy Manual Section 1.04.1, the above-linked minutes contain the dates and attendance rosters for each of the Committee's meetings since the previous regular LNC Meeting.

Prior Committee Reports this Term:

- July 2022 https://lpedia.org/w/images/6/6b/LPHPC_Report_2022-07_V1.pdf
- Nov 2022 https://lpedia.org/w/images/c/c4/LPHPC_Report_2022-11_V1.pdf
- Mar 2023 https://lpedia.org/w/images/d/d0/LPHPC_Report_2023-03.pdf
- Aug 2023 https://lpedia.org/w/images/1/1d/LPHPC_Report_Aug_2023.pdf

Motions Considered

The previously passed motion (noted in last report) for video digitization was increased to \$1,950 without objection.

These videos are completed.

STATUS OF DOCUMENT PRESERVATION

Storage Unit and Digitization

Documents and Papers:

Last term, an LNC member had volunteered to assist with the scanning of records and was given dozens of boxes. Unfortunately, these boxes were returned in a state of disorganization and the hundreds of hours of organization work are having to be redone, which is proceeding. The scans were also done somewhat haphazardly but the committee is working with them the best they can. More volunteers are always gratefully received and needed. A Colorado volunteer, Winrich Cruz, has been coming to work periodically.

Library of Congress

Nolan Collection:

A scan of all the items was confirmed to have been part of the collection when it was received by the Library of Congress. However, the Library is many years behind, and it can still be at least several more years until this collection can ever be viewed by any Libertarian. Past requests to Party members who have a copy of the scan (or believed to have a copy of a scan) have gone unanswered. The Committee will continue to follow-up with the Library of Congress, and the Chair personally will make a trip there if necessary. A follow-up was done within the past six (6) months, and it will still be years, if ever, before this collection sees the light of day.

SOCIAL MEDIA

We have both YouTube (<https://www.youtube.com/@lphistory>) and Odysee (<https://odysee.com/@lphistoricalpreservation>) channels as well as a Twitter account (<https://twitter.com/LPediaOfficial>)

WORK WITH CONVENTION COMMITTEE

The subordinate 2024 Convention Memorial Committee is fully at work being chaired by LPHPC member Lisa Gansky. They have been collecting names of recently departed Libertarians and conducting the background research. An announcement is periodically updated on the Convention website here: <https://lnc2024.com/help-us-honor-libertarians-who-are-no-longer-with-us/>

The Chair is looking for duplicates of Ron Paul items for use in a possible auction. As is usual, the LPHPC will have a table at convention.

STATUS OF LPEDIA

Categorization Project

After years of working with administering the site, more logical and efficient ways to categorize have become apparent. Also, in trying to reform the old categorization system, things fall out of standardization. Another complete overhaul of the categories is in progress, which is a multi-year project.

General Statistics³

- 6,193 Articles
- 29 Active Editors
- 9,418 Document/Image Uploads

As a point of historical reference, these numbers were first reported in August 2017, as follows:

User Statistics

1,829 Articles / 1,162 Uploads / 19 Active Contributors

³ *Figures from last report:*

- 6,091 Articles
- 28 Active Editors
- 9,083 Document/Image Uploads

ACCOUNTING FOR CALENDAR YEAR 2023

The Committee receives around \$175 on average of dedicated donations each month. It will raise and expend its allocated budget of \$2,500.

Respectfully Submitted,

Caryn Ann Harlos, Committee Chair

APPENDIX M – INTERNATIONAL REPRESENTATIVE REPORT

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INTERNATIONAL REPRESENTATIVE REPORT

Submitted to: Libertarian National Committee, Nov. 25, 2023

Submitted by: James W. Lark, III
International Representative, Libertarian National Committee

This report will provide information concerning my efforts as International Representative since August 2023 to assist the work of libertarian political parties and activists throughout the world.

- 1) As far as I am aware, the International Alliance of Libertarian Parties (IALP) has not held a meeting since my last report. I have not received information from the organization for several months.
- 2) I continue to serve as secretary of the Board of Directors of Liberty International (LI). The LI 2023 world conference took place on Aug. 16 - 19 in Madrid, Spain. Unfortunately, I was unable to attend.
- 3) At this moment, I am uncertain whether I shall be able to undertake any trips to other countries next year.

APPENDIX N – INFORMATION SERVICES COMMITTEE REPORT

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Eric Fowler
IS Committee Chair

IS Committee Report

The Information System committee started this term by trying to take an inventory of what IT assets the Party has, to try and avoid duplicating existing projects, which was only somewhat successful. CiviCRM quickly became the main focus of research to see get a full picture of the key systems that are in use by most States such as contributions, memberships, events, and mass outreach like email/text/calling. Due to staffing changes and the lack of important documentation, the move to get an independent audit of our CiviCRM made sense to get an unbiased review of the implementation. The review highlighted some places to improve performance but also showed fundamental issues that would limit the long term potential of the platform. We started exploring various options of off the shelf software with a similar feature set and also considered places where custom software could fill in the gaps.

In the near term, the committee is still exploring other long-term options since the fixes put in place by the CTO have helped performance but won't solve other deficiencies in the Civi platform. Custom software is being developed to fully rectify the Membership calculations so those records will be accurately reflected in Civi contacts for later reporting. Additionally, more work is being done to expand the just published CiviCRM API wrapper to accelerate development options against Civi data. Overall, the effort continues to stabilize CiviCRM and get the Party prepared for the tech needs of the upcoming convention.

APPENDIX O – AWARDS COMMITTEE REPORT

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2024 AWARDS COMMITTEE REPORT

Submitted to: Libertarian National Committee, Nov. 25, 2023

Submitted by: James W. Lark, III
Chair, 2024 Awards Committee

The members of the 2024 Awards Committee are Dean Davison, Jim Lark (chair), Matthew Lucas, Mark Tuniewicz, and Andrew Watkins.

Earlier this month, the Committee requested that Mr. Watkins seek information from the LNC concerning ways in which information about the awards and the nomination process can be distributed to the LP membership. He has informed the Committee that he awaits a response to his inquiry.

I anticipate that the Committee will soon determine specific dates for the nomination process. I also anticipate that the nomination period will close no later than April 15, 2024, in order to provide the Committee with sufficient time to accomplish the following tasks:

- * To determine the inductees for the Hall of Liberty and the recipients of the several awards (Thomas Jefferson, Samuel Adams, Thomas Paine, Patrick Henry, and Benjamin Franklin)
- * To order and receive the awards to be presented to the inductees and recipients
- * To organize the award presentations to take place during the national convention.

Information about the Awards Committee, the awards, and previous inductees and recipients is available in the appendix.

APPENDIX P – CONVENTION OVERSIGHT COMMITTEE REPORT

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1444 Duke Street, Alexandria, VA 22314-3403 • info@lp.org • 800.353.2887

Convention Oversight Committee Report

Report Date: December 2-3, 2023
Meeting Location: Aliso Viejo, California
Website: lnc2024.com
Chair: Mr. Adrian F Malagon (LNC At-Large Representative)
Members: Mr. Dustin Blankenship (LNC At-Large Representative)
Ms. Caryn Ann Harlos (LNC Secretary)
Ms. Meredith Hays (LNC Region Four Representative)
Mr. Greg Hertzsch (LNC Region Three Alternate)
Mr. Robert Kraus
Ex-Officio Member: Ms. Angela McArdle (LNC Chair)
Volunteer Member: Mr. Tim Ferreira
Former Members: Mr. Rich Bowen (Former LNC At-Large Representative)
Ms. Jeinay LeBlanc
Contact Email: adrian.malagon@lp.org
Google Group: [coc@lp.org](https://groups.google.com/coc@lp.org)

Committee Overview & Purpose

Policy Manual Special Rules of Order:

Section 1.03 Committees (Relevant Citations)

1) Committee Appointments

Committee Name: Convention Oversight Committee
Size: Seven (7) members, with a minimum of three (3) LNC members, plus a minimum of two (2) non-LNC members. The Secretary is an ex-officio non-voting member.
Member Selection: LNC
Chair Selection: LNC

2) Committee Terms of Office

With the exception of the Convention Oversight Committee and Ballot Access Committee, the terms of office of all project managers, committee chairs, and committee members shall expire with the administration that appoints them, or when their successors are chosen,

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whichever occurs first. The term of office for the Convention Oversight Committee shall expire ninety (90) days following the close of the convention. The term of office for the Ballot Access Committee shall expire upon the presentation of the report described in Section 2.02(10).

Any committee member who misses three (3) consecutive meetings or a total of five (5) meetings is considered to have automatically resigned. This does not apply to committees created pursuant to the Bylaws which would require an active vote of the appointing body.

Section 1.04 Committee Scope and Responsibilities (Relevant Citation)

7) Convention Oversight Committee

The Convention Oversight Committee (COC) shall make recommendations for convention sites to the LNC, but the LNC shall choose the site. On other matters concerning the Party's conventions, the COC shall:

- convey requirements to convention planners;
- ensure the convention meets the Party's needs;
- recommend for approval by the Executive Committee or the LNC major elements such as contracts over \$3,000; the convention budget; and the convention program including keynote speaker(s); and
- ensure all contracts with vendors go through a transparent bidding process regardless of dollar amount.

The COC shall report monthly its decisions and actions to the LNC. The COC may begin its work as soon as its members from the LNC are appointed.

During the ninety (90) days following a convention, the COC shall make a final report to the LNC of actual versus expected convention performance, and the COC shall update the online convention archive with information comparable to what the archive contains for past conventions.

The Chair and Secretary shall be ex-officio non-voting members of the COC.

Section 2.02 Financial Matters (Relevant Citation)

4) Conventions

The Party shall not directly or indirectly compensate or otherwise underwrite or subsidize the convention travel, lodging (excepting room upgrades which the Party received at no cost), entertainment costs, or speaker fees/honorariums of any Convention delegates. This policy shall not prohibit the Party from underwriting organized convention events offered to all donors of a particular level. Nor shall it prohibit delegates from receiving complimentary meals or access to convention events in rough proportion to their level of volunteer work. All volunteer compensation must be approved by the Convention

Oversight Committee, and contemporaneously published when actual compensation is received.

Section 2.03 Membership Policies (Relevant Citation)

3) Benefits

The LNC, the Convention Oversight Committee, and staff shall have the discretion to create and bestow additional benefits based on contribution levels.

COC New Members, Chair Resignation, Appointments & Transition

On Friday, August 18, 2023, at 1:55 p.m. EDT, Convention Oversight Committee (COC) Chair, Mr. Rich Bowen, informed the Libertarian National Committee (LNC) via email that Mr. Miguel Duque had resigned from his position on the COC effective immediately. At the August 19-20, 2023 LNC Meeting in Washington, D.C., Mr. Bowen moved to appoint Mr. Adrian F Malagon to the vacant LNC position and Mr. Robert Kraus to the vacant non-LNC position on the COC. The motion passed with a roll call vote of 13-0-1 (Yes-No-Abstain).

On Friday, September 1, 2023, at 7:34 p.m. EDT, Mr. Bowen tendered his resignation, with immediate effect, from the LNC and all subcommittees, which resulted in the COC appointing Mr. Malagon as Acting Chair at its next meeting, which took place on Wednesday, September 13, 2023, until the LNC made a permanent appointment. At the October 1, 2023, virtual LNC Meeting, the LNC Chair moved to appoint Mr. Malagon as COC Chair. The motion passed without objection.

Ms. Jeinay LeBlanc was considered to have automatically resigned after missing her third consecutive meeting (per the LNC Policy Manual) on October 4, 2023. The COC Chair nominated Ms. Caryn Ann Harlos on October 3, 2023 (who was already attending meetings in an Ex-Officio capacity) and Ms. Meredith Hays on October 19, 2023 (both via email). The LNC Chair appointed both via email on October 19, 2023, due to a lack of objection.

As meetings carried on and new members adjusted to their new roles, it became clear that quite a bit of information regarding the planning of the 2024 National Convention was either missing or, at the very least, not easily accessible. Furthermore at around the same time that the COC was going through its aforementioned restructuring, it was discovered that the Washington Hilton was preparing for its own. The Event Manager Mr. Bowen was initially assigned was on the verge of moving on, and the LNC's account had been handed off to a new Event Manager. To settle some of the more important planning aspects, the COC thought it best that the new COC Chair do his own walkthrough of the venue and meet with the Event Manager and corresponding staff. As a result, the COC Chair flew back to Washington, D.C., on Wednesday, November 15, 2023, and returned on Saturday, November 18, 2023. The trip proved wildly productive and reassuring, which should result in many of the COC's pre-walkthrough concerns being addressed.

Executive Overview

The 2024 COC's goal is to minimize or cut all unnecessary expenses and simultaneously maximize the Convention's revenue in any way possible, all while ensuring that the benefits and

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quality of the experience are reflective of the money being spent by all attendees who chose to buy packages and/or add-ons. Washington, D.C., is the most expensive city in the country, but the COC is confident that it will still be able to achieve its aforementioned goal.

The intent of this Executive Overview is to inform the LNC and the general membership as much as it can about the current state of Convention planning without divulging privileged information. (The COC is a confidential committee.)

Location & Date

The 2024 Libertarian Party National Convention is scheduled to take place from Thursday, May 23, 2024, to Monday, May 27, 2024, at:

Washington Hilton
1919 Connecticut Ave., NW,
Washington, D.C. 20009

A current Events Schedule can be found on the Convention website. Specifics will be added to the schedule and announced as they become available.

Website & Promotional Emails

The 2024 Libertarian National Convention website launched the week of September 25, 2023, and was promoted by LNC staff via email blast on September 27, 2023. In addition to having its own domain, the website is linked from the Libertarian Party's (LP) home page and contains comprehensive information on all aspects of Convention including, but not limited to, the hotel group rate link, a countdown, subcommittee documents (In Memoriam, Bylaws, Platform), an [Events Schedule](#) (the schedule is Thursday through Monday, but business is Friday through Monday), tickets, and a 'Contact Us' section. Members with specific questions are encouraged to use the 'Contact Us' section or email the COC Chair directly.

A promotional email cadence was coordinated with LNC Staff and added to the Events Calendar.

Theme

A Convention Theme Contest was launched over the summer to allow the membership to sponsor and vote for their theme of choice by submitting donations. The theme is "Become UnGovernable." Convention theme merchandise is already available for purchase at the LP Store, with more expected to follow over the course of the next few months.



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Packages

The following packages with their respective amenities are currently available for purchase on the website:

The Essentials Package (\$175.00)

- Badge and Lanyard
- Training/Breakout Access
- Swag Bag
- Opening Reception
- Closing Reception
- After Party
- Convention Binder

The Market Package (\$290.00)

- Badge and Lanyard
- Training/Breakout Access
- Swag Bag
- Opening Reception
- Closing Reception
- After Party
- Convention Binder
- 1 Breakfast
- 1 Lunch

The Entertainment Package (\$450.00)

- Badge and Lanyard
- Training/Breakout Access
- Swag Bag
- Opening Reception
- Closing Reception
- After Party
- Convention Binder
- 2 Breakfast
- 3 Lunch

The Premiere Package (\$600.00)

- Badge and Lanyard
- Training/Breakout Access
- Swag Bag
- Opening Reception
- Closing Reception
- After Party
- Convention Binder
- 2 Breakfast
- 3 Lunch
- Gala Ticket

The Presidential Package (\$1,500.00)

- Badge and Lanyard
- Training/Breakout Access
- Swag Bag
- Opening Reception
- Closing Reception
- After Party
- Convention Binder
- 2 Breakfast
- 3 Lunch
- Gala Ticket
- Preferred Seating at All Events
- Full-Page Advertising for Cause/Business of Choice
- Special Recognition at the Gala

For ease and convenience, members are encouraged to purchase their packages using the website; however, purchasing over the phone is also allowed. For any members looking to avoid credit card processing fees, paying via check is an option as well. To render payment via phone or by mail, please contact LNC Staff.

The prices currently listed are Early Bird prices and are scheduled to last through December 31, 2023. Prices on all packages are scheduled to go up starting January 1, 2024. The COC does not intend to hold any other package sales after Early Bird pricing ends.

Exhibit Tables & Suites

The options for prime placement of exhibit tables in descending order are:

Area 'A': \$1,000.00

Area 'B': \$750.00

Area 'C': \$500.00

Area 'D': \$250.00

Prices cover use for Friday, May 24, Saturday, May 25, and Sunday, May 26, 2024.

Areas 'A' and 'B' are 8-foot tables, and areas 'C' and 'D' are 6 feet. The 'A' tables get a bonus pub table near registration for an additional \$100.00. A visual layout will be provided within the coming weeks demonstrating placement differences. The COC will determine the specific table the purchaser is assigned via raffle closer to the date of Convention. To reserve a table, please contact the COC Chair.

Suites and other gathering rooms will be offered as they have been in the past for anyone looking to purchase them. Prices will be set by the COC at the next meeting, which is scheduled to take place after the submission of this report. For pricing and reservations, please contact the COC Chair.

Speakers, Notable Guests & Trainings

Speakers, notable guests, and trainings are currently being scheduled and confirmed by the COC Chair and the LNC Chair. A decision has been made to wait until after Early Bird pricing ends before releasing and promoting the names of the confirmed speakers.

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“Competing” speaking spots are scheduled for lunch on Friday, as well as both breakfast and lunch on both Saturday and Sunday. Once all speakers are confirmed and assigned their respective slots, LNC staff will begin reaching out to members who have already purchased packages in order to record their preferred option. For those who are waiting until after speakers are announced to make their package purchases, the COC hopes to be able to coordinate with LNC Staff to make speaker selection an option on the website as part of the checkout process. These processes are being put into place to both ensure an accurate head count and eliminate same-day selection or switching chaos.

Audio/Visual

On Monday, October 2, at 12:54 p.m., Mr. Chris Childs, who was the COC’s initial choice to take on the Convention’s A/V needs, resigned from the COC, citing family and work obligations. As a result, at the meeting following the resignation, the COC Chair asked Mr. Kraus and Mr. Ferreira to compose a Request For Proposal (RFP) specifically for the Convention’s A/V needs. The RFP has not been completed as of the writing of this report but should be by the next scheduled meeting. Once the RFP is completed, it will be sent out to contractors proposed by Mr. Kraus and Mr. Ferreira, as well as the Washington Hilton.

Food & Beverage

Food menu selections are expected to be made over the next few weeks, and the cash bars will be plentiful. Packages that include food as an amenity must be purchased before the deadline set by the COC. (While the exact date has not yet been determined, it is expected to be at the beginning of May 2024.) Being forced to predict how many people will wait until the last minute and being wrong can cost the Party quite a bit of money. Furthermore, it is wildly inconsiderate of hotel staff, LNC Staff, and COC volunteers. Several emails will be sent out encouraging members to make a purchase prior to the deadline. The deadline will also be placed on the website when appropriate. **To be very clear, any package that includes food as an amenity must be purchased before the deadline, and any package that does will *not* be available for purchase at the door.**

Parliamentarian

Mr. Richard Brown has been confirmed as the 2024 Libertarian National Convention parliamentarian.

Registration

The COC is committed to making the registration process run more smoothly for volunteers, LNC Staff, and attendees. Part of this would require rethinking how this process has been done in the past and how it could both look and be done more professionally moving forward. The COC is working with LNC Staff to procure different event software bids and explore a variety of vendor possibilities that would be able to be used for this and other events moving forward.

Credentialing

The COC has started working with Credentials Committee Chair, Mr. Josh Hlavka, to ensure a smooth process. More information will be provided after the Credentials Committee is fully staffed and begins meeting.

In Memoriam

The COC has started working with Ms. Lisa Gansky from the Historical Preservation Committee (HPC) to gather the names of LP members who have passed away since the last Convention. The goal is to do an “In Memoriam” acknowledgment on both the website and between breaks during business. Anyone who is able to assist those efforts by providing the names of those deceased is encouraged to contact her or the LNC Secretary.

Fundraising

As previously stated, the COC is exploring all possible options to increase revenue for Convention. While nothing has been finalized, a few ideas that have been discussed are: preferred seating for state delegations; a silent and live auction with unique and desirable items; limited edition Convention Theme merchandise; a logo contest; and ad space.

Volunteers

It is the opinion of the COC that the LP has a history of expecting far more from its volunteers in certain respects than what it is willing to provide them in gratitude for what often amounts to countless hours of thankless work. On that note, this COC has opted to provide reasonable discounts for its members who it believes have earned them by virtue of the work that they’ve provided. Furthermore, it will be offering certain incentives to Convention volunteers that will be tailored to reflect their service and work.

The LNC Secretary has been actively recruiting tellers for business, and Regional Representatives have been asked to reach out to their State Chairs to do the same. The COC is seeking to have more volunteers than less in every category in the event that early committed volunteers are unable to serve when the time comes.

The following volunteers are currently needed: additional tellers to assist the LNC Secretary during business, registration desk attendants, security (who will serve more as Sergeant at Arms during business), event ticket checkers, runners, and general assistants. Most importantly, a Volunteer Coordinator is being sought to assist the COC in recruiting, organizing, and directing volunteers in real time during Convention. Anyone interested in volunteering for Convention is encouraged to contact the COC Chair.

Meetings

The COC meets every two weeks on Wednesday night at 9:00 p.m. EDT (meetings usually fall on the second and fourth weeks of each month). Shortly after the New Year, the COC plans on meeting weekly.

Attendance Record:

Wednesday, September 13, 2023, 9:00 p.m. EDT

Members:

Mr. Adrian F Malagon
Mr. Dustin Blankenship
Mr. Greg Hertzsch
Mr. Robert Kraus

Ex-Officio Members:

Ms. Caryn Ann Harlos

Volunteers:

Mr. Tim Ferreira

Guests:

Mr. Rich Bowen

Mr. Luke Troxell (LNC Staff)

Wednesday, October 4, 2023, 9:00 p.m. EDT

Members:

Mr. Adrian F Malagon

Mr. Dustin Blankenship

Mr. Greg Hertzsch

Mr. Robert Kraus

Ex-Officio Members:

Ms. Caryn Ann Harlos

Guests:

Ms. Lisa Gansky (Historical Preservation Committee Member)

Wednesday, October 18, 2023, 9:00 p.m. EDT

Members:

Mr. Adrian F Malagon

Mr. Robert Kraus

Ex-Officio Members:

Ms. Caryn Ann Harlos

Volunteers:

Mr. Tim Ferreira

Wednesday, November 1, 2023, 9:00 p.m. EDT

Members:

Mr. Adrian F Malagon

Mr. Dustin Blankenship

Ms. Caryn Ann Harlos

Ms. Meredith Hays

Mr. Greg Hertzsch

Mr. Robert Kraus

Guests:

Mr. Andrew Watkins (LNC Vice Chair)

Wednesday, November 15, 2023, 9:00 p.m. EDT

Members:

Mr. Adrian F Malagon

Mr. Dustin Blankenship

Ms. Caryn Ann Harlos

Ms. Meredith Hays

Mr. Greg Hertzsch

Guests:

Mr. Graham Brown (California Prospective Credentials Committee Member)
Mr. Loren Dean (California Prospective Credentials Committee Member)
Mr. Josh Hlvaka (Chair, LP Credentials Committee)

Vacancies

The COC currently has a vacancy for one non-LNC member. Anyone with a particular skillset that they believe would be useful for this committee is encouraged to apply.

2026 Libertarian National Convention

Adoption

At the August 19-20, 2023 LNC Meeting in Washington, D.C., presentations of possible 2026 Libertarian National Convention locations were given by representatives from Chicago, Denver, and Grand Rapids. After deliberation, Mr. Dustin Blankenship moved to select Grand Rapids as the 2026 Convention site over Memorial Day Weekend. The motion passed with a roll call vote of 13-0-1 (Yes-No-Abstain).

Location & Date

The 2026 Libertarian Party National Convention hotel accommodations will be hosted from Wednesday, May 20, 2026, to Friday, May 29, 2026, at:

Amway Grand Plaza
187 Monroe Ave., NW,
Grand Rapids, MI 49503

The 2026 Libertarian Party National Convention is scheduled to take place from Wednesday, May 20, 2026, to Thursday, May 28, 2026, at:

Kent County Convention Arena
303 Monroe Ave., NW,
Grand Rapids, MI 49503

The hotel and convention venue are separate locations.

Contracts

The LNC Chair signed the hotel contract on September 29, 2023, after extensive review by LNC Counsel. The venue contract is still being reviewed as of the signing of this report but is expected to be signed before the end of the year.

In Libertatem,



Mr. Adrian F Malagon
Chair, Convention Oversight Committee

APPENDIX Q –CANDIDATE SUPPORT COMMITTEE REPORT

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Libertarian Party Candidate Support Committee Q4 Chair Report

Committee Members: Joshua Toms (Chair) Dustin Blankenship (Vice Chair) TJ Kosin (Secretary) Tyler Bargenquast Dustin Blankenship Evan McMahon Will Hyman	Committee Meetings Held: 7/11/2023 7/25/2023 8/22/2023 9/26/2023
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The committee holds meetings every other week unless there are no agenda items. We have added new members Will Hyman and Evan McMahon.

In Q3, we:

- Created a working subcommittee to arrange a presidential debate.
- Looked into asynchronous learning tasks.
- Created rules and guidelines for Voter Gravity use.
- Cleaned up the Candidate Support Form.
- Maintained order in meetings

Actionable Steps in Q3:

- Established database of candidates with contact info
- Received recommendations on specific items to assist the LPNC with allocating resources for candidates.
- Reviewed candidates requesting support and passed recommendations to LNC
 - Joshua Toms (recommended for \$1000)
 - Rachael Spears Johnston (Referred to Local Affiliate. For FEC Compliance)
 - Ronald Denenea (LP National Share a social media post from LP Louisiana that highlights Ronald Denenea campaign in compliance with campaign finance.)

All meetings have agendas, minutes, and are provided for review from the LNC at any time.

For any and all questions I can be reached at (267) 980-8693 or at theo.kosin@gmail.com

- TJ Kosin
Committee Secretary

APPENDIX R – AUDITOR'S REPORT

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Frye & Company, CPAs

LIBERTARIAN NATIONAL COMMITTEE, INC.
(THE LIBERTARIAN PARTY)



AUDITED FINANCIAL STATEMENTS
YEAR ENDED DECEMBER 31, 2022

F&C

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**INDEPENDENT AUDITORS' REPORT
ON FINANCIAL STATEMENTS**

To the Board of Directors
Libertarian National Committee, Inc.
Alexandria, Virginia

Opinion

We have audited the accompanying financial statements of Libertarian National Committee, which comprise the statement of financial position as of December 31, 2022, and the related statements of activities and changes in net assets, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Libertarian National Committee as of December 31, 2022, and the changes in net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Libertarian National Committee and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibility of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.



To the Board of Directors
Libertarian National Committee, Inc.

Responsibility of Management for the Financial Statements – Continued

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Libertarian National Committee's ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements, including omissions, are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Libertarian National Committee's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about Libertarian National Committee's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

To the Board of Directors
Libertarian National Committee, Inc.

Report on Summarized Comparative Information

We have previously audited the Libertarian National Committee's financial statements as of and for the year ended December 31, 2021, and we expressed an unmodified audit opinion on those audited financial statements in our report dated May 22, 2022. In our opinion, the summarized comparative information presented herein as of and for the year ended December 31, 2021, is consistent, in all material respects, with the audited financial statements from which it has been derived.



Frye & Company, CPAs
Manassas, Virginia
August 15, 2023

LIBERTARIAN NATIONAL COMMITTEE, INC.
STATEMENT OF FINANCIAL POSITION
AS OF DECEMBER 31, 2022
(WITH 2021 COMPARATIVE TOTALS)

	<u>2022</u>	<u>2021</u>
Assets		
Cash and cash equivalents	\$ 255,395	\$ 297,366
Bequests receivable, net	-	-
Prepaid expenses and other	13,098	21,038
Property and equipment:		
Land	347,881	347,881
Building and improvements	547,638	547,638
Furniture and equipment	42,675	42,675
Computer equipment	36,449	36,449
Computer software	134,614	134,614
Property and equipment, at cost	1,109,257	1,109,257
Accumulated depreciation	(329,700)	(293,669)
Property and equipment, net	779,557	815,588
Total Assets	<u><u>\$ 1,048,050</u></u>	<u><u>\$ 1,133,992</u></u>
 Liabilities and Net Assets		
Liabilities		
Unsecured lines of credit	\$ -	\$ -
Accounts payable and accrued expenses	4,264	41,279
Accrued salaries and related benefits	19,863	35,922
Accrued vacation	22,069	26,922
Deferred registrations	-	100,720
Mortgage payable	-	-
Total liabilities	46,196	204,843
Net Assets		
Without donor restrictions	994,195	843,303
With donor restrictions	7,659	85,846
Total net assets	1,001,854	929,149
Total Liabilities and Net Assets	<u><u>\$ 1,048,050</u></u>	<u><u>\$ 1,133,992</u></u>

See accompanying auditors' report and notes to financial statements.

LIBERTARIAN NATIONAL COMMITTEE, INC.

**STATEMENT OF ACTIVITIES
& CHANGES IN NET ASSETS**

**YEAR ENDED DECEMBER 31, 2022
(WITH 2021 COMPARATIVE TOTALS)**

	2022			2021
	Without Donor Restrictions	With Donor Restrictions	Total	
Revenue and Support				
Contributions and membership	\$ 1,502,186	\$ 23,069	\$ 1,525,255	\$ 1,945,592
Convention and other events	528,266	-	528,266	113,197
Political campaign materials	18,525	-	18,525	29,287
Sponsorships and classifieds	11,496	-	11,496	20,150
Interest and dividends	-	-	-	-
Net assets released from restrictions:				
Building, legal, and other funds	101,256	(101,256)	-	-
Total revenue and support	2,161,729	(78,187)	2,083,542	2,108,226
Expense				
Program services:				
Candidate and campaign programs	337,934	-	337,934	342,780
Communications and membership	321,527	-	321,527	432,869
Conventions and events	317,901	-	317,901	17,525
Ballot access	166,232	-	166,232	82,709
Special projects and other programs	144,580	-	144,580	147,321
Affiliate support	104,610	-	104,610	130,085
Total program services	1,392,784	-	1,392,784	1,153,289
Supporting services:				
Management and general	267,476	-	267,476	309,266
Fundraising and donor acquisition	350,577	-	350,577	576,707
Total supporting services	618,053	-	618,053	885,973
Total expense	2,010,837	-	2,010,837	2,039,262
Changes in Net Assets	150,892	(78,187)	72,705	68,964
Net assets, beginning of year	843,303	85,846	929,149	860,185
Net Assets, End of Year	<u>\$ 994,195</u>	<u>\$ 7,659</u>	<u>\$ 1,001,854</u>	<u>\$ 929,149</u>

See accompanying auditors' report and notes to financial statements.

LIBERTARIAN NATIONAL COMMITTEE, INC.
STATEMENT OF FUNCTIONAL EXPENSES
YEAR ENDED DECEMBER 31, 2022
(WITH 2021 COMPARATIVE TOTALS)

	2022											Total	
	Candidate & Communications	Program Services	Ballot Access	Special Projects & Other	Affiliate Support	Program Services	Supporting Services	Management & General	Fundraising & Acquisition	Supporting Services	Total		
Expenses	\$ 321,513	\$ -	\$ 243,425	\$ 152,443	\$ -	\$ 64,607	\$ 781,988	\$ -	\$ -	\$ -	\$ 781,988	\$ 40,933	\$ 497,223
Salaries and wages	8,795	136,096	39,888	7,385	60,719	21,425	274,308	142,808	-	74,468	217,276	497,223	497,223
Other program expenses	-	67,423	-	-	31,213	-	98,636	-	-	211,538	211,538	1,072,209	1,072,209
Professional fees	2,191	33,906	9,938	1,840	15,127	5,338	68,340	35,578	18,553	54,131	122,471	123,611	123,611
Computer expenses	1,357	20,991	6,152	1,139	9,365	3,304	43,208	22,026	11,866	33,512	75,820	74,699	74,699
Employer benefits	948	14,669	4,299	796	6,544	2,309	29,565	15,392	8,026	23,418	52,983	47,052	47,052
Employer payroll taxes	660	10,205	2,991	554	4,553	1,607	20,570	10,709	5,584	16,293	36,031	38,878	38,878
Depreciation and amortization	645	9,975	2,924	541	4,451	1,570	20,106	10,467	5,458	15,925	36,031	26,821	26,821
Travel and meetings	498	7,703	2,258	416	3,437	1,213	15,527	8,083	4,215	12,298	25,862	35,862	35,862
Occupancy expense	490	7,624	2,234	416	3,398	1,202	15,364	8,002	4,171	12,173	27,537	31,319	31,319
Insurance expense	249	3,859	1,131	209	1,722	608	7,778	4,050	2,112	6,162	13,940	11,378	11,378
Telephone and data services	168	2,593	760	141	1,157	408	5,227	2,721	1,419	4,140	9,367	10,021	10,021
Postage and shipping	133	2,053	602	111	916	323	4,138	2,154	1,123	3,277	7,415	8,949	8,949
Printing and reproduction	89	1,371	402	74	612	216	2,764	1,438	750	2,188	4,952	4,531	4,531
Office supplies and materials	77	1,185	347	64	529	186	2,388	1,243	648	1,891	4,279	6,386	6,386
Bank fees and interest	60	925	271	50	413	145	1,864	970	506	1,476	3,340	3,472	3,472
Payroll processing fees	48	745	219	40	333	117	1,502	782	408	1,190	2,692	2,548	2,548
Contractors and interns	-	-	-	-	-	-	-	839	-	839	839	2,113	2,113
Equipment maintenance	13	204	60	11	91	32	411	214	112	326	737	717	717
2022 Total Expenses	\$ 337,934	\$ 321,527	\$ 317,901	\$ 166,232	\$ 144,580	\$ 104,610	\$ 1,392,784	\$ 267,476	\$ 350,577	\$ 618,053	\$ 2,010,837		
2021 Total Expenses	\$ 342,780	\$ 432,869	\$ 17,525	\$ 82,709	\$ 147,321	\$ 130,085	\$ 1,153,289	\$ 309,266	\$ 576,707	\$ 885,973		\$ 2,039,262	

See accompanying auditor's report and notes to financial statements.

LIBERTARIAN NATIONAL COMMITTEE, INC.

STATEMENT OF CASH FLOWS

YEAR ENDED DECEMBER 31, 2022
(WITH 2021 COMPARATIVE TOTALS)

	2022	2021
Cash Provided (Used) by Operating Activities		
Changes in net assets	\$ 72,705	\$ 68,964
Adjustments to reconcile changes in net assets to net cash provided (used) by operating activities:		
Depreciation and amortization	36,031	36,921
Changes in assets and liabilities:		
Bequests receivable	-	23,383
Prepaid expenses and other	7,940	(16,138)
Accounts payable and accrued expenses	(37,015)	16,905
Accrued salaries and related benefits	(16,059)	15,754
Accrued vacation	(4,853)	488
Deferred registrations	(100,720)	98,751
Total adjustments	(114,676)	176,064
Net cash provided (used) by operating activities	(41,971)	245,028
Cash Provided (Used) by Investing Activities		
Purchases of property and equipment	-	(13,648)
Net cash provided (used) by investing activities	-	(13,648)
Cash Provided (Used) by Financing Activities		
Principal advances on lines of credit	288,629	353,283
Principal repayments on lines of credit	(288,629)	(353,283)
Principal payments on mortgage payable	-	(27,172)
Net cash provided (used) by financing activities	-	(27,172)
Net Increase in Cash and Cash Equivalents	(41,971)	204,208
Cash and cash equivalents, beginning of year	297,366	93,158
Cash and Cash Equivalents, End of Year	<u>\$ 255,395</u>	<u>\$ 297,366</u>
Supplemental Cash Flows Information:		
Cash paid for income taxes	\$ -	\$ -
Cash paid for interest	<u>\$ 279</u>	<u>\$ 69</u>

See accompanying auditors' report and notes to financial statements.

LIBERTARIAN NATIONAL COMMITTEE, INC.
NOTES TO FINANCIAL STATEMENTS
YEAR ENDED DECEMBER 31, 2022

Note A – Organization & Nature of Activities

Organization: The Libertarian National Committee, Inc. (the Committee) was founded in 1971 as a national, tax-exempt political organization which is the operational arm of the Libertarian Party, a grassroots political organization. The Committee was incorporated in February 1995 and its affairs are directed by its National Board of Directors, who are elected by delegates biennially at the national convention. The Committee, with the consent of the delegates, also establishes the platform of the Libertarian Party, which is based upon the basic premises of civil liberties and personal freedom, a free-market economy, free trade, and a foreign policy of non-intervention and peace. The Committee has approximately 16,000 contributing members.

Programs: The Committee's program activities consist of affiliate support, which comprises developing or supporting state and county affiliate parties; ballot access, which comprises getting candidates on ballots and includes corresponding lawsuits required to accomplish such; brand development, which is the process of developing an image in the minds of voters; campus outreach, which represents campus recruiting and support groups; candidate support, which comprises recruiting and supporting candidates with their electoral ambitions; litigation support, which includes proactive lawsuits to change public policy, other than ballot access; lobbying, which includes efforts to persuade legislators to change laws, including ballot access laws; media relations, which consists of direct communication with the media; member communications, which is comprised of the Libertarian Party News periodical and other member communications; outreach, which includes initiatives to reach the general public and outside groups; and voter registration, which consist of voter registration campaign initiatives.

Note B - Summary of Significant Accounting Policies

Basis of Accounting and Presentation: The Committee prepares its financial statements on the accrual basis of accounting. Consequently, revenue is recognized when earned and expenses when obligations are incurred. The financial statements include certain prior-year summarized comparative information in total and not by net asset class. Such information does not include sufficient detail to constitute a presentation in conformity with accounting principles generally accepted in the United States of America. Accordingly, such information should be read in conjunction with the Committee's financial statements as of and for the year ended December 31, 2021, from which the summarized information was derived. Certain prior year information was reclassified to adhere with the current financial statement presentation.

Income Tax Status: The Committee is recognized as a tax-exempt political organization under Section 527 of the Internal Revenue Code (IRC). Under IRC Section 527, the Committee's exempt functions include all activities that relate to and support the process of influencing or attempting to influence the selection, nomination, election, or appointment of any individual to a public or political office.

LIBERTARIAN NATIONAL COMMITTEE, INC.
NOTES TO FINANCIAL STATEMENTS
YEAR ENDED DECEMBER 31, 2022

Note B – Summary of Significant Accounting Policies – Continued

Income Tax Status - Continued: Certain activities unrelated to the exempt purpose, such as net investment income, are subject to taxation. During the years ended December 31, 2022 and 2021, the Committee incurred no significant income tax expense on its net investment income, which was under the specific deduction amount of \$100 available on Form 1120-POL. Although the Committee has not received any notice of intent to examine its tax returns, the Committee's tax returns remain subject to examination by tax authorities pursuant to various statutes of limitation. The Committee is also subject to oversight by the Federal Election Commission.

Revenue Recognition: Contributions and donations and bequests and legacies are recorded when received or when the unconditional promise-to-give is known at the earliest point determinable and measurable. They are recorded by the Committee as increases to its net assets without donor restrictions or to net assets with donor restrictions based upon the existence or lack of donor-imposed restrictions. Any restricted amounts received and release from restriction in the same reporting period are reported as net assets without donor restrictions. Restricted resources from prior years in which the Committee meets the donor's restriction during the current year are reflected as net assets released from restrictions. Donated goods or contributed services meeting the requirements for recognition under accounting principles generally accepted in the United States of America are reported at fair value at the time of donation. The Committee treats membership dues as contributions and donations in the accompanying financial statements given that members receive de minimis benefits in exchange for their dues. Revenue from contributions and donations are recognized at the earliest point an unconditional promise-to-give is both determinable and measurable. Revenue from conditional promises-to-give are recognized as the donor or grantor's conditions are substantially met. Revenue from any program service activities and conventions and events are recognized when earned.

Cash and Cash Equivalents: For financial statement presentation purposes, the Committee considers highly liquid debt instruments with maturities of three months or less, including money market funds, to be cash equivalents. The Committee periodically has cash balances in excess of federal insurance limits available for depository accounts.

Bequests Receivable: The Committee's bequests receivable consist of amounts due from decedent members' last wills and testaments. The most significant bequest pertains to a deceased member's unconditional promise-to-give the Committee a portion of the estate after liquidation of debts and payment of expenses. For bequests in excess of the annual contributions limits established by the Federal Election Commission (FEC) guidelines, the Committee may retain a trustee or escrow agent to hold the funds in trust for the benefit of the Committee. The trustee and escrow agent generally hold the funds in interest bearing accounts and annually release funds in amounts allowed by FEC rules and regulations. Any remaining funds held by the trustee or escrow agent are reported as bequests receivable. No significant bequests receivable were reported by the Committee as of December 31, 2022 and 2021.

LIBERTARIAN NATIONAL COMMITTEE, INC.
NOTES TO FINANCIAL STATEMENTS
YEAR ENDED DECEMBER 31, 2022

Note B – Summary of Significant Accounting Policies – Continued

Bequests Receivable – Continued: Bequests receivables are reported at their net realizable value, which was determined by the Committee by initially discounting the initial bequest by an allowance for doubtful accounts and present value discount. Given the nature of the bequest and that the funds are being held in interest bearing accounts for the benefit of the Committee, the Committee determined that discounts for present value and collectability were unnecessary.

Prepaid Expenses and Other Assets: The Committee's prepaid expenses and other assets consist principally of prepaid rent, insurance, licenses, promotional supplies, and refundable deposits.

Property and Equipment: The Committee capitalizes property and equipment acquisitions at cost or fair value at time of donation and depreciates these items using the straight-line method of depreciation over their estimated useful lives, which range from approximately 3 to 5 years for furniture, equipment, and software and 15 to 39 years for building and related improvements. Expenditures for repairs and maintenance that do not extend the useful life of an asset, consumable supplies, and de minimis items are expensed as incurred. Depreciation and amortization expense was approximately \$36,000 and \$36,900, respectively, for the years ended December 31, 2022 and 2021. No significant loss on the dispositions or impairment of property and equipment was reported by the Committee during the years ended December 31, 2022 and 2021.

Net Assets: The Committee classifies its net assets based upon the existence or lack of donor-imposed restrictions. When the Committee receives contributions that are restricted by the donor or limited as to their use and the Committee has not met the donor's restriction by the end of the reporting year, then the Committee reports these amounts as net assets with donor restrictions. Restricted net assets in which the Committee has met the donor's stipulations during the fiscal year are reflected as net assets released from restrictions in the accompanying financial statements. Any restricted amounts received and released from restriction in the same reporting period are reported as net assets without donor restrictions. The components of the Committee's net assets are as follows:

- *Without donor restrictions* – Represents unrestricted resources that are available to support the Committee's operations at the discretion of the Board of Directors and management.
- *With donor restrictions* – Represents amounts received and restricted by donors to support specific Committee programs and initiatives, such as the building fund, ballot access, candidacy initiatives, and college campus programs. Net assets with donor restrictions are released from restriction either by the passage of time or by the Committee meeting the donors' stipulations. The Committee reported net assets with donor restrictions of approximately \$7,700 and \$85,800, respectively, as of December 31, 2022 and 2021, earmarked by the original donors for specific initiatives.

LIBERTARIAN NATIONAL COMMITTEE, INC.

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 2022

Note B – Summary of Significant Accounting Policies – Continued

Contributions and Donations: Contributions and donations are recognized at fair value in the period in which an unconditional promise-to-give is known or when a contribution is received, at the earliest point the contribution is both determinable and measurable by the Committee. Contributions are recognized as revenue and support without donor restrictions or with donor restrictions based upon the existence or lack of donor-imposed restrictions. Contributions and donations with donor-imposed restrictions in which the Committee has met the donor's stipulations are reflected as net assets released from restrictions. Revenue and support with donor restrictions in which the Committee met the donor-imposed restriction during the same fiscal year as the contribution are reflected as revenue and support without donor restrictions. Conditional promises-to-give are recognized when the conditions set forth by the donor are substantially met.

Intentions-to-Give: The Committee receives commitment cards from members who many times provide their credit card information for future contribution purposes. The members are generally making recurring contributions to the Committee and do not commit to a specific number of payments or period of time for which the Committee may charge the recurring gifts. The members may also decline the charges or request that the Committee cease making charges against their credit card at any time and completely at their discretion. The Committee treats these recurring contributions as intentions-to-give or conditional promises to give and as such, revenue is not recognized until the contribution is both determinable and measurable, which generally occurs when the credit card is processed and receipt received by the Committee.

Fair Value Measurements: The Committee established a reporting framework for measuring and disclosing fair value measurements. Fair value measurement disclosures are required for assets and liabilities measured and reported at fair value in the accompanying financial statements. The Committee determines fair value using a hierarchy based upon the lowest level of any input that is significant to the measurement with Level 3 being the lowest recognized level. The Committee attempts to maximize the use of observable inputs (Level 1 and 2) and minimize unobservable inputs (Level 3). Accordingly, the Committee would classify financial instruments measured at fair value in any of the following categories: Level 1, which refers to instruments traded in an active market, Level 2, which refers to instruments not traded on an active market but for which observable market inputs are readily available or Level 1 instruments where there is a contractual restriction, and Level 3, which refers to instruments not traded in an active market and for which no significant observable market inputs are available. As of December 31, 2022 and 2021, the Committee determined that no significant assets or liabilities were reported at fair value on a recurring basis in the accompanying financial statements. Disclosures about estimated fair values and fair value measurements were determined by the Committee based upon pertinent market data and other information available as of December 31, 2022 and 2021. Considerable judgment may be necessary to interpret market and financial data and to develop fair value measurements in certain circumstances. The Committee's estimates of fair value may not be indicative of amounts realized at disposition.

LIBERTARIAN NATIONAL COMMITTEE, INC.
NOTES TO FINANCIAL STATEMENTS
YEAR ENDED DECEMBER 31, 2022

Note B – Summary of Significant Accounting Policies – Continued

Financial Instruments and Credit Risk: The Committee manages its concentration risk by placing its cash, savings, and money market accounts with financial institutions believed to be creditworthy. The Committee may periodically have cash balances in excess of federal depository insurance or hold funds in uninsured cash sweep or money market funds. To date, the Committee has not experienced any significant losses on these depository accounts. Credit risk associated with any contribution receivables or promises-to-give is considered to be limited due to historical collection rates and given the historical credit worthiness of the Committee's customers and grantors, which include local jurisdictions, parents, and concerned citizens.

Advertising Costs: The Committee expenses advertising and fundraising costs as incurred. No significant advertising or fundraising costs were deferred as of December 31, 2022 and 2021 and no significant advertising costs were reported by the Committee during the years then ended.

Functional Allocation of Expenses: The Committee summarizes the cost of providing its various programs and activities on a functional basis in the accompanying financial statements. Accordingly, certain expenses were allocated to the program and supporting services benefited as reflected in the statement of functional expenses. Expenses are allocated on a reasonable basis that is consistently applied by management. Expenses that are allocated include compensation and benefits, which are allocated based upon estimates of time and efforts devoted to the functional categories, while joint costs are allocated based upon the percentage of communications devoted to functional categories. Significant estimates are required to functionally allocate expenses and to allocate joint costs to the program and supporting services benefited.

Estimates: The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates and the difference could be material.

Note C – Concentration of Risk

Cash Balances: Financial instruments that subject the Committee to potential concentrations of risk consist of cash balances with banking institutions that exceed the federal insurance limits. As of December 31, 2022 and 2021, the Committee reported no significant bank balance in excess of federal insurance limits.

Contributions: During the years ended December 31, 2022 and 2021, the Committee's largest donor gave approximately \$36,500 (or 2%) and \$146,300 (or 7%), respectively, of the Committee's total revenue and support. From time-to-time, the Committee is also a named beneficiary in a decedent's estate and may receive significant bequests.

LIBERTARIAN NATIONAL COMMITTEE, INC.

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 2022

Note D – Related Party Transactions

During the years ended December 31, 2022 and 2021, the Committee received approximately \$18,500 and \$32,800, respectively, in contributions and dues from board members and employees. In addition to the contributions and membership dues from current and former board members and key employees, these individuals also volunteer to serve the Committee and in various capacities. Additionally, the Committee paid \$173,500 and \$92,900, respectively, to related state affiliates for ballot access petitioning and voter registration campaigns and related travel reimbursements to key employees during the years ended December 31, 2022 and 2021.

Note E – Liquidity and Availability of Financial Assets

The following schedule reflects the Committee's financial assets as of December 31, 2022 and 2021 reduced by amounts not available for general use due to contractual or donor-imposed restrictions within one year of the fiscal years ended December 31:

	<u>2022</u>	<u>2021</u>
Financial assets at end of year	\$ 255,395	\$ 297,366
Amounts unavailable for general expenditure within one year of reporting period:		
Bequest receivable due in more than one year	-	-
Donor restricted for payment of debt service	4,635	1,988
Donor restricted for program related initiatives	<u>3,024</u>	<u>83,858</u>
Financial assets available to meet cash needs for general expenditure within one year	<u>\$ 247,736</u>	<u>\$ 211,520</u>

As part of the Committee's liquidity management, management may invest any excess funds in short-term investments, such as bank savings or market funds.

Note F – Bequests Receivable

From time-to-time the Committee receives bequests and legacies from decedent members' last wills and testaments. As of December 31, 2022 and 2021, management was unaware of any remaining outstanding bequest or significant pledge receivables. Bequests, similar to contributions and donations, are recognized at the earliest point known and measurable. The Committee reports bequests receivable at its net realizable value by discounting the initial bequest for an allowance for doubtful accounts and present value discount.

LIBERTARIAN NATIONAL COMMITTEE, INC.

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 2022

Note F – Bequests Receivable – Continued

Bequests and legacies in excess of FEC annual contributions may be held by trustees or escrow agents who hold generally hold any excess funds in interest bearing accounts generally mitigating the necessity of any significant discounts being applied by the Committee. No significant remaining bequests receivable were reported as of December 31, 2022 and 2021, respectively.

Note G – Lines of Credit

Secured Line of Credit: In April 2022, the Committee established a \$200,000 secured line of credit with a regional financial institution. The line of credit is secured by the Committee's headquarters with interest accruing at a variable interest rate tied the lenders prime interest rates, which was approximately 7.5% as of December 31, 2022. The secured line of credit requires monthly payment of interest and matured in April 2023. No significant outstanding balance was reported on the secured line of credit by the Committee as of December 31, 2022. Interest incurred on the secured line of credit totaled approximately \$200 during the year ended December 31, 2022.

Unsecured Lines of Credit: The Committee maintains two unsecured lines of credit with financial institutions in the form of business credit cards. The business credit cards have total available credit of \$103,000 as of December 31, 2022 and require monthly payments of interest at annual rates that range from approximately 11% and 13% as of the year then ended. The Committee reported no significant outstanding balances on the lines of credit as of December 31, 2022 and 2021. Interest expense incurred on the unsecured lines of credit totaled approximately \$100 and \$20, respectively, during the years ended December 31, 2022 and 2021. The lines of credit are revolving and subject to restrictions and annual renewals and call provisions of the lenders. The terms and balances owed on the lines of credit are as follows as of December 31, 2022:

Unsecured lines of credit with regional financial institutions in the form of credit card accounts with total available credit of \$103,000. The lines are guaranteed by the authorized users and carry variable interest rates tied to the lenders' prime rates, which were approximately 11% and 13%. The Committee reported no significant outstanding balances as of December 31, 2022 and 2021 with interest expense of approximately \$-0- and \$20, respectively, during the years then ended. The lines of credit are revolving and subject to borrowing restrictions and annual renewal provisions.

\$ -

The Committee reported no significant future maturities on the lines of credit as of December 31, 2022 and 2021, and interest expense incurred on the lines of credit totaled approximately \$300 and \$20, respectively during the years then ended.

LIBERTARIAN NATIONAL COMMITTEE, INC.
NOTES TO FINANCIAL STATEMENTS
YEAR ENDED DECEMBER 31, 2022

Note H – Debt Obligations

Mortgage Payable: In April 2014, the Committee entered into a \$500,000 secured promissory note with a regional financial institution to purchase the Committee's office headquarters. The promissory note is collateralized by underlying real property and improvements and a security interest in all depository accounts held with the financial institution. The secured note payable requires 119 monthly payments of principal and interest of approximately \$2,900 beginning in August 2014 at an annual fixed interest rate of 4.85%. The mortgage also requires a final balloon payment due in July 2024 that was originally projected to be approximately \$371,600; however, the Committee paid off the original mortgage in January 2021.

Note I – Net Assets with Donor Restrictions

The Committee's net assets with donor restrictions consist of funds earmarked by donors for the Committee's building fund, college campus programs, and legal defense and radio advertising initiatives. The Committee's net assets with donor restrictions and changes in net assets with donor restrictions consist of the following as of December 31, 2022 and 2021:

	<u>2022</u>	<u>2021</u>
Net assets with donor restrictions:		
Building acquisition fund	\$ 4,635	\$ 1,988
College campus programs	1,731	1,731
Legal defense and radio fund	1,293	82,127
	<u>\$ 7,659</u>	<u>\$ 85,846</u>
	<u>2022</u>	<u>2021</u>
Net assets with donor restrictions, beginning of year	\$ 85,846	\$ 42,857
Contributions with donor restrictions:		
Building acquisition fund	20,544	40,894
Legal defense and radio fund	2,525	113,077
	<u>23,069</u>	<u>153,971</u>
Net assets released from restrictions:		
Building acquisition fund	17,897	53,718
Legal defense and radio fund	83,359	57,264
	<u>101,256</u>	<u>110,982</u>
Net assets with donor restrictions, end of year	<u>\$ 7,659</u>	<u>\$ 85,846</u>

LIBERTARIAN NATIONAL COMMITTEE, INC.
NOTES TO FINANCIAL STATEMENTS
YEAR ENDED DECEMBER 31, 2022

Note J – Intentions-to-Give

The Committee receives commitments from members who many times provide their credit card information for future contribution purposes. The members are generally making recurring contributions to the Committee and do not commit to a specific number of payments or period of time for which the Committee may charge the recurring gifts. The members may also decline the charges or request that the Committee cease making charges against their credit card at any time and completely at their discretion. The Committee treats these recurring contributions as intentions-to-give or conditional promises to give and as such, revenue is not recognized until the contribution is both determinable and measurable, which generally occurs when the credit card is processed and receipt received by the Committee. During the years ended December 31, 2022 and 2021, the Committee recognized approximately \$618,000 and \$584,300, respectively, from recurring contributions from members.

Note K – Retirement Plan

The Committee maintains a 401(k) defined contribution retirement plan that covers employees who meet certain minimum age and length of service requirements. As a qualified retirement plan, employees may contribute a portion of their salaries on a tax-deferred basis up to statutory limits. The Committee has elected to make matching contributions to the plan based upon 50% of employee contributions up to 6% of the participant's qualified salary. The Committee incurred matching contributions and plan administrative expenses totaling approximately \$12,300 and \$15,200, respectively, during the years ended December 31, 2022 and 2021.

Note L – Commitments & Contingencies

Litigation and Disputes: The Committee is currently involved in several lawsuits stemming primarily from presidential candidacy, state ballot and debate access. These suits involve various legal actions, claims and disputes with affiliates that arise from the normal course of business and that, in the opinion of management, will not have significant impact upon the Committee.

Membership Commitment: The Committee provides nominal or token promotional items to contributors and members, such as a periodic newsletter designed to keep members informed of current developments, encourage participation in the political processes, and to promote the interests of the Committee and its candidates. Although there is no contractual or legal requirement for the Committee to provide such services, as a part of its purpose and out of courtesy to its contributors, the Committee is committed to providing timely information and promotional items to its members. The Committee recognizes expenses on these programs and items as incurred and, as such, no liability is accrued for any implied member commitment.

LIBERTARIAN NATIONAL COMMITTEE, INC.
NOTES TO FINANCIAL STATEMENTS
YEAR ENDED DECEMBER 31, 2022

Note L – Commitments & Contingencies – Continued

Federal Regulation: The Committee is subject to federal and state election laws and oversight by the Federal Election Commission (FEC). The Committee is subject to the Federal Election Campaign Act of 1971, the Bipartisan Campaign Reform Act of 2002 (BCRA), and various FEC and IRS regulations. As such, the Committee is required to file monthly and annual reports with the FEC regarding contributions and expenditures of its funds. Additionally, the Committee is precluded from receiving contributions from corporations, labor unions, and certain other third parties, and contributions received from individuals are limited to annual amounts as determined by the FEC, which was \$36,500 for each of the years ended December 31, 2022 and 2021. Furthermore, the Committee's books and records are subject to examination by regulatory bodies and such examinations can result in fines, penalties, or sanctions. Although the results of such examinations have not had a material impact upon the Committee to date, no assurance can be given regarding the uncertainty of any future compliance examinations.

Employment Contracts: In July 2022, the Committee entered into an employment agreement with a new Executive Director. The employment contract provides for a base monthly salary, benefits, and performance incentives based upon financial and other performance indicators. The employment agreement provides for termination for cause and allows either party to terminate the agreement with a one-week written notice without any severance or liquidating damages.

Hotel Contracts: The Committee has contracts with hotels and other venues for conventions and other events. These contracts contain cancellation clauses that may require the Committee to pay certain liquidating damages in the event of cancellation. The amount of damages may vary depending upon the date of cancellation, numbers of rooms reserved, percentage of rooms resold by the hotel, cancellation and other insurance, etc. Also, in the event of cancellation, the Committee may also risk forfeiture of any deposits made with these hotels.

Note M – Income Taxes

Income Tax Status: The Committee is recognized as a tax-exempt political organization under Section 527 of the Internal Revenue Code (IRC). Under IRC Section 527, the Committee's exempt functions include all activities that relate to and support the process of influencing or attempting to influence the selection, nomination, election, or appointment of any individual to a public office. Certain activities unrelated to the exempt purpose, such as net investment income, are subject to taxation as non-exempt income. During the years ended December 31, 2022 and 2021, the Committee did not incur any significant income tax expense on its net investment income, which the Committee reported was under the annual specific deduction amount of \$100. The Committee is also subject to FEC rules and regulations and can be subject to penalties and assessment for noncompliance. No significant penalties or assessment were incurred by the Committee.

LIBERTARIAN NATIONAL COMMITTEE, INC.
NOTES TO FINANCIAL STATEMENTS
YEAR ENDED DECEMBER 31, 2022

Note M – Income Taxes – Continued

Tax Contingencies: Although the Committee has not received any notice of intent to examine its tax returns, the Committee's tax returns remain subject to examination or review by tax authorities pursuant to various statutes of limitations. Accounting principles generally accepted in the United States of America require management to evaluate tax positions taken by the Committee and to recognize a tax liability (or asset) if the Committee has taken uncertain tax positions that would more likely than not be sustained upon examination. Management is unaware of any significant uncertain tax positions arising during the years ended December 31, 2022 and 2021 that are more likely than not to be sustained should the Committee's tax returns be subject to examination. Accordingly, the Committee also did not incur or accrue any significant penalties or interest associated with uncertain tax positions during the years ended December 31, 2022 and 2021.

Note N – Subsequent Events Evaluation

Management has evaluated subsequent events for the period January 1, 2023 through August 15, 2023, the date on which these financial statements were available to be issued and during this period, the Committee continues to operate under the novel coronavirus public health emergency as declared by the World Health Organization (WHO) and others. As such, there continues to be mandates from international, federal, state and local authorities requiring social distancing, travel and other public health requirements and restrictions. These requirements and restrictions continue to impact the manner in which business is conducted and could negatively impact the Committee's operations. While the closures and limitations on movement, domestically and internationally, are expected to be temporary, the duration of these disruptions, and related financial impact, cannot be estimated at this time. Management continues to evaluate the impact of the COVID-19 pandemic on its operations and while it is possible that the novel coronavirus could have a negative effect on the Committee, management is currently unable to determine the specific impact as of the date of these financial statements. The financial statements do not include any adjustments that might result from the outcome of this uncertainty.

APPENDIX S – OCTOMBER MEMBERSHIP REPORT

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APPENDIX S OCTOBER MEMBERSHIP REPORT

Total National Membership October 2023

Month	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	MoM Change
Total Membership	234,559	234,595	234,532	234,043	234,361	234,475*	236,207	0.74%
Sustaining Members	15,954	15,539	15,060	14,080	13,620	12,317	12,747	3.49%
Life Members	3,216	3,234	3,234	3,242	3,242	3,248	3,250	0.06%

*September Total Membership adjusted downward due to typographical error

National Sustaining Members by State October 2023

State	September	October	MoM Change
Alabama	156	153	-1.92%
Alaska	49	51	4.08%
Arizona	317	321	1.26%
Arkansas	82	83	1.22%
California	1258	1307	3.90%
Colorado	406	415	2.22%
Connecticut	133	136	2.26%
Delaware	54	64	18.52%
D.C.	19	19	0.00%
Florida	683	724	6.00%
Georgia	367	368	0.27%
Hawaii	44	45	2.27%
Idaho	98	95	-3.06%
Illinois	387	379	-2.07%
Indiana	472	500	5.93%
Iowa	98	108	10.20%
Kansas	112	127	13.39%
Kentucky	148	163	10.14%
Louisiana	127	128	0.79%
Maine	66	71	7.58%
Maryland	237	251	5.91%
Massachusetts	238	240	0.84%
Michigan	410	412	0.49%
Minnesota	201	200	-0.50%
Mississippi	74	80	8.11%
Missouri	219	220	0.46%
Montana	49	50	2.04%
Nebraska	73	75	2.74%
Nevada	163	173	6.13%
New Hampshire	168	173	2.98%
New Jersey	263	279	6.08%
New Mexico	92	89	-3.26%
New York	514	549	6.81%
North Carolina	293	315	7.51%
North Dakota	28	31	10.71%
Ohio	486	509	4.73%
Oklahoma	113	116	2.65%
Oregon	159	159	0.00%
Pennsylvania	523	553	5.74%
Rhode Island	25	25	0.00%
South Carolina	182	186	2.20%
South Dakota	41	38	-7.32%
Tennessee	280	292	4.29%
Texas	964	985	2.18%
Utah	130	132	1.54%
Vermont	27	29	7.41%
Virginia	494	502	1.62%
Washington	387	387	0.00%
West Virginia	75	87	16.00%
Wisconsin	218	238	9.17%
Wyoming	40	42	5.00%
Other	75	73	-2.67%

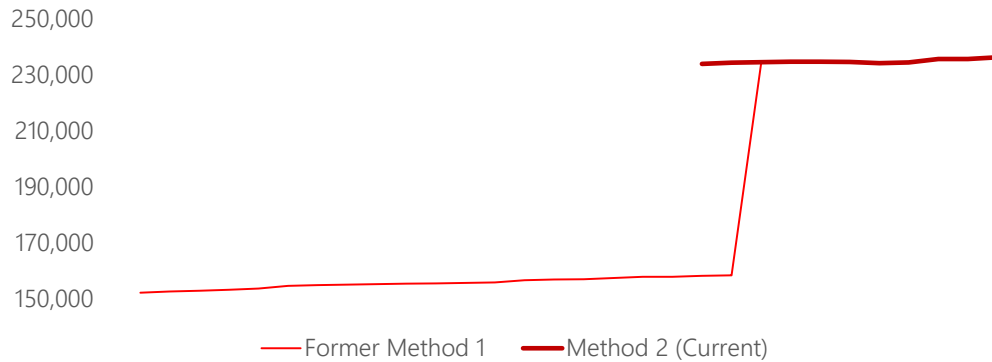
Top 10	California	Texas	Florida	Pennsylvania	New York
	1307	985	724	553	549
	Ohio	Virginia	Indiana	Colorado	Michigan
	509	502	500	415	412
Next 5	Washington	Illinois	Georgia	Arizona	North Carolina
	387	379	368	321	315

Core membership structure as defined in our Bylaws

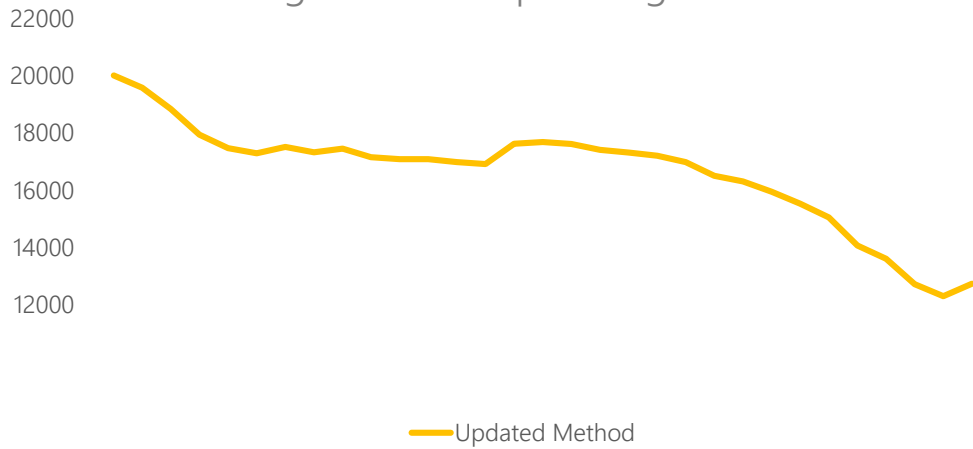


Members must also be living, we exclude cancellations, and only donations apply (not Store or Convention purchases)

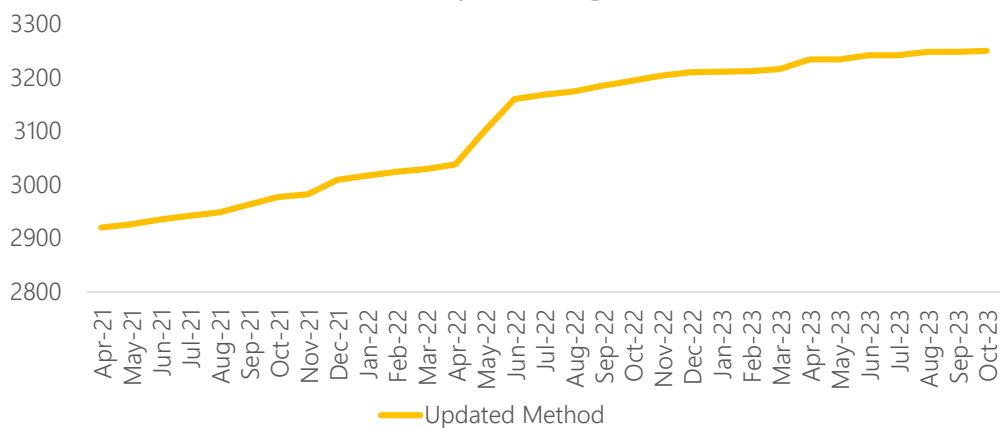
Total Membership through October 2023



Sustaining Membership through October 2023



Life Membership through October 2023



Core membership structure as defined in our Bylaws



Members must also be living, we exclude cancellations, and only donations apply (not Store or Convention purchases)

APPENDIX T – UPDATED AFFILIATE HANDBOOK

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THE AFFILIATE HANDBOOK



T LIBERTARIAN

Message from the Chair

There are many things I'm passionate about improving for the Libertarian Party. Two of those things are improving institutional memory and supporting our affiliates.

With a network spread across the country and frequent changes in leadership at the local, state and national level, it can be difficult to find consistent, timely advice on how to start, maintain and excel at operating an affiliate party.

When new members are tasked with starting things up at the county level, they're often given an outdated bylaws template, off-the-cuff advice on social media strategy, and told to call a past treasurer. It's simply not enough. We all have the passion and drive necessary to succeed but we're often lacking in the proper resources and materials.

Going forward, we aim to change that, and this book is just the beginning. We need to foster new relationships, seek guidance from senior members and cultivate a culture of respect and admiration for those who put in the work, past and present. Institutional memory and guidance will help us prevent burnout, mend broken relationships, and become more effective leaders in the community.

Without the proper foundation, we're ill equipped to battle the state. We aim to be the radicals, revolutionaries, and "well-regulated militia" that's needed to usher in an era of freedom in this country. Many thanks go to Jacob Bradley, who spearheaded this effort and is helping us transform from a scrappy group of revolutionary volunteers into a well-regulated militia, eager to take on the deep state and war machine.

I hope this affiliate handbook serves as a guide across the country to present and future affiliates and helps them move the needle in the direction of liberty.



Angela McArdle, Chair
Libertarian National Committee

LNC Contact List

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Chapter 1 Officers

Chair Tips

Talk and have a relationship with the previous chair if possible. They know what is currently in the works, what the Standard operating procedures are, important due dates, and what the volunteers strengths and weaknesses are. They are a wealth of Knowledge, utilize them as much as possible.

You are the chair, this means you will be looked upon as the head of the LP in your state. This does not mean you are an Island. If you decide to take all the tasks on your self, you will burn yourself out. You have other officers as well as volunteers, they are there to help you, so use them.

Keep track of your assets. You need to keep a log of where your physical and digital assets are and who has access to them. There is nothing worse than needing these assets for a project and not knowing where they are or who has them.

Make sure branding is current and available. These graphics are updated from time to time and you want to make sure they match what National is putting out.

Have a plan together for what is needed at events. Different events will need different supplies. Be ready to implement these ideas to help you succeed in events and outreach. Examples of a plan include: a booth setup, handouts, swag, reading materials, banners, a popup canopy, etc

Do your best to be reachable by officers and members. They want to know what is going on and will want to ask you. Keep up to date with happenings at both the state and national level. Be willing to answer your phone and return emails and texts. If you go MIA so will your volunteers, they are only willing to do as much work as you are.

Have someone you can rely on to help with projects and keep you on task. Know your volunteers strengths and weaknesses and use them to the best of their ability, but do not over work them, They are volunteers and you don't want them to burn out

Be well versed with Roberts Rules of Order. You will be the one running meetings, you want to make sure everyone is heard and Robert's is a great way to ensure that!

Know your dates. This one is the most important. If you miss a date, you could cost you affiliate ballot access or be fined by the state. Keep in touch with your Treasurer, They will be responsible for filing a lot of these reports, but you need to check in to make sure they are being done.

Vice Chair Tips

Have a comfort level Roberts Rules of Orders and running meetings. You are the one to run meetings when the chair is unavailable. Become familiar with Roberts , these are the rules that govern meetings and conventions in the LP. It is the best way to make sure all members are heard and are able to participate.

The Chair's job is to set the vision and setting the tone, the Vice Chair's job is to make that vision happen. You are the tactician in the party. Where the Chair has the road map, it is up to you to rally the troops to get to the destination.

Pay attention to what it is the LNC is doing. People in your state will have questions and will want to know your opinion on rulings and business. The members in your state will want to weigh in on what the LNC is doing and they will ask for your feedback. Be prepared.

Be prepared to not agree with the rest of your board and members. You won't always see eye to eye, be ok with that. Pick up the phone and have a call with the people you disagree with. Texts, emails, and discord don't always convey the message you want and a lot can be lost in translation leading to more issues. Don't let your pride blind you and don't take disagreements personally.

Make sure you are always developing members. They could be the person who takes your position. One day you will be replaced, make sure you have people prepared to be that replacement. You want someone who can walk in day one and be prepared to pick up where you left off. Find someone who can take over for you one day and make sure they are ready when that day comes.

Treasurer Tips

Have good communication with the former treasurer. They know what was going on and they have the knowledge of what needs to happen in your state. They have been doing the job and know the local laws that will keep your State party in good standing. They will know your donors and what they respond to when it comes to getting them to open their checkbooks.

Call the state office that covers political financial state laws and regulations. Create relationship with one or 2 people in that office. They will have the answer to every questions you have. They will be the ones that decide if you filed the reports correctly and what you need to fix and update to stay in compliance.

Familiarize your self with basic finance and accounting 101 and a program like quick books. If you aren't familiar look for intro to accounting books, tutorials on YouTube or classes at your local community college. You will need to keep finances up to date and transparent if you want people to donate to the party.

Best to keep you individual politics to yourself. You have to be approachable and donors have to be able to trust you that you will use their money wisely. Focus on the finances and the financial health of your party. Its about the party not about the 1% of differences you have. If you want money, they need to have confidence in you. People are willing to donate if they feel comfortable with you, they are unwilling to donate if you are abrasive and argumentative. Have all the beliefs you want, just keep them to yourself.

Just because you are compliant with your state laws, doesn't make you federally compliant. They have different set of laws, you will need to know both. Some states will need to file with the FEC some won't need to, so you will need to find out if you fall under TEC requirements. There are tons of rules and regulations you will need to comply with, make calls to every one, it is there job to answer those calls.

Secretary Tips

Preserve institutional info. One day you will be replaced and you want to make sure the next wave of people are set up to be as successful as possible. Keep a log of important info and important dates. This can be anything and everything you find note worthy such as important dates, contact info for members and donors, contacts within the government entities you are forced to report to. What you might think is common knowledge might not be so write it down.

Become familiar with Robert's rules of order. You will need these to take efficient minutes during meetings and to assist the other officers. There are many introductions to Roberts as well as cheat sheets. Brush up on your knowledge and have a good understanding on how Roberts works.

Make sure you keep up to date with business meeting minutes, events and all other documents. As the secretary you are responsible for these items. Make all these documents easily available to the other officers, the rest of the executive committee, and members. People will need to look back on past meeting minutes and you will be the person to go to, be ready to answer their questions and send them the documents.

Know your State's CRM. There will be data that will automatically update in your CRM (locally from your emails or website) and some that will have to be manually input (contacts from events and data from National or counties). Know when you will need to input them yourself and how to do so. Contact info is the most important data you will be responsible for. Without that data, there are no donors or volunteers.

Don't forget where you came from. If you were in advocacy, fundraising, events or any other LP business that you enjoyed, don't quit doing it. Yes being the State Secretary can be time consuming, but if you give up what you enjoyed doing to focus solely on secretary duties, you will eventually get burned out. Focus on your duties but not at the expense of your passion in the party. Have fun, do what you enjoy, keep yourself sane.

Keep up with the executive committees in your counties and have contact info for them. They will help you as much as you help them. Take on a support role for those in need. When a secretary in a county has a question, you will be the one they call. Have a good working relationship with them and help them when they are in need. There will also be times when you need to call a county's Executive Committee, or put a new member in contact with a county's Executive Committee, a working list will make it easier on you to put people in contact with each other.

Chapter 2 Getting Started

State Affiliate Growth

One of the hardest things that new county chairs face is growing their State affiliate. While this can seem like a huge task. Our goal with this book is to give you the tools you need to succeed. You are the one on the front lines of your county and the one fighting for liberty and freedom. Here are some quick tips to help you out with growth in your county.

Start a Facebook page for your State Party. While this is starting to become less and less of a free speech platform, it is still the best tool I have found to reach libertarians. Facebook if utilized correctly can be an asset to the growth of your state.

- Stay active, interact with the community, tell your community why we are better on the things they care about than the duopoly.
- Follow any of the state groups that have issue overlaps: Gun groups, patriot groups, property tax groups, small government groups, etc
- When you post anything on your page that would overlap issues those groups have, share the post with them.
- Join any news groups in your state and share your posts and events to those groups.
- Try to schedule your posts between 7-8 am (while people are getting ready for work and 7-9pm when people are settling down at home. These seem to be the best time to get people to read your posts.
- Interact with local news stories in the state. Let the readers know what the Libertarian Party thinks about the issue. State your side but don't be argumentative. Use disagreements as a reason to invite them to your next meetup.
- Don't overwhelm yourself social media. You can schedule your posts in advance. You can take some time scheduling your non time sensitive posts for the next week or even month. Then, as liberty related news and events happen, you can make topic-specific posts in real time.

Start monthly meetups, post them on Facebook and share them to all the State Libertarian groups as well as all the state news groups. Offer to buy a free beer for the first time attendees to the meetup (free beer will get people to show up). Bring a sign in sheet for people to leave their name and email address, then you will be able to email them to let them know about future meetups.

Meetup.com is a great platform to let others know about your event, but it does cost money. Free classified sites like Craigslist.com have categories like Politics, Events, Groups, and Local News that are all appropriate places to share information about your event. You can even use the same wording and graphics you used in your Facebook

event and provide a link to the event.

If you are a veteran go to your local VFW. A lot of veterans are anti war. Additionally, check the bulletin board on the way out for any local groups you could join that would have like minded members.

Reach out to your local newspaper and ask them to publish press releases for you. If writing is your thing offer to write articles for them. Most newspapers are desperate for content and if you are willing to provide content to them for free, most will jump at the opportunity.

Do a monthly email newsletter. Setup either a Mailchimp or Gmass account and send out an email at least once a month. Let people know about your meetups, Libertarian stances, open positions, etc.

Get a website. They are great places to drive traffic to. You can put QR codes on all handouts directing them to the email sign up on your website as well as the party platforms. If you need help with this, reach out to me, the Mises Caucus can help you build a website.

Booths at local farmers markets and festivals are a huge assets, these events get tons of foot traffic. Most booth spaces can be rented fairly cheap. You will need a banner, popup canopy and a table at least. In this book there are templates to design a banner for your state that you can use for your events. You need to make sure you have a sign up sheet at all your events get those contacts and get them plugged into your state state and county parties.

Your local colleges may have a community events page on their website or a list of student organizations. You can post your event and contact student organizations that may be interested in your event, but the best way to reach college students is on campus. If you have the man hours, visit your local campuses with handouts and a signup sheet to be contacted for future events. Once you have a foothold, you might even be able to establish a “Young Libertarians” student group guided by a sympathetic professor, or work with existing nonpartisan groups like Young Americans for Liberty or Students for Liberty.

Is your event or meetup centered around a specific industry? Maybe you’re working on legislation that affects local bar owners, farmers or welders. Invite them. Ask them to put up a flier. Libertarians and small business owners have many mutual interests. Make it work for you.

Delegate Your Work, Use the Help Offered

Delegating responsibilities effectively is crucial for maximizing productivity and fostering a collaborative work environment. Here are some tips to help you delegate responsibilities to your volunteers:

Clearly define expectations: Clearly communicate the goals, objectives, and desired outcomes of the task or project. Provide a clear and detailed explanation of what needs to be accomplished, including any specific guidelines or deadlines.

Identify the right person: Assess the skills, strengths, and capabilities of your volunteers. Assign tasks to individuals who have the necessary skills and expertise to handle them effectively. Consider their workload, availability, and development opportunities as well.

Provide necessary resources: Ensure that your volunteers have the resources, tools, and information they need to complete the delegated tasks successfully. This includes access to relevant information, technology, training, and support.

Delegate authority: Empower your volunteers by granting them the authority and decision-making capabilities necessary to carry out their assigned tasks. Trust in their abilities and allow them to make choices and exercise judgment within the defined boundaries.

Offer guidance and support: Provide clear instructions, guidance, and support throughout the process. Be available to answer questions, provide clarification, and offer assistance when needed. Maintain an open line of communication and encourage your subordinates to seek help if required.

Monitor progress: Regularly check in on the progress of delegated tasks without micromanaging. Offer feedback and support as necessary. This helps you stay informed and address any challenges or issues that may arise promptly.

Recognize and appreciate: Acknowledge the efforts and achievements of your volunteers when they successfully complete delegated tasks. Recognize their contributions and provide constructive feedback to encourage growth and motivation.

Remember, effective delegation is a skill that develops over time through practice and experience. Tailor your approach to suit the specific needs of your team members, maintain open communication, and remain flexible in adapting your delegation style as required.



Fundraising

Fundraising is a critical aspect of any successful political campaign. Political parties rely on financial support from individuals, businesses, and organizations to run effective campaigns and achieve their goals. In this guide, we will outline a step-by-step process to help your political party raise funds efficiently and ethically.

Step 1: Set Clear Goals and Strategy

Before you start fundraising, define your party's objectives and allocate resources accordingly. Create a comprehensive campaign strategy that outlines your target audience, messaging, fundraising targets, and timelines. This strategy will serve as a road map throughout the fundraising process.

Step 2: Build a Strong Fundraising Team

Assemble a dedicated and passionate fundraising team to spearhead your efforts. The team should include individuals with experience in fundraising, communications, event planning, and finance. Assign specific roles and responsibilities to each team member to ensure a coordinated effort.

Step 3: Know Your Donor Base

Identify potential donors who are aligned with your party's principles and platform. This could include party members, previous donors, prominent community members, business leaders, and sympathetic organizations. Segment your donor list based on giving capacity to tailor your fundraising approach.

Step 4: Craft a Compelling Message

Develop a clear and persuasive message that communicates your party's vision and why supporting it is essential. Emphasize how contributions will make a tangible difference in achieving the party's goals. Use compelling stories and data to back up your claims.

Step 5: Utilize Multiple Fundraising Channels

Diversify your fundraising efforts by leveraging various channels. This could include:

Online Fundraising: Set up a user-friendly website to accept online donations. Utilize email campaigns, social media platforms, and crowdfunding platforms to reach a broader audience.

Events: Organize fundraising events like galas, dinners, and receptions to engage donors personally.

- Donors like specific, actionable projects rather than simple values based messaging. The exception to this is when the official narrative is being deceptive and/or outright lying, and then messaging that contradicts and clarifies that from a libertarian perspective can also be a revenue generator.

Phone Campaigns: Conduct phone outreach to potential donors to solicit contributions and answer any questions they may have.

Direct Mail: Send targeted direct mail appeals to specific donor segments.

- Some donors will NOT give unless you send them physical mail. It's more expensive, but it's also more tangible and personal. Physical mail should be used to target demographics that typically give by mail, such as previous mail donors, donors above the age of 50, and donors who give larger sums.

Corporate Partnerships: Seek partnerships with businesses that share your party's values and may be willing to sponsor events or donate.

Step 6: Offer Incentives and Perks

Encourage donations by providing attractive incentives to donors. These could include exclusive access to events, merchandise, or recognition in campaign materials. Make sure to comply with all campaign finance regulations and disclosure requirements.

Step 7: Make Giving Easy and Transparent

Simplify the donation process by offering various payment options, including credit

cards, bank transfers, and checks. Be transparent about how the funds will be used and provide regular updates on the progress of your campaign.

Step 8: Express Gratitude

Thank donors promptly and genuinely for their contributions. Show appreciation through personalized thank-you notes, emails, or phone calls. Building strong donor relationships can lead to repeat contributions and word-of-mouth referrals.

Step 9: Regularly Evaluate and Adjust

Continuously monitor your fundraising efforts and assess their effectiveness. Identify what strategies are working and what areas need improvement. Be willing to adapt and refine your approach based on the feedback received.

Step 10: Comply with Campaign Finance Laws

Ensure strict adherence to all campaign finance laws and regulations. Failure to comply with these rules could lead to legal issues and damage your party's reputation. Consult with legal experts to stay informed and compliant.

Fundraising for a political party is an ongoing process that requires dedication, creativity, and strong organizational skills. By setting clear goals, understanding your donors, and implementing a diversified fundraising strategy, your political party can secure the financial support necessary to achieve its objectives and make a positive impact. Remember to maintain transparency and integrity throughout the process to build trust with donors and the public.

Generating leads is essential for businesses and organizations to grow their customer base and increase sales. Below are some effective strategies to help you generate leads:

Content Marketing: Create high-quality, valuable content that resonates with your target audience. This could include blog posts, articles, videos, info graphics, and

downloadable resources. Content marketing positions you as an authority in your industry and attracts potential customers to your website or landing pages.

Optimize Your Website: Ensure that your website is user-friendly, visually appealing, and optimized for search engines (SEO). Use relevant keywords, create clear and compelling calls-to-action (CTAs), and make it easy for visitors to contact you or subscribe to your newsletter.

Social Media Marketing: Leverage social media platforms to engage with your audience, share content, and promote your activity and candidates. Utilize paid advertising on social media to target specific demographics and reach a broader audience.

Email Marketing: Build an email list and use it to nurture leads. Send personalized and relevant content to subscribers, such as newsletters, exclusive offers, and updates about your business. Email marketing helps maintain a connection with potential customers and increases the likelihood of conversions.

Webinars and Workshops: Host webinars and workshops like candidate, lobbying, and fundraising training. Offer valuable insights and solutions to participants' problems.

Webinars allow you to capture contact information and follow up with attendees afterward.

- Require First name, last name, state, and email for access to exclusive content, giveaways, or participating in a survey. This is typically a link you advertise to get people to put their info in, and then an email is sent to them with the link.

Referral Programs: Encourage your existing customers to refer their friends and family to your business. Offer incentives such as discounts or rewards for successful referrals.

Word-of-mouth marketing is powerful and can lead to high-quality leads. Examples include:

- Send email blasts asking people to forward an article to 5 friends they think might

like it

- Call people who are regular donors and ask for 5 contacts they know who might be interested or who are passionate with issues libertarians align with
- Ask people in your network who share libertarian values to check out the newsletter

Networking and Partnerships: Attend industry events, conferences, and trade shows to network with potential customers and partners. Collaborate with complementary businesses to tap into each other's customer bases.

Lead Magnets and Free Trials: Offer lead magnets like e-books, whitepapers, or free trials of your products/services to entice potential customers to provide their contact information. These freebies can help showcase the value of your offerings and convert leads into customers.

- Create petitions to incite political pressure on existing candidates
- Digital newsletters can be a source of information to both engage existing members as well as be a “carrot” to incentivize people who want to stay in the loop to give you their information

Online Advertising: Utilize online advertising platforms like Google Ads, Facebook Ads, or LinkedIn Ads to target your ideal audience with relevant ads. Pay-per-click (PPC) advertising allows you to control your budget and measure the effectiveness of your campaigns.

Customer Reviews and Testimonials: Display positive customer reviews and testimonials on your website and social media channels. Positive feedback builds trust and encourages potential customers to engage with your business.

Landing Pages: Create dedicated landing pages for specific products, services, or promotions. These pages should have a clear CTA and minimal distractions, making it

easier for visitors to convert into leads.

In person sign ups are a tried and true method, and the best way to get engaged, ready-for-action people who are already engaging in their local community.

- Farmers markets are a semi-regular occurrence in most towns, and are fantastic places to meet active individuals
- Most towns have a fair or festival either in them, or near enough to drive. Some states even have large fairs like Texas.
- Election day voting booths can be great place to meet and sign up engaged citizens
- Interest focus groups such as HOA's, gun clubs, small business advocacy organizations
- Utilize either clipboards or QR codes that link to a sign up page, and often with an issue that is popular in your area to have people declare their support of.

Remember that generating leads is a continuous process, and you may need to experiment with different strategies to find what works best for your business. Regularly track and analyze your lead generation efforts to refine your approach and maximize results.

Fundraising can be difficult for those who are not familiar or comfortable with the common practices. Below you can find some tips and tricks for the most common means of fundraising.

Email

1. Keep your list healthy. Remove contacts that have a high bounce rate, and filter for unsubscribed people to ensure your emails are getting to people who WANT them
2. Be sure to keep action items to a minimum. If the goal is to raise money, you want to send them directly to the donate page from the email, not to a secondary page

3. Give them options. Don't just have one donate button in your email. Have a few, and ask for different amounts.
4. Keep your donation emails about specific projects to fund or actions to fund. Generic appeals do not translate into money more often than not.

Physical Mail

1. Critical to any fundraising, you can 2-5x your costs with the proper mailer.
2. Be sure to have a targeted audience. You should not be blasting out mail to everyone
3. Have people opt INTO receiving mail on sign up. That way those who want mail will get it, and those who don't won't exert an additional expense on your organization
4. Be sure to catalog mail donations so that you know who donated via mail. They will likely donate again.

Money Bombs

A relatively new invention, this strategy uses a well timed effort combined with a very public tracking of progress to build momentum, leading to a large amount of money gathered in a short time

1. Be sure not to overuse, as donor burnout can be a thing. Generically, no more than one a quarter unless absolutely necessary
2. Be sure to post if there are any donor matches to incentivize donations
3. Post milestones on socials, your website, an/or on a live stream to further build momentum

Merchandise

1. Utilize drop shipping in order to keep costs low. Many items can be used for drop

- shipping, such as clothes, household items, hats, etc.
- 2. Introduce new merch, and advertise it on your socials like Instagram. You can even use members photos as a means to promote your merch while also doing membership appreciation
- 3. Keep costs low. Last thing you want is to be paying large amounts for physical storage and have leftover merchandise that you can't sell

Membership Benefits

- 1. Send a thank you card for anyone who meets your definition of basic membership (Ex: \$25/year). People like to be thanked
- 2. Membership cards can make people feel better linked to the organization, especially if you do unique ones for people who hit certain milestones
- 3. Free merchandise can be given out at certain donors levels, such as bumper stickers, mugs, or special coins or pins for larger donors

Major Donors

Every major donor is going to be a unique case, but there are some ways to maximize your chances of gaining major donors, tools to locate them, and how to retain them.

- 1. Anyone who is writing you a check for \$1000 or more dollars is not doing so for some material perk. They are doing so for something softer. Access. Recognition. Status. Moral compulsion. Ideological alignment. Making sure you know the reason will be how you land that first big donation, and how you'll retain them in the long run.
- 2. The best way to find major donors is to talk to existing major donors. People with money know people with money.
- 3. The second best way to find major donors is to cross check your donor network with tools like the FEC donor database to see if you have any donors who have the POTENTIAL to give more. There are most certainly diamonds hiding in your

leads.

4. Major donors are not money boxes from which you can go pluck money at any time. Respect, consideration, and importance should all play into how you approach what to go talk to them about. Talking about police brutality to someone who donates to their local police union is a surefire way to lose them if you don't have any indications that is something they care about.
5. Major donors should NOT be included in regular communications. You should have special communications for those people, ideally a phone call from the chair or executive director to talk to them about what's going on and how you need their help
6. Ask the right amount. People with money will be insulted if you ask them for \$25 for a membership. If they donated 5k last time, ask for \$2500-7500. That is an acceptable range.



New Member Onboarding Script

Things to keep in mind

- This person signed up. They WANT to be contacted
- Make these phone calls immediately after a welcome email blast
- Always address them by their name when they answer
- If they are busy, insist the call will only take a minute or two
- If they insist they are still busy, ask for a better time to call back. Get a date and time, not a general “later” response

Sample: “Hey John, this is (Your Name) with the Libertarian Party of (Your County) county here in Texas. How are you doing today? (Response). Good to hear. Listen, I’m calling to make sure you are aware of what we are doing in (Your County) and to help you get involved however you feel works best for you. It shouldn’t take but a minute or two.

1. The (Your State) party is all about local activity, which means we need people running for office, managing campaigns, lobbying your city council/school board, helping with party activity, and helping to raise funds to make us more free locally.
2. Have you joined (Your state's) Discord channel? Discord is an application where 99% of the conversations and resources are happening to assist people throughout the state, plus we have amazing community discussion channels for everything from guns and outdoors to homeschooling and growing your own food.
3. Have you become a donor to the State party? This is how we fund local candidates, put on amazing events, and how we sponsor booths to promote the party and grow our influence to win more elections. I’ll send you a followup text with the Link. Donate what you can, whether it’s \$5 a month or \$100 a month. We cannot do this without money.

Lastly, what questions do you have for me?

Fundraising Script

Things to keep in mind

- People give money to people they know, like, and Trust. Regular communication is key to building these relationships, and can translate into big money if cultivated right
- Have a specific event/reason for this fundraising call
- Use open ended questions

Sample: “Hey Ashley, this is (Your Name) with the Libertarian party of (Your State). I hope you are doing well. I just wanted to let you know about our upcoming event (insert event description). Do you think you can make it? (Response). Fantastic/No worries (depending on answer) We want our events to be as successful as possible and could really use your help.

(Now for the Pitch. Pick one)

- I noticed you aren’t currently a monthly donor to the county party. What can we do to help count you in as one of our monthly donors?
- We are looking to hit a monthly goal of X dollars. How much can we count you in for?
- We are doing a moneybomb to fundraise for (Insert goal). How much can we count on you for?
- How much is in your budget to assist the state party meet its goals?

Now PAUSE. Don’t fill the air, wait for them to answer.

Now close it out. “Whatever you can donate is appreciated. Do you have any questions?”

Opening a Bank Account

Step 1: Call a State business meeting for the purposes of authorizing the opening of a bank account for your State party. It is best to have two people as responsible parties, usually the Chair and Secretary. Avoid using the Treasurer, as they are responsible for overseeing finances and too much overlap between spending and oversight can lead to a conflict of interest.

Note: If you are planning on opening a business account for your party, doubling the meeting for business and a social event is a great way to collect funds, as most business accounts will need a minimum deposit between 200-300 dollars to open them. You will need to take minutes of the business meeting and designate the officers with access to the account in the minutes, signed by the Chair and Secretary (if those positions are filled).

Step 2: Apply for Employer Identification Number from the FEC. An EIN is needed for opening business accounts and will be needed for your donation collection service later as well. You can file a request for an EIN online from the FEC website.

Step 3: Take your EIN, the signed minutes from your business meeting, and go up to the bank of choice with ALL responsible parties. You will be applying for a business account under a nontaxable 501c organization, under code 527f. Deposit money.

Step 4: Apply for Donation service. Anedot is the company that several States have used. There may be some delay, but once the account is established, set up a donation page with the settings you prefer.

Step 5: Fundraise! Share your link to your Facebook page and any Libertarian groups you may be a part of, embed it in your website, and add it to your email list.

Using ChatGPT

Here's a step-by-step approach to using ChatGPT to write a speech for you:

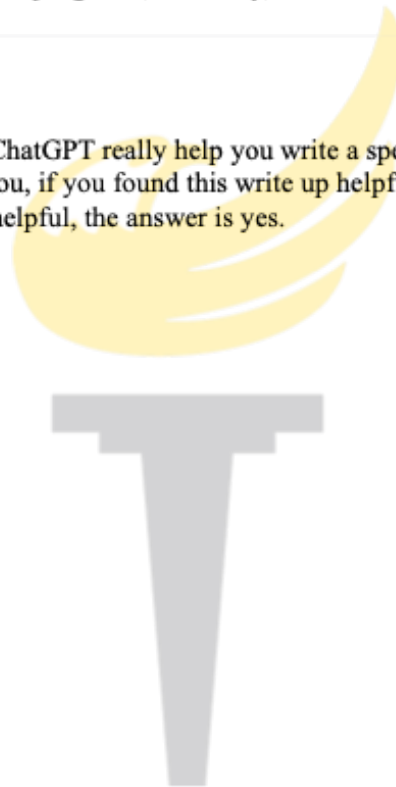
1. Understand the purpose and audience: Before starting to write a speech, it's important to clarify the purpose of the speech and identify the target audience. Consider the tone, style, and key message you want to convey.
2. Gather information and outline the speech: Begin by gathering relevant information about the topic. Conduct research, collect data, and identify key points you want to cover in your speech. Create a basic outline with an introduction, main points, and a conclusion.
3. Start the conversation with ChatGPT: Begin a conversation with ChatGPT by providing an initial prompt. You can introduce the topic, provide any specific details or context, and ask for suggestions or ideas to enhance your speech. For example, you can start with "I'm writing a speech about [topic]. Could you help me come up with some engaging opening lines?"
4. Seek suggestions and input: Engage in a conversation with ChatGPT, asking specific questions or seeking input on different aspects of your speech. You can ask for advice on structuring your speech, adding persuasive arguments, incorporating relevant anecdotes or statistics, or improving the overall flow and coherence.
5. Refine and iterate: As you receive responses from ChatGPT, carefully review and select the suggestions that align with your goals. Use the generated content to refine your speech, flesh out ideas, and add depth to your arguments. It's important to remember that ChatGPT's responses may not always be perfect, so use your judgment and critical thinking to evaluate and modify the generated content as needed.
6. Polish the speech: After incorporating ChatGPT's suggestions, review your speech and make any necessary edits to ensure clarity, coherence, and impact. Pay attention to transitions between ideas, logical flow, and the overall structure. Add any personal touches or anecdotes that you think will enhance the speech and make it more engaging.
7. Practice and rehearse: Once you have a draft of your speech, practice delivering it out loud. Focus on your tone, pacing, and gestures to effectively communicate your message. Rehearsing will help you identify areas that need improvement and allow you to become comfortable with the content.
8. Seek feedback: Share your speech with trusted individuals, such as friends,

family, or colleagues, and ask for their feedback. They can provide valuable insights, suggestions, and help you identify any areas that require further refinement.

9. Finalize and deliver the speech: Incorporate the feedback you received and make any necessary final edits. Rehearse the speech until you feel confident and ready to deliver it to your audience.

Remember, ChatGPT is a tool to assist you in the speechwriting process, but it's important to apply your own judgment, creativity, and critical thinking throughout the process.

Now the question is, can ChatGPT really help you write a speech or any thing else that you will need? I can tell you, if you found this write up helpful, ChatGPT wrote it for me. So, if you found this helpful, the answer is yes.

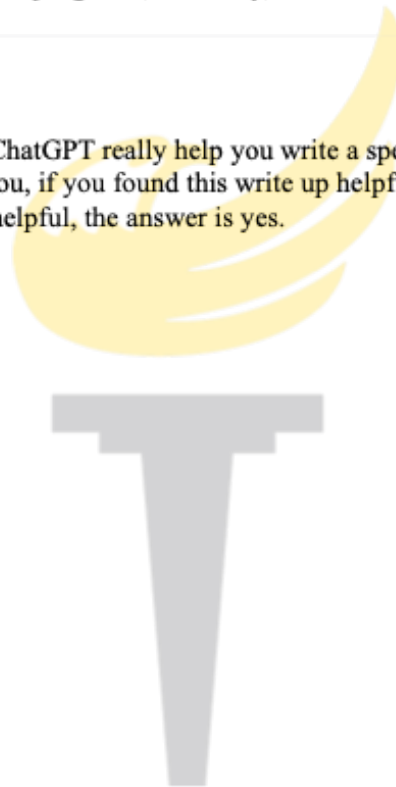


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Sending Mass emails

In today's digital world, effective email marketing is crucial for businesses and organizations looking to reach a large audience. Two popular tools that simplify the process of sending mass emails are Mailchimp and GMass.

Mailchimp is a comprehensive email marketing platform that allows users to create and send tailored email campaigns to specific audiences. With its user-friendly interface and robust features, Mailchimp enables businesses to engage with their subscribers, build customer relationships, and drive conversions.

On the other hand, GMass is an email marketing extension specifically designed for Gmail users. It seamlessly integrates with Gmail and empowers individuals and small businesses to send personalized mass emails directly from their Gmail accounts. GMass streamlines the process and provides tracking and follow-up automation options, making it a convenient choice for email outreach and marketing efforts.

Both Mailchimp and GMass offer unique advantages and cater to different user needs. Whether you're a small business owner, marketer, or a professional seeking to connect with a wide audience, understanding the capabilities and features of these platforms can help you make informed decisions about which tool best suits your requirements.

In this guide, we'll explore step-by-step instructions on how to use Mailchimp and GMass effectively, empowering you to create and send mass emails, engage with your recipients, and analyze the success of your email campaigns. Let's dive into the details of each tool and discover how they can enhance your email marketing endeavors.

Using Mail Chimp for Your State's Emails

1. Sign up and create an account: Go to the Mailchimp website (mailchimp.com) and click on "Sign Up Free" to create a new account. Fill in the required information and follow the prompts to complete the registration process.
2. Set up your audience: Once you're logged in, you'll need to create an audience. An audience is a group of people you'll be sending emails to. Click on the "Audience" tab at the top of the Mailchimp dashboard and then select "Create Audience." Fill in the necessary details, such as the audience name, contact information, and other relevant details.
3. Import or add subscribers: After creating your audience, you can add subscribers to it. You have several options for adding subscribers: you can import a list of subscribers from a file, manually add subscribers one by one, or use Mailchimp's

- built-in signup forms to collect subscribers. Choose the method that suits you best and follow the instructions to add your subscribers to the audience.
4. Create an email campaign: To send emails to your subscribers, you'll need to create an email campaign. Click on the "Campaigns" tab at the top of the dashboard and then select "Create Campaign." Choose the type of campaign you want to create, such as a regular email, automated email, or A/B testing campaign. Follow the prompts to set up the campaign, including selecting the audience, designing the email content, and setting the campaign's delivery settings.
 5. Design your email content: Mailchimp provides a user-friendly drag-and-drop editor to design your email content. You can choose from various pre-designed templates or create your own design from scratch. Customize the layout, add images, text, buttons, and other elements to create a visually appealing email. You can also personalize your emails by inserting subscriber merge tags to include individual subscriber information.
 6. Set up campaign settings: Before sending your email campaign, configure the campaign settings. This includes setting the subject line, sender name, reply-to email address, and other details. You can also preview how the email will look on different devices and email clients to ensure it appears correctly.
 7. Review and send your campaign: Once you've designed your email and configured the settings, it's important to review everything before sending. Use the preview option to double-check the email content, links, and overall appearance. Make any necessary edits or corrections. Finally, click on the "Send" button to schedule or send the campaign immediately.
 8. Track campaign performance: After sending your email campaign, you can track its performance using Mailchimp's reporting features. Monitor metrics like open rates, click-through rates, unsubscribes, and bounces to gauge the effectiveness of your campaign. This data can help you refine your future email marketing strategies.

That's a general overview of how to use Mailchimp. Remember, Mailchimp offers many advanced features beyond the basics mentioned here, so feel free to explore and take advantage of additional functionalities as you become more familiar with the platform.

Using GMass for Your State's Emails

1. Install GMass: GMass is an email marketing tool that works as an extension for Gmail. Start by opening the Google Chrome browser and visiting the Chrome Web Store (chrome.google.com/webstore). Search for "GMass" in the search bar,

- locate the GMass extension, and click on "Add to Chrome" to install it.
2. Connect your Gmail account: Once GMass is installed, sign in to your Gmail account. You'll see a GMass button in the top-right corner of your Gmail interface.
 3. Compose your email: Click on the "Compose" button in Gmail to start creating your email. Write the subject line, compose the email content, and format it as desired. GMass supports both plain text and HTML email formats.
 4. Personalize your email (optional): GMass allows you to personalize your emails by including recipient-specific information. To do this, create a Google Sheets spreadsheet with the recipient data. Include columns for the recipient's first name, last name, and email address. In your email body, use the format {Column Name} to insert the corresponding data from your spreadsheet.
 5. Configure GMass settings: Once your email is ready, click on the GMass symbol in the "To" field to connect to a Google sheet with your contacts if you are personalizing your emails. If not, then you can enter individual email addresses, a Google Contacts group, or a comma-separated list of addresses.
 6. Schedule or send your email: Next to the GMass button at the bottom of your composed email will be an arrow button, click that you'll find options for scheduling or sending your email campaign. You can choose to send the email immediately, schedule it for a specific date and time, set up automatic follow-ups, or adding an unsubscribe link.
 7. Set up automatic follow-ups (optional): GMass allows you to automatically send follow-up emails to recipients who haven't responded to your initial email. To enable this feature, click on the "Automatic Follow-ups" tab in the GMass options. Set the number of days to wait before sending follow-ups, the number of follow-ups to send, and customize the content of each follow-up email.
 8. Track your email campaign: GMass provides tracking features to help you monitor the performance of your email campaign. You can view metrics such as open rates, click-through rates, and reply rates directly within your Gmail account. In the GMass side panel, click on the "Reports" tab to access the tracking data. GMass will also send emails for every open, link click, and overall campaign updates that automatically get sorted into specific folders GMass will create.

That's a basic overview of how to use GMass for sending emails. GMass offers additional features and functionalities that you can explore as you become more familiar with the tool. Remember to comply with email marketing best practices and legal requirements, such as obtaining proper consent and providing an unsubscribe option, when using GMass or any email marketing tool.



ROBERT'S RULES OF ORDER CHEAT SHEET

Robert's Rules of Order is a manual of parliamentary procedures that governs most organizations with boards of directors. Robert's Rules of Order are a provision of each of the SMPS chapter's bylaws normally stated as the following:

"The rules contained in the most recent edition of Robert's Rules of Order shall provide the rules of procedure for the Chapter where they are not inconsistent with the provisions of the Articles of Incorporation or these bylaws."

TYPES OF MOTIONS

- **Main Motion:** Introduce a new item
- **Subsidiary Motion:** Change or affect how to handle a main motion (vote on this before main motion)
- **Privileged Motion:** Urgent or important matter unrelated to pending business
- **Incidental Motion:** Questions procedure of other motions (must consider before the other motion)
- **Motion to Table:** Kills a motion
- **Motion to Postpone:** Delays a vote (can reopen debate on the main motion)

EVERY MOTION HAS 6 STEPS

1. **Motion:** A member rises or raises a hand to signal the chairperson.
2. **Second:** Another member seconds the motion.
3. **Restate motion:** The chairperson restates the motion.
4. **Debate:** The members debate the motion.
5. **Vote:** The chairperson restates the motion, and then first asks for affirmative votes, and then negative votes.
6. **Announce the vote:** The chairperson announces the result of the vote and any instructions.

TIP! If the board is in obvious agreement, the chairperson may save time by stating, "If there is no objection, we will adopt the motion to..." Then wait for any objections. Then say, "Hearing no objections, (state the motion) is adopted." And then state any instructions. If a member objects, first ask for debate, then vote and then announce the vote.

REQUESTING POINTS OF SOMETHING

Certain situations need attention during the meeting, but they don't require a motion, second, debate or voting. It's permissible to state a point during a meeting where the chairperson needs to handle a situation right away. Board members can declare a Point of Order, Point of Information, Point of Inquiry, or Point of Personal Privilege.

- **Point of Order:** Draws attention to a breach of rules, improper procedure, breaching of established practices, etc.
- **Point of Information:** A member may need to bring up an additional point or additional information (in the form of a nondebatable statement) so that the other members can make fully informed votes.

- **Point of Inquiry:** A member may use point of inquiry to ask for clarification in a report to make better voting decisions.
- **Point of Personal Privilege:** A member may use point of personal privilege to address the physical comfort of the setting such as temperature or noise. Members may also use it to address the accuracy of published reports or the accuracy of a member's conduct.

TIPS AND REMINDERS FOR CHAIRPERSONS

Robert's Rules of Order, which is also widely known as parliamentary procedure, was developed to ensure that meetings are fair, efficient, democratic and orderly. A skilled chairperson allows all members to voice their opinions in an orderly manner so that everyone in the meeting can hear and be heard. The following tips and reminders will help chairpersons to run a successful and productive meeting without being run over or running over others.

- Follow the agenda to keep the group moving toward its goals.
- Let the group do its own work; don't overcommand.
- Control the flow of the meeting by recognizing members who ask to speak.
- Let all members speak once before allowing anyone to speak a second time.
- When discussions get off-track, gently guide the group back to the agenda.
- Model courtesy and respect, and insist that others do the same.
- Help to develop the board's skills in parliamentary procedure by properly using motions and points of order.
- Give each speaker your undivided attention.
- Keep an emotional pulse on the discussions.
- Allow a consensus to have the final authority of the group.

Source: www.boardeffect.com



Action	What to say	Can speaker be interrupted?	Need a second?	Can this be debated?	Can this be amended?	Votes needed
Introduce main motion	"I move to..."	No	Yes	Yes	Yes	Majority
Amend a motion	"I move to amend the motion by..."	No	Yes	Yes	Yes	Majority
Move item to committee	"I move that we refer the matter to committee."	No	Yes	Yes	No	Majority
Postpone item	"I move to postpone the matter until..."	No	Yes	Yes	No	Majority
End debate	"I move the previous question."	No	Yes	Yes	No	Majority
Object to procedure	"Point of order."	Yes	No	No	No	Chair's decision
Recess the meeting	"I move that we recess until..."	No	Yes	No	No	Majority
Adjourn the meeting	"I move to adjourn the meeting."	No	Yes	No	No	Majority
Request information	"Point of information."	No	Yes	No	No	No vote
Overrule the chair's ruling	"I move to overrule the chair's ruling."	Yes	Yes	Yes	No	Majority
Extend the allotted time	"I move to extend the time by _____ minutes."	No	Yes	No	Yes	2/3
Enforce the rules or point out incorrect procedure	"Point of order."	Yes	No	No	No	No vote
Table a motion	"I move to table..."	No	Yes	No	No	Majority
Verify voice vote with count	"I call for a division."	No	No	No	No	No vote
Object to considering some undiplomatic matter	"I object to consideration of this matter..."	Yes	No	No	No	2/3
Take up a previously tabled item	"I move to take from the table..."	No	Yes	No	No	Majority
* Reconsider something already disposed of	"I move to reconsider our action to..."	Yes	Yes	Yes	Yes	Majority
Consider something out of it scheduled order	"I move to suspend the rules and consider..."	No	Yes	No	No	2/3
Close the meeting for executive session	"I move to go into executive session."	No	Yes	No	No	Majority

*A member may make a motion to reconsider something that was already disposed; however, the reconsidered motion may not be subsequently reconsidered. A motion to reconsider must be made during the same meeting and can extend to a meeting that lasts for more than one day.

Libertarian Reading List

E	Ethics & Law Novice	Against the State: An Anarcho-Capitalist Manifesto	Llewellyn H. Rockwell Jr.
		A Spontaneous Order: The Capitalist Case for a Stateless Society	Christopher Chase Rachels
		Libertarian Anarchy: Against the State	Gerard Casey
	Beginner	The Ethics of Liberty	Murray N. Rothbard
		The Machinery of Freedom: Guide to a Radical Capitalism	David D. Friedman
		The Market for Liberty	Linda and Morris Tannehill
	Proficient	The Economics and Ethics of Private Property: Studies in Political Economy and Philosophy	Hans-Hermann Hoppe
		Liberty, Games and Contracts: Jan Narveson & the Defence of Libertarianism	Malcom Murray
		Chaos Theory: Two Essays on Market Anarchy	Robert P. Murphy
		The Enterprise of Law: Justice Without the State	Bruce L. Benson
		Anarchy and the Law: The Political Economy of Choice	Edward P. Stringham
		The Privatization of Roads and Highways: Human and Economic Factors	Walter Block
	Against Intellectual Property		Stephan N. Kinsella
Statism Critics	Novice	No Treason: The Constitution of No Authority	Lysander Spooner
		Anatomy of the State	Murray N. Rothbard
		The Anarchist Handbook	Michael Malice
	Beginner	Socialism Sucks: Two Economists Drink Their Way Through The Unfree World	Robert Lawson, Benjamin Powell
		The Problem of Political Authority: An Examination of the Right to Coerce and the Duty to Obey	Michael Huemer
		The Great Fiction: Property, Economy, Society, and the Politics of Decline	Hans-Hermann Hoppe
	Proficient	Democracy – The God That Failed: The Economics and Politics of Monarchy, Democracy and Natural Order	Hans-Hermann Hoppe
		The Myth of National Defense: Essays on the Theory and History of Security Production	Hans-Hermann Hoppe
		The Myth of the Rational Voter: Why Democracies Choose Bad Policies	Bryan Caplan, David Drummond
		Tragedy and Hope 101: The Illusion of Justice, Freedom, and Democracy	Joseph Plummer, Joshua Mackey
		Government Failure: A Primer in Public Choice	Gordon Tullock, Arthur Seldon, Gordon L. Brady,
		A Theory of Socialism and Capitalism	Hans-Hermann Hoppe
	Advanced Introduction to Public Choice		Randall G. Holcombe
		Against Politics: On Government, Anarchy and Order	Anthony de Jasay

Economics	Justice and Its Surroundings: The Works and Correspondence of David Ricardo	Anthony de Jasay
Novice	What Has Government Done to Our Money?: and The Case for a 100 Percent Gold Dollar How an Economy Grows and Why It Crashes Economics in One Lesson: The Shortest and Surest Way to Understand Basic Economics Economics for Real People: An Introduction to the Austrian School	Murray N. Rothbard Peter D. Schiff and Andrew J. Schiff Henry Hazlitt Gene Callahan
Beginner	The Road to Serfdom The Ethics of Money Production Man, Economy, and State with Power and Market Choice: Cooperation, Enterprise, and Human Action The Mises Reader Human Action: A Treatise on Economics	Friedrich A. Hayek Jörg Guido Hülsmann Murray N. Rothbard Robert P. Murphy Ludwig von Mises Ludwig von Mises
Proficient	The Use of Knowledge in Society Competition and Entrepreneurship Socialism, Economic Calculation and Entrepreneurship The Fatal Conceit: The Errors of Socialism Individualism and Economic Order Denationalization of Money Money, Bank Credit, and Economic Cycles Precursors of Anarcho Capitalism Discourse on Voluntary Servitude The Law (general author recommendations)	Friedrich A. Hayek Israel M. Kirzner Jesús Huerta de Soto Friedrich A. Hayek Friedrich A. Hayek Friedrich A. Hayek Jesús Huerta de Soto Étienne de La Boétie Frédéric Bastiat Gustave De Molinari John Locke Ludwig von Mises Ayn Rand
Strategy & Tactics	An Agorist Primer: Counter-Economics, Total Freedom, and You Sedition Subversion and Sabotage Field Manual No. 1 Crypto Anarchy, Cyberstates, and Pirate Utopias The Sovereign Individual: Mastering the Transition to the Information Age A Plan to End the State: How to Create a Slow Revolution Swarmwise: The Tactical Manual to Changing the World What Must Be Done The Helicopter Pilot's Handbook	Samuel Edward Konkin III Ben Stone Peter Ludlow James Dale Davidson and Lord William Rees-Mogg Stephen Rose Rick Falkvinge Hans-Hermann Hoppe Phil Croucher

Other Good Reads	Étienne de La Boétie
The Politics of Obedience: The Discourse of Voluntary Servitude	Ludwig von Mises
Socialism	Igor Shafarevich
The Socialist Phenomenon	Jesse Byock
Viking Age Iceland	Hans-Hermann Hoppe
Marxist and Austrian Class Analysis The Economics and Ethics of Private Property	Robert Nozick
Anarchy, State, and Utopia	Randy E. Barnett
The Structure Of Liberty: Justice And The Rule Of Law	Hans-Hermann Hoppe
Economic Science and the Austrian Method	

Chapter 3 Social Media

Utilizing Twitter to Maximize Growth

Twitter isn't real life, but it shapes the news and the political narrative. The audience of Twitter is journalists, politicians and celebrities and potential members. Remember the people you are talking to could be the next donor, the person willing to volunteer or even your State's next chair. So, act accordingly. You want to maximize the outreach without turning future and current members off.

Creating the Perfect Tweet

Twitter Blue is recommended to get your content seen by more users and be able to edit and create longer tweets. Each tweet needs to be relevant and offer value. One framework for writing an effective Tweet is:

- A one and two sentence headline
- Image, gif or video to go with headline (It's better to use images and then link to an article in the replies as links to articles don't get much reach on Twitter currently)

Try experimenting with different types of content like Twitter polls or a fill in the blank question to help build engagement.

Use relevant hashtags to libertarianism and trending topics to help expand reach and connect with other libertarians.

How Often You Should Tweet

The cadence and frequency on Twitter is more fast-paced than most platforms, this means ideally you should tweet 5-7 times per day if possible. You can also share other people's content in the form of Retweets.

Focus on Engagement over Promotion

It's important to remember that strictly promotional content doesn't perform well because it doesn't get as much engagement. You can achieve this by sharing informative, funny and educational content based on current events.

A few examples of this type of content:

- Liberty quotes
- Memes
- Your take on a recent news story

Be Social

Engaging with followers and participating in relevant conversations is an effective way to foster a sense of community and establish the your state affiliate as a credible voice. Responding to comments, retweeting supportive messages, and initiating discussions on libertarian topics can help build connections with followers and attract new supporters.

One aspect of Twitter that is easy to ignore but is critical to engagement is responding to replies and Direct Messages (DMs). Whether it's a question about your stance on a specific issue or how an individual can get involved in the party, it's important to publicly answer these questions.



Setting Up a Twitter Bot

Did you know the average life of a Tweet is only about 24 minutes? The shelf life of a tweet can vary significantly depending on various factors such as the content, timing, engagement, and number of followers the account has. The fast-paced nature of Twitter's timeline and the constant flow of new tweets make it easy for individual tweets to get buried quickly. However - it's important to note that popular or engaging tweets can have a longer lifespan as they may be retweeted, replied to, or shared by others, extending their visibility and reach.

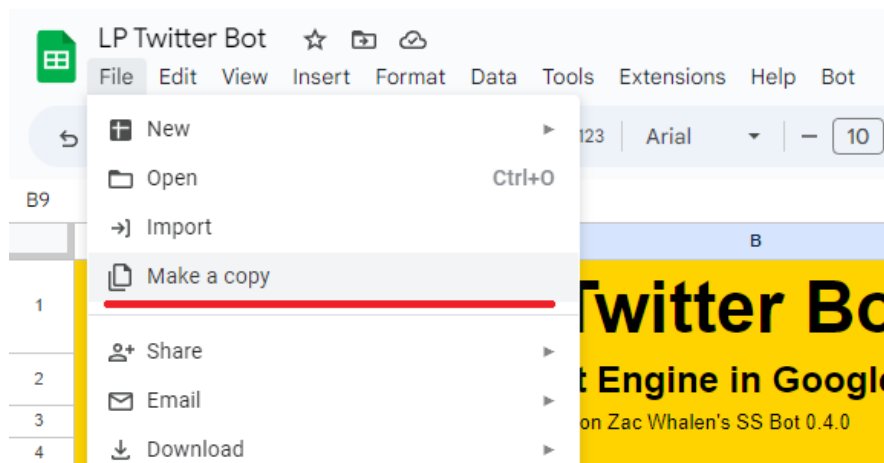
Because the shelf life of an average tweet is relatively brief, you must emphasize the need for consistent and timely posting to maintain an active presence on the platform. Using a Twitter bot to achieve this by automatically making posts offers several significant benefits that make it an important tool to you as a county affiliate. Automation saves time and effort by eliminating the need for manual posting, allowing you to maintain an active online presence without constant monitoring. A Twitter bot will ensure consistent and regular content delivery, enhancing engagement with your followers and increasing your accounts overall visibility.

In the following pages, we will give you step by step instructions on how to set up a completely free Twitter bot using Google Sheets, as well as some tips on how to get the most out of your bot.

Note: You must have a Google Account to use this bot. You can use your own private account or create a burner account, it does not matter as the file will be private. If you ever wish to stop the bot, you will need access to this account.

Step 1: Make a copy of the Spreadsheet bot.

Go to <https://tinyurl.com/LPTwitterBot> and in the top left corner of the page and click (“File -> Make a copy...”). Name the copy whatever you want, but we suggest “LPcountynameBot”. Leave the default settings and click ‘Make a copy’.



Step 2: Create a new Twitter account

Go to <https://twitter.com/signup> and click sign up at the bottom of the page. Click create account, and then create an account using an e-mail. Fill out the registration like you would normally - you can always change these settings like your name later. You'll need to verify your email address and mobile phone number. If you already have a Twitter account using your mobile number, you can de-associate the number from your original account, verify it with a new account, and then later, after the bot account starts posting, reverse the process to get the phone number back with your original account. You must have the account verified with a mobile phone number to get the process started. Enter your account name in your Spreadsheet bot under the row titled ‘Refer to Step 2: Create a new Twitter Account’.

Step 3: Create a free Twitter Developer account

While logged into your Bot, go to <https://developer.twitter.com/en> and scroll down just a little bit until you see “Find the right access for you”. Click on the button labeled ‘Get Started’ under the ‘Free’ tier on the left most column. On the next page, click ‘Sign up for Free Account’ at the very bottom. After that, you will receive a prompt asking you to describe all of your use cases of Twitter’s data and API. You can come up with whatever you want, but here is a prompt that I have used without any issue:

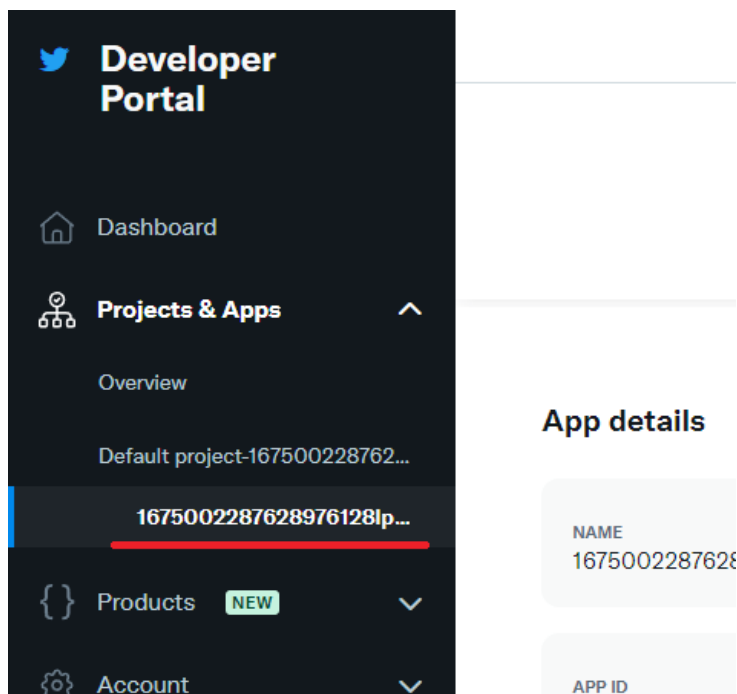
“I am a new developer who wishes to improve my skills by leveraging Twitter's data and API. I want to try to build an app where users can access specific types of Tweets, such as tweets on a timeline from specific users, or from a specific location. It would be good practice to access data and send data such as messages and media without having to open the Twitter application.”

Agree to all three prompts below your description, and click Submit. You will be brought to the Developer Dashboard.

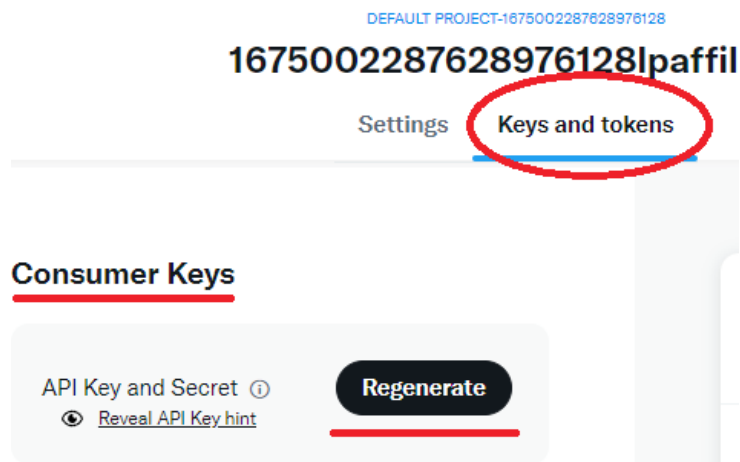
Note: There is somewhat of a break here. When you first create your developer account, it will bring you to the developer dashboard. Although it may appear that your account is fully functional, it often can take up to a week before the developer account works. If your bot does not seem to be working after you complete the next few steps, you may need to wait a few days and try again. During the creation of this manual, my developer account did not work upon creation, but did when I tried it nine days later.

Step 4: Create your Twitter Bot App

When you arrive on the Developer Dashboard for the first time, Twitter will have already created a blank default project as well as an app. On the left side of the screen, under the tab labeled ‘Projects & Apps’, you should see your project titled ‘Default project-(random numbers)’, and nested below that, your application which should be titled as random numbers followed by your twitter handle. Click on that application.



When you arrive on the app page, click on ‘Keys and tokens’, then click ‘Regenerate’ in the box labeled ‘Consumer Keys’. You will be asked if you are sure you want to regenerate, click ‘Yes, regenerate’. It will show you two new keys, one labeled API Key, and another labeled API Key Secret. Copy both of them down and save them somewhere you will not lose them. If you lose the keys, you will have to regenerate them again, and you will need to plug them into your bot again. When you have ensured you have saved the keys, click ‘Yes, I saved them’.



Step 5: Copy the Keys into the Spreadsheet

Go back to your personal copy of the Spreadsheet Bot you created in Step one, and below the row titled “Refer to Step 5: Copy the Keys into the Spreadsheet”, insert your API Key and API Key Secret into the fields as they are labeled.

Refer to Step 5: Copy the Keys into the Spreadsheet

Take your API Key and API Key Secret and plug them into the two fields below.

Consumer Key (API Key):

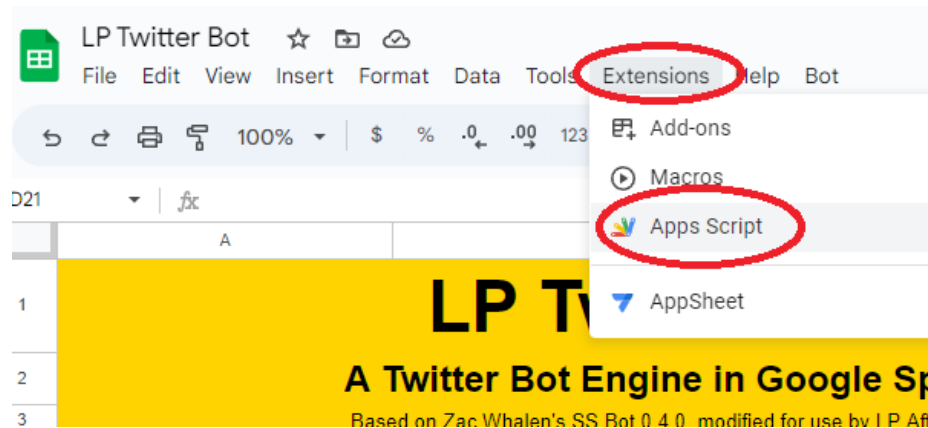
2dl4EMY5Fui8C7R2qXjCHUmCv

Consumer Secret (API Secret):

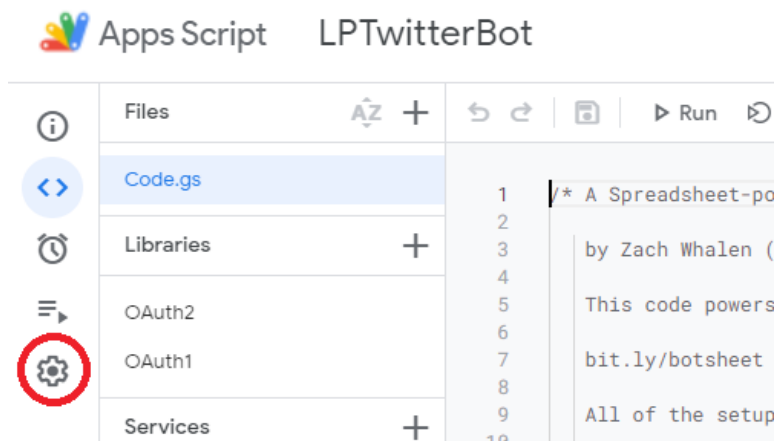
CYewMLVTdzW8xnZ8156fHnu2kyd0G1ZMk7WqDN6U

Step 6: Locate your Google Spreadsheet's "Project Key"

While on your Spreadsheet, go into the script editor by clicking ("Extensions -> Apps Script...") at the top of the sheet.




Go to the 'Project Settings' by clicking the picture of the cog on the left hand side.



You should see something titled 'IDs', and below that, a Script ID with a copy button. Click the Copy button to copy your Script ID.


IDs

IDs are the unique identifiers of your Apps Script project.

Script ID	1v_iJC8PlmI2TM3Ci8cRVMU3g_8AMwHcQNc
	 Copy

Go to ‘Refer to Step 6: Find your spreadsheet's "Project Key"' on your spreadsheet and input the Script ID into the field labeled ‘Project Key’.

Refer to Step 6: Find your spreadsheet's "Project Key"
Go into the script editor ("Extensions -> Apps Script...") and then find the Project Key on the right hand side. You should see something titled 'IDs', and below that, a Script ID below.



Project Key:
1v_iJC8PlmI2TM3Ci8cRVMU3g_8AMwHcQNc

Step 7: Set callback value in Twitter App settings

Go back to your Twitter App. If you can't find it, you can use the following link:

<https://developer.twitter.com/en/portal/projects-and-apps>

Refer back to Step 4 if you need to see how to find your App from this page.

When you get to your Twitter App, Scroll down to where you see the box titled ‘User authentication settings’ and click the ‘Set up’ button.

User authentication settings

User authentication not set up

Authentication allows users to log in to your App with Twitter. It also allows your App to make specific requests for authenticated users.



On the next page, under App permissions, check the box labeled ‘Read and write’.

App permissions (required)

These permissions enable OAuth 1.0a Authentication. ⓘ

- ☐ Read
Read Tweets and profile information
- ☒ Read and write
Read and Post Tweets and profile information
- ☐ Read and write and Direct message
Read Tweets and profile information, read and post Direct messages

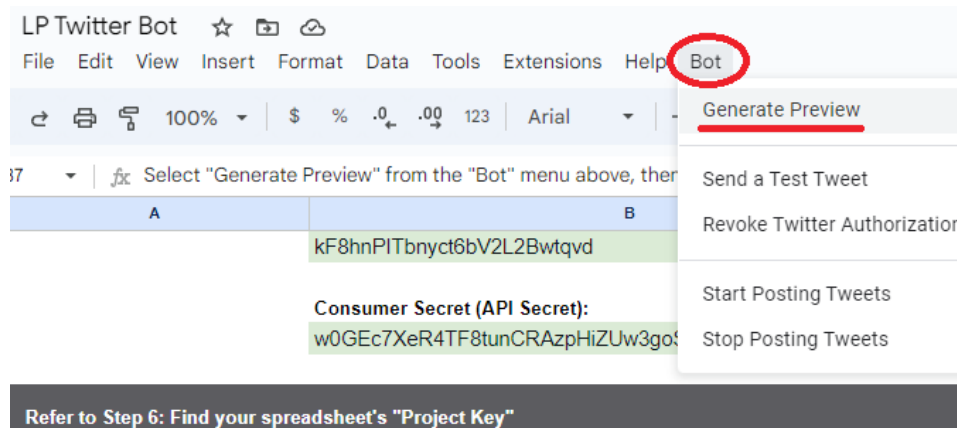
Under Type of App, check the box labeled ‘Web App, Automated App or Bot’.

Type of App (required)

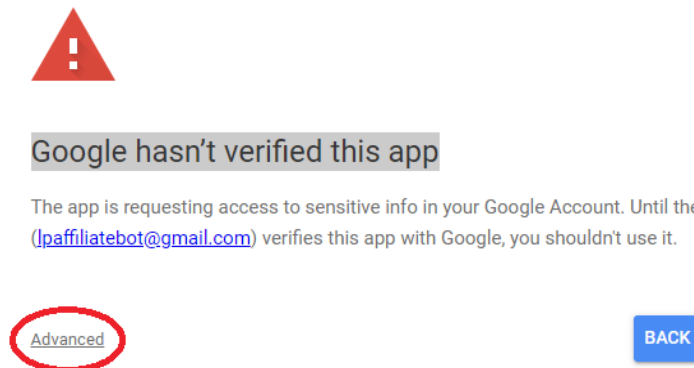
The type of App enables OAuth 2.0 Authentication. ⓘ

- ☐ Native App ⓘ
Public client ⓘ
- ☒ Web App, Automated App or Bot ⓘ
Confidential client ⓘ

Finally, under App info, paste in your Callback URL that should have been generated under ‘Refer to Step 7: Set callback value in Twitter App settings’ on your spreadsheet.



If this is your first time Generating a Preview, you will be prompted ‘Authorization Required’. Click ‘Continue’. You will then be prompted to choose an account, choose the account that you made your copy of the spreadsheet on. Then, you will be notified ‘Google hasn’t verified this app’. Click ‘Advanced’



Directly after clicking ‘Advanced’, click on ‘Go to (whatever your copy is named) (unsafe)’.

Continue only if you understand the risks and trust the developer
(lpaffiliatebot@gmail.com).

[Go to Copy of Bot \(unsafe\)](#)

You will be notified that the script wants to access your Google Account. Don't worry, the bot only has the ability to make Twitter posts. Your copy of the script can only be changed by you. It is only a few hundred lines and there is nothing malicious inside of it. If you have any concerns, consider using a burner Google account instead of your primary account. Scroll down to the bottom and click Allow. Click ("Bot -> Generate Preview...") once again, and this time, you should be brought automatically to the sheet titled 'Preview Output', and it should begin to populate with data from the sheet titled 'Tweets'.

Step 9: Complete and Test Twitter Authorization

Almost done! From the 'Bot' menu at the top of your spreadsheet, select 'Send a Test Tweet'. If everything has been set up correctly, you should see a popup inviting you to authenticate with Twitter. Do so, and then run "Send a Test Tweet" again to see if it works.

REMINDER: It often can take up to a week before your developer account works. If your bot does not seem to be posting the test tweet but you were able to authenticate, you may just need to wait a few days and try again.

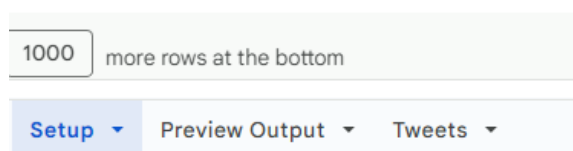
Step 10: Set your Timing

Simply select how often you would like your bot to Tweet from the drop down menu.

We highly recommend you stay between every 4-6 hours as any more than that could possibly get you banned.

Step 11: Start adding Tweets to your list

At the bottom of your spreadsheet, select the sheet titled 'Tweets'. There are a couple of example tweets in there, feel free to use them. We recommend trying to curate around 400-500 unique messages.



Step 12: Run your bot!

We made it! To have your bot start posting tweets, click on ("Bot -> Start Posting Tweets..."). You can add new Tweets into the 'Tweets' list at any time without stopping the bot, but if you ever need to stop it, simply click Click ("Bot -> Stop Posting Tweets...").

Tips

- Don't @mention people who haven't specifically asked to be
- Don't use a pre-existing hashtag, especially currently trending ones. Make those posts manually and not through the API.
- Don't post too frequently using the bot, you will get banned.
- Don't go over the free limit of 1500 Tweets per month using the API.
- Twitter is a Marathon, not a sprint. Slow and steady will outperform spamming.
- Use proper grammar and punctuation to improve your chances of getting picked up by the Twitter algorithm.

Effectively Using Facebook to Grow Your Party

1. Develop a Content Strategy:

- Define your page's goals and target audience.
- Research your audience's interests, preferences, and online behavior.
- Plan a content strategy that aligns with your goals and appeals to your audience.
- Determine the types of content you'll create, such as text posts, images, videos, links, or live broadcasts.
- Establish a content calendar to maintain a consistent posting schedule.

2. Create Engaging and Relevant Content:

- Craft compelling and informative text posts that resonate with your audience.
- Utilize high-quality visuals, including images, videos, or infographics, to enhance engagement.
- Include calls-to-action (CTAs) to encourage users to like, comment, share, or take desired actions.
- Provide valuable and shareable content, such as tips, tutorials, industry news, or entertaining posts.
- Be authentic, personable, and use a consistent brand voice.

3. Engage with your Audience:

- Regularly monitor your page for comments, messages, and mentions.
- Respond promptly to inquiries, feedback, and complaints.
- Encourage conversation by asking questions and initiating discussions.
- Like, share, and comment on relevant user-generated content.
- Show appreciation to your audience for their support and engagement.

4. Utilize Facebook Page Features:

- Explore additional features like Events, Offers, Shop, or Groups that align with your page's objectives.
- Create and promote events to generate buzz and encourage attendance.
- Utilize Facebook Groups to foster a community around your page's niche or topic.
- Consider using Facebook Messenger to provide customer support and build relationships.

5. Leverage Facebook Insights:

- Regularly analyze Facebook Insights to gain insights into your page's performance.
- Monitor key metrics like reach, engagement, likes, and follower demographics.
- Identify trends, patterns, and content that resonates with your audience.
- Adjust your content strategy based on the insights to optimize engagement.

6. Utilize Facebook Advertising:

- Consider using Facebook Ads to expand your reach and promote your page or specific content.
- Define your advertising objectives and target audience.
- Create compelling ad creatives and copy that align with your page's messaging.
- Set a budget and monitor the performance of your ads.
- Optimize your ads based on engagement, conversions, and ROI.

7. Collaborate and Cross-Promote:

- Collaborate with other relevant pages or influencers to cross-promote each other's content.
- Participate in Facebook groups or communities to connect with like-minded individuals and extend your reach.
- Engage in partnerships or guest posts to tap into new audiences.

8. Monitor and Respond to Feedback:

- Regularly review and analyze feedback from your audience.
- Pay attention to comments, messages, and reviews.
- Address negative feedback or complaints promptly and professionally.
- Use feedback as an opportunity to improve and refine your page's offerings.

9. Stay Up-to-Date with Facebook's Policies and Guidelines:

- Familiarize yourself with Facebook's terms of service, community guidelines, and advertising policies.
- Stay updated with any changes or updates to Facebook's algorithms or features.
- Comply with guidelines to avoid penalties or restrictions on your page.

10. Regularly Evaluate and Adjust:

- Continuously evaluate your page's performance and metrics.
- Analyze engagement rates, reach, and audience growth.
- Use the insights gained to refine your content strategy, posting schedule,

and tactics.

- Experiment with new approaches, content formats, or engagement techniques to keep your page fresh and engaging.
- One way to research your target audience is to find content creators related to yours and read the comments. Their followers can let you know what is a hit and what is a miss. This can allow you to adjust your messaging to attract a bigger audience.

By following these steps and consistently monitoring and optimizing your Facebook page, you can effectively engage your audience, build a community, and achieve your page's objectives. Remember to adapt and evolve your strategies based on the ever-changing landscape of social media and your audience's preferences.



Using TikTok to Reach New Members

TikTok is the newest, most popular social media. It has been a top performer on both IOS and the Google Play Store for awhile and it doesn't seem to be letting up. We encourage you not to ignore TikTok, because this is a huge outreach tool. Running a TikTok account effectively involves several key steps. Here's a step-by-step guide to help you:

1. Set up your account: Download the TikTok app and sign up for an account using your email, phone number, or social media account. Choose a username that reflects your brand or content. User name and picture needs to be clear. When engaging with comment sections of other content creators, you want users to know who you are.
2. Define your target audience: Determine who your target audience is, including their interests, age group, and preferences. This will help you tailor your content to appeal to your desired viewers.
3. Develop a content strategy: Plan your content strategy by identifying your niche or theme. Decide on the type of content you want to create, such as lip-syncing, dance videos, comedy skits, tutorials, or educational content. Be consistent with your content to build a recognizable brand.
4. Create engaging content: Use TikTok's features, including filters, effects, and music, to enhance your videos. Pay attention to trends and challenges, and consider participating in them to increase your visibility. Aim for entertaining, informative, or visually appealing content that resonates with your target audience.
5. Optimize your profile: Write a catchy and concise bio that tells viewers what your account is about. Include relevant keywords and hashtags to improve discoverability. Choose an attractive profile picture and add links to your other social media accounts or website, if applicable.
6. Consistent posting schedule: Establish a consistent posting schedule to keep your audience engaged and attract new followers. Regularly upload content to stay active and maintain visibility on the platform. Consider posting at peak times when your target audience is most active.
7. Engage with your audience: Respond to comments and direct messages from your followers to build a sense of community. Like and interact with other users' content, follow accounts related to your niche, and collaborate with other TikTokers to expand your reach.

8. Use trending hashtags and challenges: Stay up to date with trending hashtags and challenges and incorporate them into your content. Participating in popular trends can help your videos reach a wider audience and increase engagement.

9. Analyze your performance: Utilize TikTok's built-in analytics tools to track your video performance, audience demographics, and engagement metrics. Analyze this data to identify trends, learn what works best for your audience, and make adjustments to your content strategy as needed.

10. Stay informed and experiment: Stay informed about updates, new features, and algorithm changes on TikTok. Be open to experimenting with different content formats, styles, and techniques to keep your content fresh and engaging.

Remember, building a successful TikTok account takes time, consistency, and creativity. Stay authentic, have fun, and engage with your audience to cultivate a thriving TikTok community.

Additional Tips

The algorithm will send your video to more viewers based on engagement and % length of view. Grab viewers attention in the first 2 seconds of the video, and keep most videos between 8-13 seconds. Your goal is to have the video loop. Comments, likes, shares, and reposts will boost your video - so find content that engages discussion in the comments. Interact with mostly positive comments.

Draw viewers from other channels to your page. Find content creators with viewers similar to your target audience - engage in their comment section by either replying to other's comments or simply going through the comment section and liking every relevant comment. Duet, stitch, and repost videos from creators who reach your target audience.

Follow trends. Find a few avid TikTok users who might reach your desired target audience and have them send you videos with current trends. The algorithm is specific and no one's For You Page (FYP) is the same. TikTok is mostly a feel good app, which makes it unique to other social medias. Trends keep it light and participating is an easy way to gain views and followers.

CapCut is a free editing tool which makes it easier to edit videos plus stay on top of trends. Most trends will have an icon in the bottom left corner that says "CapCut - try this template". Clicking this will redirect you to CapCut from TikTok, and will automatically edit your videos to fit the trend. Make sure to crop out the CapCut logo from your final video, logos from external apps (including IG) tends to hinder views.

Creating a Link Tree

In a world where online presence and sharing multiple links are essential, Linktree offers a simple and efficient solution. Linktree allows individuals and businesses to consolidate various links into a single, customizable landing page. By using Linktree, you can streamline your online presence, improve user experience, and provide easy access to all your important links with just one click. In this guide, we'll explore the benefits and steps to set up a Linktree, empowering you to enhance your link management and simplify sharing multiple destinations. Here is a quick guide on how to set up a link tree to help grow your state party.

1. Sign up and create an account: Visit the Linktree website (linktr.ee) and click on "Sign Up" or "Get Started" to create a new account. You can sign up using your email address or by connecting your existing social media accounts.
2. Customize your Linktree profile: Once you've created an account, you'll be prompted to set up your Linktree profile. Provide the necessary details such as your name, username, and a brief bio. You can also upload a profile picture or logo to personalize your profile.
3. Add your links: The primary purpose of Linktree is to create a single landing page where you can add multiple links. To add your links, click on the "+ Add New Button/Link" button. Enter the title or label for the link and the corresponding URL. You can include links to your website, blog, social media profiles, products, or any other relevant destinations.
4. Customize the appearance: Linktree allows you to customize the appearance of your link page to match your branding or personal style. Click on the "Appearance" tab to access various customization options. You can choose a theme, change the background image or color, modify the button styles, and even add your own CSS for advanced customization.
5. Rearrange and edit links: To rearrange the order of your links, simply click on the handle icon (three horizontal lines) next to each link and drag it to the desired position. If you need to edit a link, click on the pencil icon to update the title or URL.
6. Enable additional features (optional): Linktree offers additional features to enhance your link page. For example, you can enable a "Subscribe" button to capture email addresses or integrate with platforms like Shopify or YouTube. Explore the "Features" tab in your Linktree dashboard to enable and configure these options as per your requirements.

7. Preview and save your Linktree: Once you've added and organized your links, click on the "Preview" button to see how your Linktree will appear to visitors. Make any necessary adjustments to ensure it looks and functions as expected. Once you're satisfied, click on the "Save" button to make your Linktree live.
8. Share your Linktree: With your Linktree set up, it's time to share it with your audience. Linktree provides a unique URL for your link page. You can share this URL across your social media profiles, email signature, website, or any other channels where you want to provide easy access to multiple links.

That's it! You've successfully set up your Linktree, allowing you to share multiple links with your audience through a single, convenient landing page. Remember to periodically review and update your Linktree as your link needs evolve or new destinations become relevant.



Chapter 4 Templates



LIBERTARIAN

Party

Branding Aides

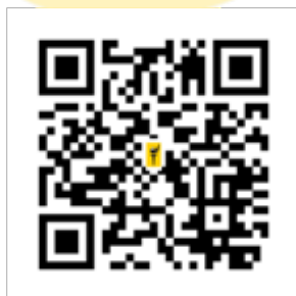
We are here to help you. Below are several designs for all kinds of uses, use the links below to open a Canva template for the graphics displayed. These can be easily edited for your State Party or passed on to your State's County Parties.





Branding Aides

The time will come when you will need to make your own graphics. This could be for banners, decals, handouts and a million other things. The nice thing is that national has all of the logos you will need at LPAction.org. All you have to do is go to the website (or scan the QR code below). Then click on branding at the bottom files of the page and you will have everything you need to make the graphics for any project. On the website you can find what colors and fonts are used in LP branding as well as what fonts to use on different projects and different parts of documents. If you have a design in mind, this website will help you make it happen.



_____ Business Meeting Minutes

Date: _____ Location: _____
Notice Posted At: _____ Date of Posting: _____

Presiding Officers:

Chair: _____ Vice Chair: _____ Secretary: _____
Treasurer: _____ Other: _____

Member(s) Present:

- | | |
|----------|-----------|
| 1. _____ | 7. _____ |
| 2. _____ | 8. _____ |
| 3. _____ | 9. _____ |
| 4. _____ | 10. _____ |
| 5. _____ | 11. _____ |
| 6. _____ | 12. _____ |

☐ Additional Members Attached

☐ State Chair Calls the Meeting to Order

☐ First Order of Business: _____ Motion Made By: _____
Motion/Nomination/Resolution

Text of Motion:

Did It Pass? Yes / No (Circle One)

If Counted Vote For _____ Against _____

Additional Notes:

☐ _____ Order of Business: _____ Motion Made By: _____
Motion/Nomination/Resolution
Text of Motion: _____

Did It Pass? Yes / No (Circle One)
If Counted Vote For _____ Against _____

Additional Notes: _____

☐ _____ Order of Business: _____ Motion Made By: _____
Motion/Nomination/Resolution
Text of Motion: _____

Did It Pass? Yes / No (Circle One)
If Counted Vote For _____ Against _____

Additional Notes: _____

☐ _____ Order of Business: _____ Motion Made By: _____
Motion/Nomination/Resolution
Text of Motion: _____

Did It Pass? Yes / No (Circle One)
If Counted Vote For _____ Against _____

Additional Notes: _____

☐ _____ Order of Business: _____ Motion Made By: _____
Motion/Nomination/Resolution
Text of Motion: _____

Did It Pass? Yes / No (Circle One)
If Counted Vote For _____ Against _____

Additional Notes: _____

Meeting Adjourned: _____ (Time)

Additional Members Present

13. _____	31. _____
14. _____	32. _____
15. _____	33. _____
16. _____	34. _____
17. _____	35. _____
18. _____	36. _____
19. _____	37. _____
20. _____	38. _____
21. _____	39. _____
22. _____	40. _____
23. _____	41. _____
24. _____	42. _____
25. _____	43. _____
26. _____	44. _____
27. _____	45. _____
28. _____	46. _____
29. _____	47. _____
30. _____	48. _____

_____ Libertarian Party

[illegible]

Chapter 5 Campaigning

Campaigning Templates

During your campaign, handouts and marketing will be one of your biggest tools. Leaving potential supporters with something to tell them who you are and what you stand for can be the thing that firmly changes them from a maybe to a yes. We have included a template for both a door hanger and a card to hand out. When you go door knocking, you can hand a card to those who open the door and leave a door hanger for those who don't answer. When you are hosting a booth or set up outside voting locations, you can pass out the cards. Most people will forget your name within minutes of you walking away. Give them something to remember who you are.

Door Hanger: <https://bit.ly/3Cwkglo>



Hand Out: <https://bit.ly/469avqT>



Petitioning and Signature Collecting

Boots on the Ground

-Getting as many people to help as possible is key to a successful drive.

-Spending the beginning of the drive organizing and engaging with potential volunteers can pay big dividends in the long run.

-It's recommended that you engage with all of your friends and family asking for assistance. You might be surprised at who is willing to support you.

-Coordinate your efforts with your local and State Libertarian affiliates. Local parties will be able to assist in finding you volunteers as well as help guide you through the laws governing petitioning in your area.

WARNING: Rules for petitioning can vary drastically from State to State. Make sure you are getting petitions signed in a manner that is LEGAL in your State.

-Volunteers: Always be grateful for volunteers' help.

They are working for free, often in the sweltering heat or bitter cold. Anything a volunteer can do is better than nothing. Sometimes business decisions must be made and managing or coordinating with a particular volunteer can take up more time and resources than that volunteer is giving back. Remember to be kind and courteous in any way decide to separate from said volunteer.

WARNING: Often times volunteers who perform poorly one day, or don't show up or perform at all, will disappear for the rest of the effort. They feel like they let the team down and/or are too ashamed to show their face again. A frank conversation about this very problem at the onset of the efforts, reassuring volunteers that ANYTHING they can do to help is much appreciated, can reduce losses of volunteers in this manner.

-Paid Petitioners: Sometimes it makes sense to pay petitioners.

The generally acceptable rate of pay for a petitioner as of 2023 is anywhere from \$2-\$4. These rates can vary based on circumstances and local economies. At one point Kanye West was paying out \$8 per signature in 2020.

WARNING: Higher rates of pay incentivize higher rates of fraud. Petitioners get paid based on the signatures they hand in, NOT the signatures that get counted as "valid signatures" by officials. For that reason, you want to ensure you can trust anybody that you agree to pay for petition work, or you could end up paying out loads of cash for very few valid signatures, or in some cases, 0 valid signatures.

Getting Signatures

There are 4 basic methods of getting petitions signed: Peer to Peer, Canvassing High-Trafficked Areas, Working Events, and going Door to Door. Petitioning in public is almost always better in pairs. Teams are able to keep each other motivated and honest.

-Peer to Peer Petitioning is when you approach people you already know and ask them to sign your petition.

This is by far the most effective method for getting high rates of yeses and good clean signatures that are sure to be accepted as "valid." The problem with this method is that it's usually very slow and time-consuming. Sometimes our friends and family don't realize how much time they are taking up. If you drive out of your way to visit a friend to get them to sign your petition, you will spend time driving back and forth AND you will most certainly spend time "catching up." At the end of the transaction you will have wasted hours of petitioning time and only have 1 signature to show for it. NEVER go to meet individuals for them to sign. Explain that you don't have time to go to them and instead, ask them to meet you wherever you are. Taking your petition papers to parties or family gatherings you were already planning on attending can help minimize the time you are coordinating with friends and family. You can maximize the effects of Peer to Peer petitioning by asking your friends and family to take extra petition papers and having them gather signatures from their own friends and coworkers. A friend who works at a retail store could possibly have customers sign. Just make sure they are gathering signatures in accordance with the law in your area.

-Canvassing High-Trafficked Areas can include standing outside of a grocery store or walking around a highly trafficked area such as a park, a bus station, or commercial zone.

Different grocery chains have different rules for petitioners. Some are more favorable to petitioners than others, you can ask the folks at your local Libertarian Party affiliate about which organizations are the most amenable in your area. It's best to speak with the manager before canvassing on private property. As long as you are respectful of their customers and your personal hygiene is intact, you shouldn't have too many problems finding accommodations. Google now has a feature that shows you how busy places are at certain times. You can use that to figure out when the best time to go is.

-Working Events can be very hit-or-miss.

You can use social media to find out what public events are happening in your area. I do not suggest paying much to get into an event you are planning to canvas. Canvassing events can be much more fun than standing outside a grocery store, but it is a bit more aggressive in nature. At a grocery store you ask people walking by to sign your petition. Often at events there isn't a clean enough funnel to engage with high numbers of people, so in order to be effective you have to walk around and approach people, often while they are engaged in conversation. On top of that, as opposed to grocery stores, at events

it's probably better to ask forgiveness than permission. Not too many event organizers are likely to give you express permission to canvas their event, but it's rare to be told to stop collecting signatures once you've started. Obviously, being presentable and courteous goes a long way in not ruffling any feathers.

-Door to Door Canvassing can be intimidating, grueling, and unproductive. Unfortunately, sometimes it's necessary. In some places districts are gerrymandered into long squiggly lines so canvassing the local grocery store with get you signatures from all over the place. If you need signatures to get a candidate on the ballot in such a district, going door to door is basically the only way to get valid signatures. In such situations, good hygiene, a can-do attitude, and a strong work ethic will get you through it. If you can avoid going door to door, avoid going door to door.

Engaging People Effectively

-Be clean and appropriately dressed.

Nobody wants to talk to a smelly person and if they don't want to talk to you, they won't sign your petition. Good personal hygiene can be difficult when standing in the sun for hours at a time. It's worth the effort to make sure you aren't offensive. Dressing appropriately can also go a long way with getting signatures. You can both be under dressed and overdressed, so don't think wearing a suit to the beach will get you many signatures.

-Keep an outwardly visible positive attitude.

These are called S.E.E. factors: Smile, Eye Contact, and Enthusiasm. You will get far more signatures if people like you. Forcing yourself to look positive also has a weird psychological effect on you actually maintaining your positivity. "Some will, some won't, so what, next person."

-Talk Fast.

It signals to people that you respect their time. This is all relative, however. Talk slightly faster than the locals. If you are from fast-talking New York and you're canvassing in a much slower-paced Alabama, you might need to actually slow down your speech, but if you are canvassing where you live, pick up the tempo slightly.

-Your pitch should be short, concise, and as vague as possible.

One of the biggest mistakes canvassers make (aside from appearing bored, aggravated, or insecure) is trying to explain everything. "Hi, my name is Elijah Jon Gizzarelli. I came all the way from Rhode Island to help the Libertarian Party here get on the ballot! Have you ever heard of the Liber-"... and they walked away. TRY TO EXPLAIN AS LITTLE AS POSSIBLE! A good pitch should sound like, "Howdy! Think you could give me a quick signature to help get my friend on the ballot?" Even that could be shortened to "Help me out with a signature real quick?" The shorter the better. Truth be

told, people honestly don't care about your petition. They care about their time and how they see themselves. Nobody wants to be the type of person who wastes their time listening to some random person ramble on outside of a Market Basket. They DO want to be the type of person who graciously gave a signature to that nice man outside for a cause he obviously cared about. Canvassing is NOT the time to evangelize. Keep it simple, get the signature and move on.

-While Petitioning, understand that people are always watching and judging you. It's important that people like you when you ask them to sign. If somebody says no or is rude to you, DO NOT get upset (or at least don't show it). NEVER argue with people while canvassing. Just say something like, "I'm sorry you feel that way" and move on. If you get a 'No' it becomes easier for the next person to say, "No." This phenomenon can lead to long strings of 'No's (Not 2 or 3, but 10 or so). If you notice this happening, take a break from asking for signatures. You can take a drink of water, check your phone, or talk to your partner for a minute. Once enough people have passed by hop back on the horse with a fresh new start and don't forget to smile the whole time -- After all, people are watching you.

-Avoid distractions and excuses.

Collecting signatures isn't fun. Sometimes it might seem like a good idea to engage in a philosophical debate outside the grocery store. It's not a good idea. This doesn't mean that there's no room for discussion, it simply means that any and all discussions should be minimized. The reason you are there is to collect signatures. If somebody really wants to know more about the Federal Reserve you can invite them to the next Libertarian Party meet-up in the area.

As covered previously, it's a waste of time to take a drive to get a few signatures from friends or family, however standing outside a Market Basket can be exhausting, so you might start thinking that it wouldn't be THAT BAD to go get a signature from Grandma... after all, she can't come out to the store just to sign a petition, now can she? Well, I'm not telling you you can't go visit your Grandmother, I'm just informing you that what you're doing is a VISIT and NOT petitioning. Discipline will help you meet your goals, don't let yourself rationalize excuses. DO THE WORK.

Running for Local Office

Running for office is a rewarding experience, but it can also be a challenge. As a candidate, you will get out roughly what you put in effort wise, so decide on what type of campaign you're wanting to run before you begin. Detailed below are some key items that you need to think about before deciding to run, and while running. If you're running unopposed, then congrats, most of the following won't apply. For everyone else, read on through.

Things to consider before running

Each state handles local elections differently, but in some states local elections are non-partisan. For the sake of this guide, we'll only be covering non partisan municipal and school board elections candidates.

You will need to check with your city or school board to see when seats will be available. Usually each municipality and school board writes their own by-laws for determining how long terms are and how many terms an individual can be seated for. If you're unable to find this information on your school or city's website, then try reaching out to your city secretary.

Step 1

The first thing you should do, before running, is to start attending the regular meetings for the position that you're interested in. This will give you a better idea of who's who, common procedures and if it's really something you want to do.

Step 2

Once you've attended meetings and decided that you still want to run, find out when the next available seats will be up for election. In most states, interested parties are allowed to submit to have their name on the ballot as early as January (exact date is variable). Some areas may also allow you to request a packet of information the December before, which would contain information regarding rules and regulations for running. Ballot sign-ups close in February (please double check you local rules to verify these dates in your state and localities), and if you've made it this far, then your name will appear on the ballot!

Running your campaign

Now that you have your name on the ballot, you need to start promoting yourself. What options you choose are weigh heavily based on the demographics and size of your voter base. There are two methods for promoting; Active campaigning and Passive campaigning.

Bank Account

Before you get started spending money, make sure to set up a separate bank account specifically for your campaign. This is where you will accept donations and pay expenses from.

Passive Campaigning

Passive options for campaigning allow residents to find information about you without you having to engage directly with them. Below are some suggested options for passive campaigning:

- Road Signs: These signs should be big (4'x4'); contain not much more than your name, website and tag line, and be readable from a good distance. Check with your city ordinances to determine where you can place them, and make sure to reach out to property owners to place them on their land. Ideally, you would want a road sign at every major intersection within your voting area. Make sure to shop around when ordering these, as prices can vary widely based on the quantity you order.
- Yard Signs: You will want enough yard signs for at least friends and family that live in your area. If you plan on running an active campaign, you will also want additional signs to hand out to people that you engage with. Some private businesses may let you put yard signs on their property even if they don't let you put the larger road signs, so this is something else to consider when ordering. Ideally, you'd order these from the same business that does your road signs so that they already have your graphic on file, but it wouldn't hurt to shop around for these as well.
- Facebook Page: For an online presence, you're going to at least want a Facebook page. This does require that you have a Facebook account, but you can keep that account private. When setting up your page, you can list it as a political page and start posting from it. Follow as many local leaders as you can and also look for local groups to join or follow. Some groups may not like political discussions in them, but there are plenty of political oriented groups to join.
- Website: While intimidating at first, there are many options to setting up a website. The easiest, but most costly, solution is to find a service that will build and host a website for you. This could easily cost several hundred if not thousands of dollars to do, but is the most hands-off approach. If you're technical enough to build a website yourself, or if you have a volunteer that can help, there are many hosting websites that will host your

site, but let you build it yourself. These can run as cheap as \$3/month, but require a lot more work to set up.

- Online surveys: Some counties/cities may have surveys put out by different groups. You should make it a goal to fill out as many of them as possible, and if invited, attend any interviews or forums.

Active Campaigning

If you're really serious about winning, then this is what will make or break you. Active campaigning requires a lot of leg work, but the rewards can be very rewarding.

- Block Walking: Block walking is probably the first opportunity for the voters to meet you, and the icebreaker to throw their support behind you. The first thing you'll need, is a voter list. This can be obtained from your county for a fee. These lists can be broken down by precincts as to help consolidate your block walking routes. If you are targeting Republicans or Democrats with your messaging, then these lists can be further broken down based on which primary the voters voted in. Once you have your lists, you can either use an app or print them out and get walking. You will want to have an ample quantity of door hangers to leave for people that don't answer.

- Meet & Greets: You can host a meet and greet at restaurants or even your own home. This is entirely up to you. At a meet and greet, you'll want to have a short speech prepared to thank everyone for attending and let them know why you're the best candidate. You should also use this time to answer any questions that people may have and a time introduce yourself to people you haven't met before. Bring yard signs to hand out to anyone that wants one and have a way to receive donations.

- Public Speaking: This is where the true test of your speaking skills come into play. Start attending meetups with groups that are allowing candidates to speak. Have speeches prepared, and be ready to answer questions if asked.

- Mailers: Your largest expense will be mailers. You can utilize the same block walker list, or target all voters, to send physical mailer cards to. There are multiple online services that let you design your cards, upload a list, and have them sent out without a lot of effort. Try to schedule the deliveries at least a week before the polls open to give people enough time to look you up.

At The Polls

Once the polls open, you want to make an effort to be at the polling locations during active polling hours. Below are some things you can have ready for voters when they show up.

- Sample Ballot: You can print out sample ballots, highlight your suggestions, and hand them out to voters when they show up to the polls. If there are other people on the ballot,

other than those running against you, consider partnering with them to recommend each other when handing out your ballots. You can keep these small by printing 4 copies to a sheet and then cutting them out.

- Yard Signs: Have extra yard signs available for people to take home and show off in their yards.

- Other Handouts: Have any leftover handouts with you to provide with your sample ballots.



Running for County and State Legislative Office

When considering a run for a partisan office, the first thing you need to decide is your desired outcome. If you are merely running to give voters a Libertarian alternative on the ballot, the amount of effort and resources you expend will be minimal, comparatively speaking. If you do not have the expectation of winning but you want to use your candidacy to promote libertarian solutions and perspectives (and hopefully to attract others in your district to the liberty movement), it will require considerably more time and effort and financial outlay on your part. Lastly, if you realistically hope to be victorious on Election Day, that will require the greatest amount of strategy and planning, and you can expect your candidacy to be a “full-time job” for you throughout the campaign.

Laying the Groundwork

Regardless of whether you are intending on running an “active campaign” or not, it is important to get yourself ready to be on the ballot in the first place.

1. **Be involved and visible in your local county affiliate.** Every election cycle, many people around the state who have minimal (or even zero) history with the Libertarian Party seek to be the Libertarian candidate on the ballot. There is a chance that someone else is seeking the Libertarian nod for that office, and even you have no human opponents at convention, NOTA (“none of the above”) is also a candidate for nomination by default. The best chance you have of being the Libertarian nominee for office is to have history with those who will decide whether to vote for you or not.
2. **Decide on the office you will want to run for.** The message you will be crafting will need to be tailored to the role and the sphere of influence that goes along with that office. For example, a county judge has different power and responsibility than a state senator. What issues are you wanting to focus on in your campaign? Is there a particular officeholder you want to challenge?

If you intend to fight for a victory, you must also consider the rest of the field. Are you challenging an incumbent, or is the seat an open one? Will you be running against candidates from both large parties, or will it likely be a two-way race with you on the ballot? Also, how big is the geographic area you will need to cover in your campaign? Your district might comprise of a

fraction of the major city in which you live. You would need to reach fewer voters in that race than if you were running for a county wide office. For people in more rural areas, the reverse is likely the case. All of these things should be taken into account if your goal is to be elected.

3. **Comply with your State's Election Code.** Every state is different. Reach out to your state's ethics committee or secretary of state. There might be petitions involved, filing fees and the need for a campaign treasurer. Every state is different so make sure you know the guidelines before, during, and after a campaign, not doing so could mean a warning, a fine or even jail time. So please research what the requirements are in your state.
4. **Draft your team and begin amassing your war chest.** The two most vital components to any active campaign are your personnel (staff and volunteers) and the money that you have at your disposal. While reasonable Libertarian candidates must accept the fact that they will be outnumbered and outspent by any Republican or Democratic opponent, it is also true that “change” or “challenge” candidates go anywhere in accomplishing their campaign goals on their own. Evaluate the level of support that you will have for your campaign, adjust your expectations accordingly, and begin recruiting the right people to do some of the “heavy lifting” along with you. In particular, seek a campaign manager to coordinate all of the moving parts of your campaign and to get you in front of voters, as well as someone who will take the lead on fundraising for the campaign.
5. **Start campaigning!** Do not wait until the filing window to launch your campaign. In many respects, filing for nomination, while an essential step, is just paperwork. As soon as you have identified the office you will be seeking, have appointed a campaign treasurer, and have gathered initial support, get out there and make your intentions known and your voice heard!

Getting on the Ballot

Your efforts during the campaign will vary depending on your desired outcome. If you are merely seeking to be a Libertarian “choice” on the ballot, that comes down to formally filing your candidacy with the Secretary of State (and paying the filing fee, if applicable, if you do not want your candidacy challenged), and then securing the nomination of the Libertarian Party at convention. This part will need to be taken up with your local county Chair or the state Chair. Every state is different

and needs to be addressed with them to find out the nomination process in your state.

Crafting Your Campaign Message

Obviously, the principles of liberty address larger economic and geopolitical issues as well as matters of personal freedom and choice. If you are like most libertarians, you have thought-out, passionately held positions on a great number of these topics. However, as a candidate, you will want to focus and refine your message to 3-5 “bullet points” that will be easy for voters to remember as they head to the polls. You do not want to overwhelm them with a lecture on Austrian economics or the history of the Fed or the entire history of CIA involvement in the affairs of other sovereign nations. Your message needs to be concise, impactful, and memorable. In crafting this message, focus on two key areas:

1. What will be the sphere of influence you have, if elected? If you are running to be a county sheriff, you would have a great deal of influence law enforcement in your county, but you would be powerless to change state laws, themselves. While you may very much be in favor of ending the Fed, that would be irrelevant to office you are seeking. What would *you* do in the office you seek? Those are the talking points that matter in a political race.

2. What do the voters in your jurisdiction care about? Yes, libertarianism benefits everyone, but some issues are going to resonate with those who can cast a vote for you more than others will. If you are seeking to represent an urban, majority-minority district in the state legislature, criminal justice reform and libertarian solutions to provide economic opportunity are going to gain more traction than issues that primarily affect farmers or high-wealth individuals. This “reading of the room” -- understanding their pain points and providing libertarian solutions to them -- is essential to getting a hearing and being remembered.

Once you have settled on your main points, they will become the centerpiece of your campaign. They should be included, front-and-center, in all your campaign literature and be the topics you lead off with in any interaction you have with your potential constituents and the press. Driven home, this clarity and conciseness will clearly communicate “what you are about.”

Getting Out the Message – and the VOTE

Now that you have your message crafted and boiled down to an easy-to-remember format, it's time to start getting your message to as many people as many times as possible, assuming that your goal is to actively promote libertarianism during campaign season and/or to win the seat.

That formula is key: in order to make a measurable impact, you will need to reach as many voters as you can multiple times. Many marketing and advertising models show that the average person needs 7-8 “impressions” before they are significantly motivated to act. This is especially true in political campaigns that are down-ballot. Everyone will be talking about the presidential race or the gubernatorial race. However, you are going to not only have to make them care about the county commissioner race you are running in, but also convince them to remember you and to vote for you on Election Day. You are not going to win by awakening some “silent libertarian majority” in your district, and you absolutely cannot count on a victory by convincing enough traditional non-voters to show up on election day to vote for the Libertarian candidate. To have the greatest impact in your campaign, you will have to make people who traditionally vote Democrat or Republican care enough about your name and your message to vote for the Libertarian (at least in your race).

Obviously, that is no easy task, and it will require time, effort, personnel, and money. If you have assembled a good team as previously suggested, this will make the task far less daunting. You will want to develop a three-pronged strategy to accomplish it:

Advertising. This consists of all print and media vehicles for delivering your message and your name – your website, social media accounts, email lists, push cards, door hangers, press releases/letters to the editor, road signs, display ads, etc. These should be consistent and well-coordinated to raise awareness about you, your campaign, and your message. All online accounts should be kept up to date by you and your team, and you should use them to interact with those who visit and to drive your campaign message home again and again (remember the 7-8 impressions needed to be remembered by a voter).

Responding to press inquiries, surveys, etc. This is “free advertising for you.” Whenever you are given the chance to respond to a reporter or to fill out a survey from a newspaper or special-interest group, take that opportunity. Answer their questions, while keeping the focus on your message.

In-person encounters. This includes all situations in which you meet with voters face-to-face. This includes any candidate forums/debates, block-walking done by you and your team in your district, townhalls or rallies, and – very importantly – your appearance at events, neighborhood association meetings, and other opportunities put on by others at which you can make an appearance and meet voters and bring your message.

I cannot stress enough the importance of having a team in place to help organize your appearances, social media posts, and block-walking. The chance of burnout is much greater if you do not have the committed personnel to help you in your campaign. As you interact with voters, make it a matter of routine to ask for their vote and their contact information. You will use the latter to give them updates on your campaign (reinforcing your name and your message) and to offer them opportunities to contribute and volunteer themselves. Once you get someone's attention with your campaign, the task is to keep their attention through Election Day. Think of it as the "ABC" lifestyle: **Always Be Campaigning**. It is the full-time job of you and your team to keep your name out there, to hammer home a relevant, libertarian solution, and to call the voter to action.

Lastly, enjoy yourself! Personally, campaigning can be one of the most exciting and rewarding experiences of your life: meeting new people, talking to them about things that all of us care about, and offering solutions to the issues that affect all of us. We wish you success in bringing the message of liberty to those who rarely hear it from their candidates.

APPENDIX U – REGION 1 REPORT

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LNC Region 1 Report November (Q4) 2023

Fellow LNC Board Members,

We live in interesting times.

The Federal Reserve and the lunatics in Washington DC seem determined to destroy the US dollar. We spend hundreds of billions funding a proxy war in Ukraine and meddling in the Middle East while hankering to pick another fight with China. All of which is not only bloody and costly, but risks nuclear war that could destroy human civilization. Truly, our “leaders” are insane.

But all is not lost. As America’s bloated empire stumbles incoherently throughout the world, wreaking havoc and bleeding treasure, suddenly new hope springs up in the least likely of places, Argentina.

The election of bold and unapologetic libertarian Javier Milei to the Argentinian presidency is as exciting as it was unlikely. I for one am choosing to interpret it as the harbinger of a dawning interest in libertarian political philosophy throughout the world. Let’s hope I’m right. Let’s hope it comes in time.

Region 1 is mirroring this (hopefully) monumental event - in at least a small way. Kansas made headlines earlier this month as avowed (and registered) Libertarian Lily Wu was elected mayor of Wichita, the state’s largest city.

The race was non-partisan and Wu is a recent convert from the Republican party who didn’t work with the LPKS ([who are making hay while it’s sunny](#)) at all during her campaign. All that said, I’m going to cautiously call this a win. Our ideas are popular in the zeitgeist. The winds are moving in our direction. Let us fill our sails.

Despite it being a non-election year for 3 of our 7 affiliates, Region 1 still fielded 16 great candidates, two of whom won their races! Along with Lily Wu, Mayor-elect of Wichita, KS, we also have Sydney Wissel, Commissioner-elect of the Moran County Cemetery Board in Washington.

In another positive development, the LPCO has received national attention with their overt plan to influence the GOP in Colorado to run better candidates if they don’t want their campaigns negatively influenced by Libertarian candidates who can “cover the spread”.

I view this strategy as one of the most powerful levers a minor party such as ours can use to positively influence our society in libertarian directions. If we can win races, wonderful. If we can’t, let’s influence the duopoly to run candidates that more closely reflect our principles - or else.

A number of state chairs didn't get reports in to me for this quarterly report. I'm assuming this is a response to the turbulence in the LNC that is causing some chairs to focus inward on their own states (which is perfectly appropriate) and ignoring LNC drama.

I hope as this LNC goes forward, we do so in a way that makes our affiliates proud of us, and eager to participate in the libertarian world we are all trying to breathe into existence.

I would also like to thank you all for welcoming me and our new Region 1 Alternate Representative, Richard Burke, into the fold. You have all been very warm and inviting. Let us do great things.

Yours in Liberty,

Adam Haman
- Libertarian Party of Nevada Vice Chair
- Libertarian National Committee Region 1 Representative

Your Region 1 Team

Region 1 Representative

Adam Haman
adam.haman@lp.org

Region 1 Alternate

Richard Burke
richard.burke@lp.org

Arizona

Chair: Michael McFarland
chair@azlp.org

Colorado

Chair: Hannah Goodman
statechair@lpcolorado.org

Kansas

Chair: Tim Giblin
tgiblin@gmail.com

Nebraska

Chair: Matt Lorence
chair@lpne.org

Nevada

Chair: Jeffery Hurley

Oregon

Chair: Will Hobson

jeff.hurley@lpnevada.org

will.hobson@lporegon.org

Washington

Chair: Anna Johnson Duque

chair@lpwa.org

Reports submitted from R1 Chairs:

Arizona

No Chair report submitted.

Colorado

Region 1 Colorado State Affiliate Report for October, 2023

The vision of the Chair of Colorado is to create an infrastructure to handle party growth and to radically change the Political Landscape of Colorado. As of now we are poised to start fully updating our procedures and policy. This is the Q4 goal of Ms. Goodman. We will be streamlining all director documents and organizing the board for optimal flow. Colorado is now working to fully leverage the Liberty Candidate Pledge and influence the COGOP candidate pool, and have gained traction in the Colorado News cycles. Currently Colorado currently recognizes 9 political parties, 29% Democrat, 28% Republican and 3% minor parties (1% registered Libertarians, 2% all other parties) according to the SOS. 40% of registered voters in Colorado are Unaffiliated, and it is the fastest growing political movement. They are not a toss up. In 2022, 60% cast ballots in the Democratic contest, compared to 40% in the Republican one. Swing voters are a toss up hitting 5%-10% split.

The issues we have here as a state affiliate are, rebranding post covid but still dealing with old branding of the LP. Marijuana and age of consent are not issues with much media attention. The old brand has not and will not appeal to democrats. Also, depleting resources like candidates, funding, volunteers, media exposure. Our candidates are inexperienced in politics. They are not typically seen as a good investment. The strategy of "the Deal" was to leverage

our 2%-4% influence to force republicans to provide stronger, more liberty oriented candidates via signing a liberty pledge, and to influence policy through the candidates' commitment to our pledge. If they can provide better, more liberty minded candidates, we can refocus our limited resources elsewhere, especially locally where races are cheaper and require less resources overall. We wanted to help our candidates at a local level so we can build a footing for all candidates across Colorado. We also were seeking and obtained endorsements from more conservative groups. The COGOP changed their bylaws a few weeks before the last election and then they endorsed several of our local candidates. We are also looking to increase access to funding for candidates. Potentially, we can focus efforts in harder races where republicans have no chance. Which was observed in our Arvada District 4, no republican entered that race and endorsed our candidate. The Chairman presented a full strategy report to members of the LNC. In Conclusion, we want to make clear are not endorsing republicans, we are refocusing on efforts that are winnable. This strategy may not work for every state affiliate but we are trying it in Colorado. Given the dwindling number of republicans, this was the best time to build coalition. The new treasurer was appointed, and assistant treasurer, and the standing audit committee. The treasurer has been continuing to access all systems and databases. Standing Audit Committee has begun to develop and will start to address issues brought forth. I have filed with the Secretary of State for quarterly reporting on time and we are maintaining data entry. Once he has caught up with the position and have support in place moving forward, will soon be

Board Position Report

October, 2023

addressing the budget, attempting to further reduce our outstanding SoS TRACER fines, and restarting our double entry bookkeeping system through digital means. This will allow more transparency for this position and ensure the fiduciary duties are upheld appropriately.

Our fundraising director is currently in full convention planning mode. Most of her efforts have been directed to this event and the details to achieve a successful State Convention. We had an event this summer which was to raise awareness for a bad ballot initiative. Work is also now underway to plan our annual Holiday Party and fundraiser. Started planning monthly email fundraising campaigns, and sending out weekly fundraising emails.

Below are analytics from our social media accounts. TikTok, YouTube and the Board's Twitter Account

are no longer being reported as the platforms are not actively utilized. The percentages in parentheses are

month over month changes:

1. Twitter: Analytics are still "being improved". Does not display all info

a. Impressions: 804k

b. Followers: 16,598

c. Goal: 5M impressions in 90 days (monetization)

i 1.7M impression in 60 days (since un-ban)

2. Facebook

- a. Page reach: 15,059 (- 26%)
- b. Page Visits: 963 (- 15%)
- c. New Page Followers: 12 (- 33%)
- d. Total Followers: 31,341 (- 60)
- 3. Instagram
- a. Post Reach: 4,165 (+ 56%)
- b. Profile Visits: 307 (- 4%)
- c. New Followers: 34 (- 38%)
- d. Total Followers: 2,124 (+ 191)

Board Position Report

October, 2023

On the campaigns side of things we ran many candidates in the past election. We did not see any wins, but we gained valuable data we can use for future elections. Something not done previous. We hired two political directors to help us collect, organize, stack, and track data. The helped us analyze our candidates and help the flow of resources to the most optimal places.

Current Candidates Running:

Adams County:

- Brian Klein Adams 12 School Board

Arvada:

- Jessica Fenske City Council District 4

Greeley:

- Sean Short Greeley City Council At-Large

Golden:

- Jacob Luria City Council District 1

Longmont:

- Ethan Augreen City Council District 1

Jeffco:

- Amara Hildebrande Jeffco School Board District 4

Special District Candidates:

- Joe DiBiasio Whispering Pine Metro District 2
- Scott Jordan Whispering Pine Metro District 2

We will report the full metrics in the next report.

Respectfully Submitted,

Hannah Goodman, Chairwoman
Libertarian Party of Colorado

Kansas

No Chair report submitted.

Nebraska

Nebraska Region Report for November, 2023

Nebraska is currently working on our convention for March 2nd and 3rd 2024. It's going to be held in Bellevue which is in metro area of Omaha our largest city. Douglas County which is made up of mostly Omaha contains our largest amount of registered Libertarians. Giving us the best chance of a successful convention next year. At our upcoming convention there is plans to revamp our bylaws, elect national delegates, and our State Central Committee Members. In the month of October our Sarpy-Cass affiliate held a candidate recruitment fair. To assist with turnout candidates from the greater liberty movement tabled the event. A Rand Paul style US Senate candidate, an independent US Senate candidate, two Nebraska state legislature candidates, and a school board candidate within Sarpy county. This was a great way for our volunteers to network with the greater liberty community and practice their best pitches for the Libertarian Party. One of Sarpy LP's perspective school board candidates, Lori Lowry, came and met the Libertarian volunteers in attendance.

Sarpy Vice Chair Mike McGovern with Sarpy Secretary and State IT Director Nick Shawhan.

Douglas Chair Patrick McNally tabling for the Nebraska Mises Caucus.

2022 School Board Candidate, Lori Lowry (Red), speaking with NE legislative candidate Allie French and longtime local politician Jim Moudry.

Lowry's top answers to Sarpy-Cass LP's 2022 School Board Questionnaire

Question 1: What is your opinion of the handling and response of the current administration to COVID-19?

Lori

Lowry

There was no direct leadership from the Biden Administration. Fauci was given free reign where it should not have been given. Liberties were taken away that were not the governments to take.

Question 2:What is your opinion of the current state of academic instruction and what would you do, if anything, differently?

Lori

Lowry

Teachers are burned out. Covid took a toll on both students and teachers. Too many teachers must "teach to the test" and are losing students in the process. We need to get rid of the Accelerated Reading program; it is creating a generation of kids who hate reading. We need to step back from so many standardized test and allow our teachers to create intriguing lessons, not lessons designed to elicit a specific response. We need to teach our children how to think, not what to think and instill a love of

learning.

Question 3: What are your primary goals as a future school board member?

Lori

Lowry

As a Board member, I hope to create a bridge between parents and the school board. I want parents to know that their concerns are actually being heard and discussed. I want to rid our district of the destructive CRT curriculum that is being snuck into every aspect of learning. I also will fight to keep the new Health Standards from being accepted and implemented into our district.

Question 5: Do you support "school choice"? "School Choice" means different things to different people, so for the purposes of this question, consideration should be given to the current structure of public education. What, if anything, would you do to support vouchers, increased homeschooling options, expansion of charter and private schools, etc.

Lori

Lowry

Yes, I absolutely support school choice. Every child learns differently and learns best in different environments. A student's zip code should not determine the quality of education available to them. I believe competition creates an environment in which every school both public, charter or private is forced to excel in order to retain the best students.

Based on her answers and performance in the 2022 Gretna school board election with no GOP help Lowry would make a great Libertarian candidate in 2024. The local affiliate has offered volunteer support especially in the door knocking department.

Sarpy Treasurer Rob Allmand, LPNE and Sarpy Chair Matt Lorence, and Sarpy volunteer Will Haymaker giving out liberty reading material.

Douglas Treasurer Carrie Anne Hoke with LPNE D2 Coordinator Steve Sechrest at the LPNE Table.

LPNE has a modest war chest of \$14,368 that will be partially used for convention and candidates into the next year. Currently we receive \$160 from donations monthly.

We continue to have IT challenges that we are working through. The previous board withheld information on website domain. We had to emergency move it to godaddy.com where our URL is paid up through. However, since that time we have attempted to email statewide with no success. Might be related. There is a ticket out with LP Help Desk. Fortunately, national IT is working with us on that as well as on projects with our IT Director in order for us to migrate data off of Google Drive. Thank you for your assistance.

As said in the previous report we did not have any candidates for the 2023 cycle. Mostly on account of the main city with elections this year not yielding any candidates for us. As of writing this report, candidates for the 2024 cycle are lacking. Majority of the liberty republicans have announced and started to actively campaign. With the current active volunteer pool, it would be a win to gain a few local level candidates within or near our active affiliates.

We have had one online meeting for our vast rural district we are calling Live Free in D3. Attendees heard campaign stories as well as best practices from two local level Colorado candidates, Jessica Fenske and Jacob Luria. Our next one is Thursday November 16th.

Respectfully,
Matt Lorence
LPNE Chair

Nevada

LPNV has continued to hold regular executive committee meetings.

The LPNV has continued to hold regular meetups up north and down south. We have had meetups with Libertarian Presidential Candidates Lars Mapstead and Chase Oliver. The LPNV recently tabled at the Vegas Autofest in Clark County. There recently was a meetup in Carson City held by Cody Quirk in an attempt to launch a Carson City County affiliate. The LPNV is in contact with the organizers of FreedomFest to provide them with volunteers in exchange for a table once again.

Prior to Oct 31st, LPNV had been working on phone banking to get their national dues up to maximize our delegate count to the national convention..

LPNV recently started a Support Libertarian Business Initiative.

LPNV qualified to make an appointment to the National Platform Committee.

LPNV currently has a giant a-frame in town used to drive people to a landing page where it asks for email, registration, and donations.

LPNV recently onboarded a new elections director and is fielding candidates for 2024.

LPNV is actively working on planning its 2024 convention.

LPNV recently helped connect a leader of an effort to abolish zoning laws in Nye County with other influential libertarians..

LPNV is actively working on an affiliate in a box kit to help launch affiliates in other counties throughout Nevada.

LPNV currently has plans to refresh our podcast and merch store.

LPNV currently is facing a ranked-choice ballot initiative which appears to not be in our interest. LPNV will be trying to spearhead an effort to stop this initiative.







Your friend in liberty to infinity and beyond,

Jeffery P. Hurley

Chairman of the Libertarian Party of Nevada

Oregon

The Libertarian Party of Oregon continues its recovery, albeit slowly.

Six months into my term as Chair, I find myself the most senior member of the Board, which is a far cry away from when I came to my first LPO meeting four years ago as a new volunteer back in October 2019. I am definitely impressed with the determination of the previous Chair, Timothy Perkins, to keep the flame of this organization going for as long as he did.

We will soon be saying goodbye to our Vice Chair Pablo Serrato, who is moving out of Oregon. We have appreciated Pablo so much as a driven, intelligent volunteer and leader in the LPO and we will certainly envy the next State affiliate that gets to benefit from his technical knowledge and passion for building up the Libertarian Party.

One of the challenges we are facing is that many of our volunteers seem to be coming under more financial strain. This appears to be due to several macro-economic reasons: persistent elevated inflation, increasing layoffs at large companies, interest rate increases and general economic uncertainty. Of course Oregon's already high tax burden does not help.

Despite these headwinds, I will continue to encourage our greenhorn board and volunteers to develop the institutional knowledge to effectively manage and grow our State affiliate. We will keep up efforts to systematize the LPO's operations so we can free up the precious volunteer hours of our members away from mostly administration and back towards fundraising, membership engagement, and campaign efforts for 2024.

Thank you to National for all your support and clear messaging. It has been drawing interest and it is appreciated.

Cheers!

-Will Hobson
Chair, Libertarian Party of Oregon

Washington

No Chair report submitted.

APPENDIX V – REGION 2 REPORT

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Libertarian National Committee Region 2 Report

For December 2023, Submitted November 25, 2023 by Dave Benner, Region 2 Representative

Tennessee – submitted by Josiah Baker, LPTN Chair

- A gun rally is still in motion for January
- Vice Chair Chris Darnell confirmed today that the ballot access lawsuit is officially filed
- We are making a push on lobbying for Defend the Guard legislation via email/phone banking
- We are gearing up for a membership drive pre-convention

Georgia – submitted by Zach Varnell, LPGA Vice-Chair

I would like to highlight what our public policy team has been doing, even with the legislature out of session. The chair of that committee, Brian Allen, has been a rockstar keeping on top of the “Certificate of Need modernization” efforts in the state house. He has met with legislators, given remarks before the committee, and kept us all educated so we can better inform our members.

- His remarks to the committee: <https://www.youtube.com/watch?v=eJ-TLHEvwYo>

There have also been similar efforts to reduce the burden of occupational licensing in Georgia, with a Senate Study Committee formed at the behest of the Lt Gov. We submitted an open letter to that committee advocating for reduction and elimination of these licensing requirements.

- The letter: <https://lpgeorgia.com/wp-content/uploads/sites/22/2023/11/LPGa-Occupational-Licensing.pdf>

They also just recently announce a “red tape rollback” initiative which our excom unanimously passed a resolution to commend (not condemn for once!).

- The resolution: <https://lpgeorgia.com/resolution-to-commend-red-tape-rollback/>

I’d also like to mention the weekly podcast (Free Georgia Podcast) and stream (Liberty Libations), both hosted by Jake Green, which have been reliably coming out weekly and are gaining traction, especially on Rumble. The clips and shorts we cut afterwards are getting thousands of views as well.

- Our Rumble channel: <https://rumble.com/c/LPGeorgia>

Lastly, our convention is set for January 26 – 28, 2024 at the VFW in Conyers, GA. This should be an interesting one, with Spike Cohen, Shane Hazel, Edgar Mills, and Sara Higdon as speakers. Adam Nutter will be doing a stand-up show. We are also having a presidential debate moderated by Propaganda Report host, Brad Binkley. He promises to make it “fun and experimental” so I wouldn’t miss it. Afterwards we’ll have our version of the “spin room” with Tower Gang in attendance roasting the candidates and just generally being their terrible selves.

- Convention: <https://lpgeorgia.com/convention>

Our Banish Big Brother project is expanding to Tennessee. Our Executive Director just met with Josiah and we are now planning expansion of the website so we can host both Georgia and Tennessee information to combat local “smart city” spying, coordinate on open records requests, etc. Keep an eye on BanishBigBrother.com and get on that email list for updates.

We have secured a sponsor for our legal tender legislation. Now we just need to get some cosponsors to strengthen it!

Florida – submitted by Josh Hlavka, LPF Chair

- LPF Holiday Party on December 9
- LPF NYE Vacation Event on December 29-31
- LPF Convention January 19-20
- Attended FL Cannabis Festival November 4-5

Alabama – submitted by Samuel Bohler, LPAL Chair

- Done: Redeveloping policy manual for the state to aid the EC in their roles and responsibilities and regulatory compliance
- In Progress: Policies for volunteers, members and knowledge transfer/transition during changes of leadership
- Done: Appointed Jonathan McGee as our new Executive Director
- Done: Convention website which is the base of the upcoming membership portal

Mississippi – submitted by Chris Giannini, LPMS Chair

- LPMS Convention set for February 23-24 in the Jackson, MS area – the theme will likely be “Yes to Guns, no To War”
 - Friday afternoon we are trying to do a Range Day with Friday night bringing in a 2A expert I’m friends with from Memphis, Mekkoes Beech. He’s going to talk to us about how to not lose our 2nd Amendment Rights.
 - Saturday morning we will handle business for the party (no agenda set yet). And after lunch we have David DeCamp speaking.

APPENDIX W – REGION 4 REPORT

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1444 Duke Street, Alexandria, VA 22314-3403 • info@lp.org • 800.353.2887

Region Four Representative's Report

Report Date: December 2-3, 2023
Meeting Location: Aliso Viejo, California
Region: Four (California)
Website: ca.lp.org
Representative: Ms. Meredith Hays
Alternate: Mr. Gary Alvstad
Former Representative: Mr. Adrian F Malagon
Former Alternate: Ms. Meredith Hays
Email: meredith.hays@lp.org

Position Purpose

Bylaws, Article 7: National Committee (Relevant Citations)

Section 1

The National Committee shall have control and management of all the affairs, properties and funds of the Party consistent with these bylaws. The Libertarian National Committee shall establish and oversee an organizational structure to implement the purposes of the Party as stated in Article 2. The National Committee shall adopt rules of procedure for the conduct of its meetings and the carrying out of its duties and responsibilities. The National Committee may delegate its authority in any manner it deems necessary.

Section 2

The National Committee shall be composed of the following members:

- a. the officers of the Party;
- b. five members elected at large by the delegates at a regular convention; and
- c. any additional members as specified below:

Any affiliate party with 10% or more of the total national party sustaining membership within affiliate parties (as determined for delegate allocation) shall be entitled to one National Committee representative and one alternate for each 10% of national sustaining membership. Affiliate parties may, by mutual consent, band together to form "representative regions," and each such "region" with an aggregate national party sustaining membership of 10% or more shall be entitled to one National Committee representative and one alternate for each 10% of national party sustaining membership. "Representative regions" may be formed or dissolved once every two years during a period beginning 90 days before the beginning of and ending on the

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second day of the national convention, and notice of new formations or dissolutions must be given in writing to the national Secretary prior to the close of the convention at which they take place.

Mission Statement

To represent the interests of Region Four (i.e., the Libertarian Party of California (LPCA)) on the Libertarian National Committee (LNC).

Representative Goals

- To communicate with LPCA leadership and members about official LNC business as necessary.
- To keep open lines of communication with members of the LPCA regarding the business of the LNC.
- To serve on ad hoc and sub-committees, as necessary, to support the goals of the Libertarian Party (LP).
- To uphold, promote, and disseminate the philosophy and principles of Libertarianism.

LNC Region Four Representative Resignation, Appointment & Transition

On Friday, September 1, 2023, at 7:34 p.m. EDT, Mr. Rich Bowen tendered his resignation, with immediate effect, from the LNC and all subcommittees. As a result, on Sunday, September 3, 2023, at 11:59 a.m. EDT, the Chair opened a nomination period via email to fill the At-Large Representative vacancy. The Secretary nominated Mr. Adrian F Malagon shortly after, and Mr. Mark Tuniewicz nominated Mr. Bill Redpath two days later.

On Wednesday, September 6, 2023, at 9:07 a.m. EDT, an email ballot was sent out to the LNC by the Secretary. The email ballot closed on Monday, September 11, 2023, at 3:51 p.m. EDT, and Mr. Malagon was elected by a vote of 11 to 5.

On September 12, 2023, at 7:30 p.m. PDT, the LPCA Operations Committee (OpsCom) held a meeting where Mr. Malagon formally resigned as the Region Four Representative and I was appointed unanimously. Mr. Gary Alvstad was appointed as the new LNC Region Four Alternate at this same meeting. Both appointments were unanimously ratified by the LPCA Executive Committee (ExCom) at their next meeting, which took place on Thursday, September 28, 2023, at 7:00 p.m. PDT.

Libertarian Party of California Chair's Report (Relevant Sections)

Vision

If the Libertarian Party of California has a purpose, it isn't to be unserious, to do things only for shock value, or to put people to sleep—it's to invigorate them. Libertarians love liberty and hate injustice; the biggest perpetrator of injustice here in California and across the country is the State. Our role is to help as many people see that as possible—to pull them out of the allegorical cave and introduce them to the most beautiful, brilliant political philosophy known to man. In

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order to accomplish this, it is imperative that we overcome the negative stereotypes often associated with the Party and libertarianism as a whole. This will require a significant amount of effort, which is why it needs to be accomplished in stages.

If we want to grow, we need to deepen our commitment to excellence on virtually every level. Establishing a proper organizational structure and setting expectations (specifically surrounding the image we're projecting both within and outside of the Party) will help us gain traction over time. Strong, unapologetic libertarian messaging that demonstrates the superiority of our political philosophy may then overshadow the distracting negative stereotypes we seek to overcome. This will open the door to recruiting new, enthusiastic participants in the Party, including those from minority communities, the politically homeless, and others disillusioned by the two legacy parties.

Membership (State & National)

LPCA membership (both State and National) has been in significant decline (~20%) for the last couple of years. Much of the public and private conversations surrounding this topic have been mired in wild speculation, with some crafting disgusting and malicious narratives. The reality of the situation is much more complex and multi-faceted, and we would be wise to take note of the basic realities that are likely contributing to this downward trend in membership if we truly desire to achieve a solution.

First, a significant number of liberty-minded people have fled the State of California due to its tyrannical response to COVID-19. Who among us could blame them?

Second, many members were embarrassed by both the Libertarian Party of California (LPCA) and Libertarian National Committee's (LNC) messaging and actions (or lack thereof) during the government's response to COVID-19. While assurances have been given to many of these disillusioned former members that both parties are now "under new management," trust doesn't manifest overnight. It will take time for them to see that it is not "business as usual" and that such totalitarianism will be repudiated in the future instead of tolerated or complied with as it was in the past.

Third, a fair number of people have recently had to reallocate their formerly disposable income due to recent increases in taxes and inflation, job losses and transitions, or in some cases, more than one of these factors. Many lapsed members have cited those as reasons why they could not renew their membership at this time. That those experiencing economic hardship would prioritize necessities over luxuries should, again, not come as a huge shock. Furthermore, the key benefit of County or State Central Committee Membership is the ability to vote for leadership positions and/or business at either level. If an individual isn't involved in their local affiliate or doesn't believe they'll be able to attend the Annual Convention due to budgetary constraints, it stands to reason that they likewise couldn't justify the cost of keeping any particular level of membership active.

Fourth, while Libertarians are known to disagree, often vociferously, Mises Caucus members never imagined their libertarian counterparts would rather, at their best, walk away from the Party they helped build and, at their worst, sabotage it at every turn, doing everything short of burning it all to the ground, than serve alongside them after they gained "power." Instead of

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supporting a new wave of involved and often highly-qualified activists, we saw (and continue to see) many not only withhold their financial and volunteer support from the Party they claim to love but actively and openly encourage others to do the same out of nothing more than spite.

Fifth, after the success the Mises Caucus experienced in electing their preferred National Party leadership at Reno in 2022, a fair number of them incorrectly believed that the work was done instead of realizing that the work had merely begun. Actions taken at the national level shortly thereafter didn't help disprove this narrative. The California Libertarian Party Mises Caucus, however, has continued to stress the work that still needs doing, and as a result, a majority of members currently renewing or joining have come by way of that recruitment pipeline. While more can, of course, still be done to grow our membership, it's a brilliant start, and it's worth thanking the members who have contributed to that success.

Sixth, many "neutral" members (i.e., those who don't belong to caucuses and don't understand or care about the seemingly never-ending infighting) grew tired of being bombarded with email threads by the previous administration designed to manufacture outrage under the guise of "transparency." They correctly viewed the Party as disorganized or even childish and, thus, unworthy of their support. (This is not speculative; leadership has received a fair number of messages citing this as a specific reason for individuals' withdrawal of support.) While assurances have been made since February and appropriate steps have been taken to ensure those days are far behind us, it is undeniably going to take a fair amount of time to regain their trust.

Libertarians, especially here in California, are under constant attack from tyranny and oppression—from the pettiest person to the most significant levels of government. The last thing Libertarian Party members should be engaging in is pointless and constant defamation. It is, at its best, unproductive and, at its worst, destructive. If members engaging in this behavior allocated even half of their efforts toward correcting course instead of pouring salt on self-inflicted wounds, the Party could demonstrate its potential.

Registered Libertarians

According to the most recent data available from the California Secretary of State, which was released on October 3, 2023, Libertarian Party registration has risen to 242,299. This amounts to 1.10% of all registered voters. Both are record highs for the Libertarian Party in the Golden State.

While this is of course fantastic news, only a few would argue (and have) that all of them are actually libertarian (people register under a particular banner for any number of reasons). Nevertheless, statistically, thousands of them should be. Unsurprisingly, a few people have either ignorantly or maliciously suggested that an all-time high registration of Libertarians, coupled simultaneously with a dip in dues-paying membership, is somehow an indictment of Party leadership (at both State and National levels) and the direction the Party is currently headed in. This is, of course, a wildly disingenuous claim.

To suggest that the average registered Libertarian, most of whom are not dues-paying members at either level, is so in-tune with inner-Party politics that only the most obsessed and destructive dues-paying members are, that it's literally deterring them from moving forward with membership, is absurd. If anything were to deter them, it would likely be the social media

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toxicity and misinformation being peddled by those same people (which, as a reminder, was one of the reasons provided earlier by former members for withholding their support).

Having said that, it may be worth exploring why a higher number of registered Libertarians wouldn't automatically translate to more dues-paying members.

Current and semi-active dues-paying members often experience issues understanding our internal structure, so it would stand to reason that those who are simply registered Libertarian and not currently involved would also. We live in a political culture primarily dominated by two legacy parties, and have for decades. People often switch their voter registration over a single issue or candidate and immediately identify with that party—until they don't. (This trend has been more prevalent within the last 8 years or so.) Whether they've been a member of whichever legacy party for all, the majority, or even a fraction of their adult life, odds are that they haven't dealt with any particular dues-paying structure, which means they would have no reason to automatically be aware of the Libertarian Party's.

Additionally, we lack the volunteers and resources necessary to inform registered, non-dues-paying members properly. Because the majority of those aforementioned registered Libertarians are likely unaware of our organizational structure, it is the Party's responsibility to reach out and inform them. There are a variety of ways to do this, but of course, most of them require hours upon hours of volunteer commitments (e.g., texts, emails, phone calls to registered lists by county, strong county organizations, etc.) or cost money (e.g., mailers, postcards, and events). The volunteers we do have (primarily those who serve on a specific committee like the Membership Committee or the Recruitment Committee, or who serve as Chair or are on the Executive Committee of their respective County Organization) need to commit to assist with the former, and substantial amounts of money need to be raised to be able to properly facilitate the latter.

Lastly, as previously mentioned, having just under a quarter of a million registered Libertarians, doesn't necessarily translate into having the same number of *actual* libertarians (i.e., those who hold the Party's principles and values). If the recent global conflicts have taught us anything over the last few months, a good chunk of those are libertarian in registration only. They would have no reason to sign a pledge or pay dues if they don't actually believe in the former and thus see no reason to support the Party's mission and message by doing the latter. Again, statistically, a good number of them, likely in the thousands or tens of thousands, should be, which means a legitimate effort still needs to be made to find them, reach out to them, and demonstrate the Party's value to them.

Like any successful organization, the CEO and the Board can't do everything. Members who spend their time constantly sulking, complaining, finding fault, or criticizing need to start shifting their efforts to growing the Party instead of spending their time undermining current leadership at every possible turn. The same is true for those who sit on the sidelines, expecting others to do the work. A ridiculous amount of time, energy, and money is wasted by both the "attacking side" and the "defending side" of any particular petty internal issue, which makes change or growth incredibly difficult to accomplish and maintain in any meaningful way so long as this trend continues.

National Convention Delegates

At the beginning of August 2023, the LNC Secretary sent out the estimated National Membership numbers by state to give State Chairs an idea of where their respective National Convention delegate counts stood before the October 31, 2023 deadline. Shortly afterward, LNC Chief Technological Officer (CTO), Mr. Andy Buchovich, provided the LPCA with a “lapsed membership list” from Civi CRM (the Libertarian Party’s (LP) CRM), along with access to Civi CRM itself.

The first estimate was alarming for primarily two reasons: first, it suggested that California was in danger of falling below the 10% threshold of the overall LP National Membership it required to remain in its own region (Region Four), which entitles California to its own Representative on the LNC; second, it suggested that California might have a smaller delegate allocation than it had in 2022.

A cursory examination of the “lapsed membership list” revealed several inaccuracies. To get an idea of how many there might be, I manually checked the membership status of over 1,200 members. Without getting into unnecessary specifics, between the time I started this project and the deadline, I found just under 100 anomalies (i.e., members who showed as “lapsed” in Civi and thus were not being counted toward California’s active membership numbers and should have been). At the same time, I also personally contacted a majority of those members who were actually lapsed and those who did not have a National Membership, which resulted in an additional 27 combined new and renewing members. Aiding these efforts were the rest of the Officers and the Central Area Coordinator, who, combined, procured an additional 14 renewals.

On Wednesday, November 22, 2023, the LNC Secretary sent a Preliminary Delegate Allocation Spreadsheet to all State Chairs. That document indicated that, as of October 31, 2023, the LPCA’s numbers were as follows:

National Membership Numbers: 1,290
National Membership Percentage: 10.305%
2024 Delegate Allocation: 103

These numbers are not official or finalized. In fact, it appears that approximately 23 members that should be counted are still not being counted (which would likely impact the percentage and final allocation). This issue is expected to be resolved before the official numbers are released. Nevertheless, California has once again met its target and will remain in its own region.

I would like to thank everyone who renewed or purchased a new membership before the deadline and encourage those who felt the need to be nasty when a simple “no” would’ve sufficed, to be better. I would also like to thank all of the LPCA Officers and the Central Area Coordinator for their assistance in these efforts. Now that California is secure at the National level, our efforts over the next few months will be focused on increasing LPCA Membership.

Candidates

- Mr. Joe Dehn, *Congressional District 17* (Alameda County, Santa Clara County)
- Mr. Bob Goodwyn, *Assembly District 26* (Santa Clara County)
- Ms. Gail Lightfoot, *United States Senate*

- Mr. Michael Oxford, *State Senate, District 17*

Mr. Oxford is particularly noteworthy. He was featured on *Tucker Carson Tonight* earlier this year for getting fired from his job for not wearing a mask while at work in San Francisco in February 2023. A clip of his appearance can be seen [here](#).

Finances

Despite lower membership and the vile practice of a particular block of members withholding financial support and encouraging others to do the same, the Party's finances are fine. A couple of the major factors contributing to the current financial stability of the Party are the massive success experienced at the 2023 Annual Convention (over \$6,500.00 in net revenue was brought in) and the basic fiscal responsibility (i.e., eliminating unnecessary financial drains) being practiced by the current administration.

For reasons that are still unclear, the immediate former Chair insisted on spending Party money on certain services and upgraded versions of other services that were often never used, used once and not cancelled or downgraded, or just completely unnecessary to begin with. A quick comparison between the previous administration and the current administration shows a rough difference of just over \$7,500.00 saved over the course of a year by downgrading or eliminating a good number of those services without Party business functionality being impacted in the slightest (this is only including the General Fund, not the Candidate Support Committee (CSC); were that factored in, the number would be higher). While it's impossible to know exactly how much of the membership's money was wasted over the course of the immediate former Chair's tenure (presumably not all of those unnecessary services were in effect during her entire six-year tenure), a conservative estimate would be around \$30,000.00.

All organizations experience highs and lows that vary based on any number of factors, whether internal or external. It's shameful that the immediate former Chair showed such little regard for donor money and operated with such fiscal callousness when the Party operates on such thin margins.

Pre-Suit Notice

On October 30, 2023, *Judicial Watch* and the LPCA officially served the California Secretary of State with pre-suit notice for violation of the National Voter Registration Act of 1993, 52 U.S.C. § 20507. All legal costs are being absorbed by *Judicial Watch*. More information on this will be released as the situation unfolds.

LPCA Executive Committee, Operations Committee & Officer Meetings

- Executive Committee Meeting, Virtual, August 24, 2023
- Treasurer Meeting, Virtual, August 31, 2023
- Executive Committee Meeting, Virtual, September 7, 2023
- Operations Committee Meeting, Virtual, September 12, 2023
- Treasurer Meeting, Virtual, September 12, 2023

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- Executive Committee Meeting, Virtual, September 28, 2023
- Operations Committee Meeting, Virtual, September 28, 2023
- Treasurer Meeting, Virtual, October 28, 2023

Press & Media Appearances/Interviews

- *In Liberty and Health*, [Episode 240: The Flame of Liberty Burns w/Adrian F Malagon](#), September 21, 2023

Executive Overview

Treasurer Resignation

At the August 24, 2023, LPCA ExCom Meeting, Treasurer Mr. Jason Regehr announced his intention to resign from his position and all subcommittees effective September 6, 2023, citing medical and family issues. As a result, at the September 7, 2023, LPCA ExCom Meeting, Ms. Trendalyn Hallesy was nominated by the Chair and appointed by a roll call vote of 13-0-1-0 (Yes/No/Express Abstention/Not Voting), after which she resigned from her At-Large position, leaving a vacancy on the LPCA ExCom that remains to date. Mr. Regehr has been more than helpful during the transition, and while a crucial position such as this always comes with a steep learning curve, Ms. Hallesy is settling in nicely.

Fundraisers

In an effort to raise Party revenue, the Chair asked the Area Coordinators to assist in facilitating area-wide fundraisers to give current and new members the opportunity to do a meet-and-greet with State and National leadership. Two have been held thus far, for which I was also in attendance:

- Central Area Fundraiser, September 23, 2023
- Northern Area Fundraiser, October 1, 2023

LPCA Adopted Resolutions

Mask Mandate Resolution (Adopted August 24, 2023)

The Libertarian Party of California stands firmly against the reinstatement of mandatory wearing of masks in public.

This is why the Libertarian Party of California supports this resolution: The totality of the published scientific research regarding COVID-19, is that masks do not offer enough protection from the virus to compensate for the published downsides.

Mandatory wearing of masks is more harmful to those with already existing respiratory issues, has contributed to delayed speech development in young children, and has lead to a significant increase in litter of masks that have polluted local parks, wildlife areas, streams and oceans.

The Libertarian Party of California supports only voluntary wearing of masks, where each individual will make their own personal medical choice to choose to wear a mask or not, and not

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be forced by anybody else. Any mandate by government is the false authoritarian tyranny of medical theater.

Anti-Lockdown Resolution (Adopted September 7, 2023)

WHEREAS, in 2020, the US and most parts of the world experienced what was called a lockdown, a catch-all term for a range of impositions of human association and choice;

WHEREAS, it involved travel restrictions, forced commercial closures, a coercive division of the workforce, regulation of health-care facilities, domestic capacity restrictions, limitations on religious services, and many other restrictions on human mobility and volition; now, therefor, be it

RESOLVED, that the Libertarian Party of California utterly rejects every aspect of lockdown ideology as unworkable, ineffective, brutal, and contrary to the ideals and practices of any society that wishes to call itself free;

RESOLVED, that the Libertarian Party of California will not comply with any government-issued lockdowns and will likewise encourage its members to reject and not comply;

RESOLVED, that anyone supporting lockdowns should be called out for their despicable support of draconian policies. The Libertarian Party of California will not be silent on this issue.

2024 Annual Convention

The 2024 LPCA Annual Convention is scheduled to take place from Friday, February 23, 2024, to Sunday, February 25, 2024, at:

The Hilton Costa Mesa
3050 Bristol Street,
Costa Mesa, CA, 92626

For Convention packages, special rate hotel booking, Business Agenda, Schedule of Events, a list of speakers, notable guests, and more, please visit the website: ca.lp.org/2024-convention/

Respectfully Submitted,

Ms. Meredith Hays
Region Four Representative
Libertarian National Committee

APPENDIX X – REGION 5 REPORT

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Region 5 Report

Maryland

The chair of the Libertarian Party of Maryland, Kyle O'Donnell states the annual convention on will be held Saturday, April 20th, 2024. They recently nominate a US Senate candidate at the fall convention. Working on mitigating state CRM and expanding new website. They are continuing to table gun shows and other local events.

Delaware

The Libertarian Party of Delaware hasn't selected a date, but the convention will be likely in March. The LPD and its chair Carter Hill are working on some issue conditions across the state on police reform. They had two successful single issue events where we participated and had speakers. Currently, they do not have any candidates yet, but are trying to recruit.

West Virginia

The Libertarian Party of West Virginia has gone from 75 to 80 sustaining members for October. Their Nominating Convention will be March 16th, 2024 in Morgantown. Erika Kolenich was officially nominated as 2024 Governor candidate (it's ballot access race; will make 16 consecutive years if she hits 1% again). They working to get Erika on popular statewide radio shows & podcasts. Their Chair, Taylor Richmond has stood up strategic planning committees for Candidate Recruitment & Support, Fundraising, Messaging, and Membership. They continue to be fastest growing party by registration in WV; the chair believes it will be possible to overtake the Democrats as 2nd place in 5-10 years. The LPWV held a booth at Bridge Day in October, met a lot of local, regional, even international folks interested in Liberty. 'The Civil Rights Lawyer,' John H. Bryan of YouTube fame will be speaking at convention. 2024 is election year; nonpartisan races will be decided in the May primary and partisan candidates will be nominated in March at convention (August 1 deadline). We will again be focused on local and unopposed legislative races.

North Carolina

The Libertarian Party of North Carolina ran 14 candidates this election cycle. Of those running, they had 2 wins. The Chair, Ryan Brown states that they are preparing for their 2024 convention, which will be held from February 16th to 18th. In 2024 they have multiple candidates who are planning to run statewide messaging races. The LPNC also has multiple candidates preparing to run for General Assembly seats in Wake County in an attempt to provide a choice for the nearly 1 million people in the Capitol County. Finally, they plan to run and support multiple local candidates, where they have the greatest chance to win and are filing opens in a couple weeks and are actively recruiting candidates.

Virginia

The Libertarian Party of Virginia state convention will be held Saturday, March 2nd at the James Monroe Highlands in Charlottesville. Their next SCC meeting is on December 2nd and will be gearing up for the 2024 election season by finalizing our petitions for the Presidential race and any other races that we have candidates for. The chair, Jennifer Leatherbury states that her

goal is to get the LP candidate on the ballot without spending any party funds. Petitioning for presidential candidates starts January 2nd and we need 5,000 valid signatures by August.

Washington DC

The Libertarian Party of Washington DC currently has no plans for a convention yet. In 2024 they have 4 city council seat elections for half the city's Wards. No one running so far, but the chair, Bruce Majors is considering running for Ward 2 city council (Georgetown, Dupont etc). It's even possible if it were a two party race they could get enough votes from this one Ward to reclaim "permanent" ballot status.

APPENDIX Y - REGION 6 REPORT

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December 2, 2023 Libertarian National Committee, Inc.

Region 6 Report

Mark A. Tuniewicz, Region 6 Representative

Region 6 includes 9 states: Montana, North Dakota, South Dakota, Minnesota, Iowa, Wisconsin, Illinois, South Carolina, & Utah.

States which are invited to participate informally in the Region, per vote of the chairs, include all currently “regionless” states, i.e.: Idaho, New Mexico, Wyoming, Alaska & Hawaii.

States not submitting a report at this time include:

Montana, North Dakota, South Dakota, Minnesota, Iowa, Wisconsin, South Carolina & Utah.

Montana, South Dakota, Minnesota, Iowa, & South Carolina (8 of 9 States).

Regional Activities Since the Last LNC Meeting:

Overcoming Objections to membership renewal & fundraising calls: After our “Region 6 Roundtable” meeting last quarter on the subject of Membership Renewal and Retention best practices, at the request of multiple states myself and Regional Alternate Bill Redpath provided a brief series of talking points and basic example scripts for use in making membership renewal calls and emails. These focused on overcoming real-life objections being encountered in our states.

That practical information is now being provided to candidates for statewide office (who later asked for it for use in overcoming objections raised in fundraising calls). We will ensure that it is widely distributed since it will likely be helpful to other states & Regions. That information is briefly reproduced below:

Talking points for overcoming objections to National LP membership renewal:

#1: Please do not give up on the LP. Over the past 52 years, it has been the most successful third party in the US.

#2: If you don't like what has happened in the LP in the recent past, please become more involved to help make the party what you want it to be. Leaving the LP leaves it in hands of others.

#3: The state party and its nominated candidates get help from the National Party, but largely operate independently, so please at least maintain a membership in the state party.

#4: Former US Rep. Justin Amash, even though he is not seeking the presidential nomination, has remained an LP member. So should you!

#5: Please stick with the LP. It is very difficult to start a new political party in the US.

Scripted examples to overcome objections in membership renewal and fundraising:

When contacting members by phone, empathize with their objection, whatever it is, to renewing. Make it clear you understand their perspective. Provide a reason to renew. Here are some scripted example objections and responses:

Objection 1: I don't agree with the general direction of the National LP since the last convention, the Mises Caucus takeover has been a failure, membership & fundraising have fallen dramatically, etc.

Response 1: I understand. Conventions come and go, Party leaders come and go—what remains consistent is the need for a strong, liberty-oriented 3rd party. We need you to stay involved to help keep it that way. Can we count on you to stay involved?

Objection 2: I don't like the changes that were made to the LP Platform (removal of language stating bigotry is "irrational and repugnant"; removal of pro-choice language); or...much of the new messaging is ineffective, off-putting and does nothing to elect our candidates

Response 2: I can appreciate that. But Party platforms and areas of emphasis change all the time. What doesn't change is our overall commitment to "individual liberty and freedom from government...on all issues, at all times" (Harry Browne quote). Can I get your renewal info now please?

Objection 3: So long as the Mises Caucus/PAC and its cronies are involved with the LP, I won't be. I don't like that the national chair hired her significant other as a fundraising contractor, for example. It's nepotism at its worst.

Response 3: If you don't like what's going on, get involved to change it. Start at the local, state or county level, and then become a delegate to the national convention. Help choose new leaders if that's what you want, and our next presidential candidate. Will you stay involved to help make the change you want to see?

New state chairs: SC elected a new state chair at their recent convention. Contact info forthcoming.

November Regional 6 Roundtable: Our planned regional conversation on "Best Practices in Using Technology" for state parties was cancelled due to the death of the scheduled presenter, former LNC member Donovan Pantke, whose loss we deeply mourn. We will re-schedule in the new year with a new presenter.

Acute Concerns: A General Lack of Responsiveness at the National LP

We note with great concern that a variety of requests made either via lp.org or through the national chair are simply ignored or routinely delayed, citing other priorities. (The chair, covering for the Executive Director who separated from her position earlier this year, now attempts to perform both the role of the chair as well as that of executive director, which may well be one reason these problems exist. If actions are being taken, they are not being communicated to the Rep. Here are just a few examples:

Requests for a list of active members are not fulfilled. Multiple requests for this info by Region 6 have been either ignored, or promised and then not delivered, dating back to last year and continuing with requests made as recently as November, 2023. We are aware of other states/regions who have already received this membership information.

Region 6 respectfully requests that this be made a priority prior to the end of the year. This is important given the lack of data integrity that has developed at national level since the Reno convention, and the need for states to constantly reconcile their member lists with national's. All Regions deserve to receive this information, now.

Requests to correct lists of elected Libertarians on LP.org ignored. Prior to the end of elections this year, a 30-second, cursory look at the list of elected Libertarians revealed several that either left the Party, or were no longer in office.

The request made via LP.org was to quickly validate each alleged officeholder, so as to present accurate information after election day. There was never any reply, and to our knowledge nothing has been done to prevent what we suspect is a significant overstatement of our number of officeholders on the website.

*Some have argued the motivation for **not** conducting a review of this officeholder information is to avoid showing a significant loss in LP public officeholders since the Reno convention.* To counter this view, we ask that this review and update take place prior to the end of year, and that the website be updated during that time.

LNC member requests to solve access problems to my.lp.org go ignored. I personally have not been able to access the my.lp.org site and related functionality such as registering for our national convention, registering for fundraisers, access to the LP store, etc. for quite some time. Like many members I utilize VPN's and other methods to guard my online privacy, travel quite a

bit, and have provided confidential info via LP.org in order to resolve the problem. Even as an LNC member, no reply has been received, and I'm unaware of any action taken in this regard.

Mr. Redpath's LP of IL report follows on next page. Note anticipated ballot access cash needs early next year of at least \$100,000 from the LNC to accomplish ballot access for this election cycle.

Libertarian Party of Illinois Report:

Due to this state's egregiously difficult ballot access laws, the LPIL will have few candidates for the ballot in 2024.

We are an Established Political Party under Illinois law in a few counties and will have candidates in two counties: Cook & Kankakee. As of now, the following will be our 2024 candidates:

In Kankakee County, John Daviera will be our candidate for County Coroner.

In Cook County, James Humay is running for the County Board seat vacated when Brandon Johnson was elected Mayor of Chicago. We also will have Andrew Charles Kopinski running for State's Attorney and Michael Murphy running for Clerk of the Circuit Court. Hontas Farmer will be our candidate for US House, 7th District, for which we will have ballot status because all of its registered voters are in Cook County.

We would have had three candidates in McHenry County, but the LPIL just lost a lawsuit in which a state court judge declared that the LP was not an Established Political Party under Illinois law there because no LP countywide candidate received at least 5% of the vote in 2022.

Illinois Presidential Petition Drive 2024:

Unfortunately, because no LPIL statewide candidate received 5% of the vote in November 2022, we will need to do a 25,000 valid signature petition drive over a 90 day period (late March to late June 2024) to place the LP presidential ticket on the ballot in Illinois in 2024.

Illinois is currently the sixth most populous state, with 19 electoral votes.

As of now, the LPIL has received signature pledges of about 3,500 volunteer sigs. I think that it is possible that about 10,000 signatures can be gathered by volunteers. That would leave 25,000 to be gathered by paid petitioners (assuming they could be found).

I think the cost of those signatures would be at least \$125,000. The LPIL currently has cash of \$24,000, and there was a general consensus on a recent LPIL Board of Directors call that \$13,500 of that could be put toward the petition drive. I think more money could be raised, but it is difficult to see how that petition drive could be completed without at least \$100,000 coming from the LNC or elsewhere.

Bill Redpath

Chair, Libertarian Party of Illinois

APPENDIX Z – REGION 7 REPORT

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Dear fellow LNC Members,

I open The Region 7 report by noting that Donovan Pantke is sorely missed by the region, and in particular by Texas, his home state. By all accounts he was well-liked, and I was personally impressed with his intelligence, which I encountered after becoming the region alternate. With condolences, and best wishes to his family and friends across the nation, we remember Donovan and his contributions to the Texas State Party, Region 7, the LNC, and to liberty.

On November 20, Beth Vest was appointed as the Region 7 representative to the LNC.

Louisiana – State Chair Heidi Alejandro Smith forced a runoff in her district for House District 90 by preventing either of the top two candidates from receiving the necessary 51% required for a win.

https://www.nola.com/news/politics/elections/voters-decide-house-district-90-race-on-northshore/article_513109ce-686b-11ee-b0a6-17e7c5599979.html?fbclid=IwAR0NE_Abb5aFd4GHRYoSU4ohbiCviOICyizu-Df5-YxC_Cz

The Louisiana Libertarian Party will hold its convention April 5 – 7, 2024, at the Sheraton Metairie, Four Galleria Blvd, Metairie, Louisiana, 70001.

Arkansas - Ballot access petition successfully completed. Candidate recruiting in progress, with candidates to be nominated at our state convention, Feb 23-25. – Dr. Michael Pakko

Oklahoma – The OKLP has scheduled their convention March 1-3, 2024, Oklahoma City, Oklahoma.

Oct. 17th, 2023, Lynda Steele was appointed to fill a vacancy on the Warr Acres City Council after previously being appointed to the Warr Acres Board of Adjustment and the Metropolitan Library Commission. Ms. Steele began her political career in April of 2022 when she opted to run for Attorney General as a Libertarian. Garnering 26.2% of the vote, as a new member of the Party, Steele broke the record for highest popular vote in a statewide race as a Libertarian. (From OKLP website, Lpedia)

"OKLP tabled a the OKC Peace Festival on Nov. 11th, at the Poteau Balloonfest on Oct 19th-21st, and at the Sulpher car show on Sept. 10th.

We continue with planning for our state convention and the project to get candidates on our presidential primary, while not an official OKLP endeavor, is on pace to be completed this week."

APPENDIX AA – REGION 8 REPORT

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LNC Meeting - December 2, 2023
Region 8 Report
Pat Ford

New York

The Supreme Court declined to hear our ballot access lawsuit which we had been working with the Green Party of New York since 2020.

We had 19 candidates running for local office throughout the state and 6 wins. 4 of the wins are enrolled Libertarians, of which 2 were incumbents running unopposed (Ryan Sanders and Angela Einwachter) and 1 was a new candidate (Kathleen Redhead) who won her election unopposed. Keith Redhead, member of the LPNY Executive Committee and Chair of the Oneida County Libertarian Party, defeated his Republican opponent for Town of Ava Supervisor.

In November 2023, we held our second Empire State Freedom Summit in Syracuse, with Lou Perez performing on Friday evening followed by Presidential candidates Josh Smith and Mike ter Maat addressing the crowd. On Saturday, we had three speakers: Shane Hazel who talked on Bitcoin, Dr. Clayton Baker on medical freedom, and Dan Warmus on 1st Amendment Audits.

We are continuing to overhaul our IT infrastructure and also have an updated state platform in the works by a very active Platform Committee. We are also working on a series of outreach campaigns that will consist of press releases, call to actions, and content for social media.

Maine

Maine had our convention November 19th where we elected our delegates to the '24 Convention and were joined by Jacob Hornberger, Chase Oliver, Mike ter Maat, and Lars Mapstead. With the help of Bill Redpath we have secured the final funding for our registration drive and expect to be done in the coming weeks. Our team is complimenting our paid efforts by knocking nearly 1,000 targeted doors between Nov 25 and Christmas. On the local level, one of our members recently led the charge in getting their city council to lower the \$250 per year parking permits to \$25, saving their neighbors \$225 in theft a year.

We look forward to finishing our registration drive, earning major party status, and gearing up for next years election season.

Towards Freedom, Harrison Kemp Chair, LPME

Vermont

Updated Website: www.VTLiberty.org

State Reorganization/Caucus on Friday Dec 8, 2023 Featuring ExComm Elections & Confirmation of Party Status

No Current Elections This Cycle: Focusing on 2024 Senate & POTUS
Continued Efforts - Defend The Guard Coalition

New Jersey

Active Meeting Schedule Featuring Local Activism

Recent Examples:

Support of the SaveLBI.org effort to stop offshore windmills

Stop United Nations Agenda 2030

Guest Speakers on Precious Metals & the Banking System

Drew Cifrodelli ran for Sheriff of Mercer County

December 9 2023 Holiday Freeze Out!

Featuring Lou Perez & a variety of POTUS Candidates & Musical Guests

Caddyshack Bar & Grill Plainsboro NJ

State Board to Elect New NJ Party Chairman in wake of resignation

Connecticut

The Libertarian Party of Connecticut saw our only Municipal Candidate get a highly significant 15% of the vote! As importantly is following up by establishing a local town committee

The LPCT Convention is happening today! Featured: Maj Toure, Clint Russell & a POTUS Debate Moderated by Larry Sharpe. A significant focus will be on growth oriented By Law amendments

APPENDIX BB – REGION 0 REPORT

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"Region" 0 Report - December 2023

Prepared by: Andrew Watkins

Alaska:

Chair - Alex Coker

- *In hibernation as we have become accustomed.*
 - *Kate McElroy (CA) and I have met with a few AK members that have been trying to get in contact with the state board to no avail.*
 - *Civi access has been offered in order for them to organize a convention should they feel the need, but as of the writing of this report no one has volunteered.*
- *Since meeting with the members mentioned above, I was able to get in contact with some of the board members to have a quick meeting.*
 - *The chair was deployed for about a year and some change.*
 - *Alaska is in the early stages of planning their convention for some time in March.*
 - *They aim to build the state party and fix morale.*

Hawaii:

Chair - Austin Martin

- *The executive committee has been experiencing some conflict.*
- *Some board members had concerns that there may be some manner of split between the board.*
 - *Actions were taken to suspend two board members while the chair was on vacation in an attempt to preempt a major problem similar to those that we have seen in other states. The notice was improperly given. A contentious meeting took place a few days after this occurred, and four board members, including the chair at the time (Brady Stewart), resigned hours later.*
- *JJ and I later met with the remaining board members to offer guidance for how to proceed.*
 - *Work has been done to repair the damage that has occurred, and the remaining board members have done their best to respect the rights of those that have resigned.*
 - *Currently their attention is more housekeeping focused and then hopefully will be able to go all in on their recruitment efforts as planned following their August convention.*
- *There have been issues with obtaining party assets from previous board members, but this seems to have been resolved.*
- *They are also in the middle of resolving a discrepancy in their registration with the state.*

Idaho:

Chair - Jayson Sorenson

- *Having issues with members renewing and their payment not going through. I hope to have a phone call for clarification. Their convention is in March, and they would like to ensure as many members can participate as possible.*
 - *Still making efforts to recover from last year's struggle. Some on the opposing side are ready to rejoin, but the technical issues are making it difficult.*

New Mexico:

Chair - Derek Scott

- *An email was sent to the board with no response received as of the submission of this report.*

Wyoming:

Chair - “_(‘▽)_/”

- *An email was sent to info@lpwy.org with no response received as of the submission of this report.*
- *Website is out of date.*
- *The only contact number for a “current” member of the LPWY board seems to now have me blocked.*
- *An unaffiliated group called the Wyoming Liberty Group appears to be very active in monitoring the state legislature.*

APPENDIX CC – POLICY MANUAL AMENDMENT

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Libertarian National Committee Policy Manual

October 1, 2023



Libertarian National Committee - Policy Manual
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POLICY MANUAL OVERVIEW AND INTRODUCTION

POLICY MANUAL OVERVIEW AND INTRODUCTION

An organization is subject to public law and such other rules it adopts to govern its operation. The rules governing the Libertarian National Committee, Inc. are as follows and supersede each other in the order listed:

- Corporate Charter: The legal instrument conforming to state and federal laws. The Libertarian National Committee, Inc. is incorporated in the District of Columbia and is subject to its laws.
- Bylaws: Prescribe how the organization shall function. They may not be suspended, except for clauses that provide for their own suspension or clauses clearly in the nature of rules of order.
- Special Rules of Order: Relate to rules for orderly transaction of business that differ from those contained in the adopted parliamentary authority.
- Rules of Order: Relate to orderly transaction of business. These are usually contained in the adopted parliamentary authority, which in our case is the current edition (12th) of *Robert's Rules of Order Newly Revised* (RONR).
- Standing Rules: Relate to details of administration. They are adopted as the need arises.

This policy manual is a compilation of the rules governing the Libertarian National Committee, Inc. not already reflected in its corporate charter, bylaws, or rules of order.

The following terms may be used throughout this document:

“ED” is Executive Director.

“LNC” is Libertarian National Committee.

“LNC Members” are Officers, At-Large members, and Regional Representatives.

“LP” is Libertarian Party.

“LPHQ” is Libertarian Party Headquarters.

“RONR” is Roberts Rules of Order, Newly Revised.

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SPECIAL RULES OF ORDER AND STANDING RULES

Article I. SPECIAL RULES OF ORDER AND STANDING RULES

Special rules of order are rules for orderly transaction of business (i.e., relating to parliamentary procedure) that differ from those contained in the adopted parliamentary authority. They are superseded only by the bylaws, the corporate charter, and any applicable procedural rule prescribed by federal, state, or local law, unless the rules in such documents specifically provide for their own suspension.

A special rule of order may be adopted, amended, rescinded, or suspended. Adoption, amendment, or rescission requires (a) a two-thirds (2/3) vote with previous notice, or (b) a vote of a majority of the entire membership of the LNC. Suspension requires a two-thirds (2/3) vote of the LNC. Rules that have their application outside of the session which is in progress cannot be suspended but can be rescinded or amended (RONR (12th ed.) 10:45, 25:2, 25:13).

Standing rules relate to details of administration. They are superseded only by the parliamentary authority, special rules of order, bylaws, the corporate charter and any applicable procedural rule prescribed by federal, state, or local law, unless the rules in such documents specifically provide for their own suspension.

A standing rule may be adopted, amended, rescinded, or suspended. Adoption requires a majority vote. Amendment or rescission requires (a) a majority vote with previous notice, (b) without notice a two-thirds (2/3) vote, or (c) a majority of the entire membership of the LNC. Suspension requires a majority vote of the LNC, but rules which have their application outside of the session which is in progress cannot be suspended (RONR (12th ed.) 25:12-13).

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Section 1.01 GENERAL DELEGATION OF AUTHORITY

1) Participation by LNC Alternates at Meetings

Free substitution of Alternates for Regional Representatives at LNC meetings is permitted.

2) Representation of Region-Less States

For any affiliate not in a region, the Vice Chair will serve the same intermediary role that Regional Representatives serve for the affiliates in their respective regions.

3) Executive Committee

The Executive Committee shall exercise all powers of the LNC between LNC meetings, when urgency demands a more immediate time frame than when the LNC can next meet, except for amendment of the LNC policy manual or amendment of the budget beyond the limits specified elsewhere in this policy manual. It shall further make decisions specifically delegated in this Policy Manual. Notwithstanding, the LNC reserves the right to exercise its authority through electronic mail ballots and to rescind decisions of the Executive Committee.

4) Removal from Office

No Party Officer or At-Large Member shall be subject to removal from office except for failure to perform the duties of office or gross malfeasance. The process for removing Officers and At-Large Members shall be the trial procedure as outlined in the Party's parliamentary authority. The Officer or At-Large Member's membership rights can be suspended by a 2/3 vote while the matter is being investigated if necessary to prevent potential harm to the Party.

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Section 1.02 MEETINGS

1) Previous Notice

An LNC Member may satisfy the requirement of giving previous notice of their intention to introduce an original main motion at the next session by:

- announcing this intention at the previous session in the presence of a quorum, providing an accurate and complete statement of purport, with such notice to be taken note of in the minutes; or
- sending the complete language of the motion to the entire LNC by e-mail at least seven (7) days prior to the session.

Previous notice is not required unless specified by the Party Bylaws or its parliamentary authority though vote thresholds may change based upon whether or not notice was given.

2) Format of Proposed Agenda

The proposed agenda shall be in the following format:

- Opening Ceremony
 - Call to Order
 - Opportunity for Public Comment
- Housekeeping
 - Adoption of Agenda
 - Report of Potential Conflicts of Interest
 - Credentials Check
- Officer Reports (supplements to printed reports)
 - Chair's Report
 - Vice Chair's Report
 - Treasurer's Report
 - Appointment of Assistant Treasurer (post-convention meeting)
 - Secretary's Report
 - Report of upcoming Bylaws-mandated deadlines
- Staff Reports
- Counsel's Report
- Regional Reports (supplements to printed reports)
- Committee Reports
 - Reports of Standing Committees
 - Reports of Special Committees
 - Selection of Executive Committee, APRC, EPCC, and HPC Chair (post-convention meeting)
- Unfinished Business and Items Postponed from Previous Meeting
- New Business
 - with Previous Notice
 - without Previous Notice

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SPECIAL RULES OF ORDER AND STANDING RULES**

- Closing Ceremony
 - Announcements
 - Opportunity for Public Comment

3) Open Meetings

LNC meetings are open to Party members, except while in Executive Session. Non-Party members may be excluded upon a majority vote of the LNC.

4) Open Emails

Email discussions involving the entire LNC shall take place on a publicly-accessible read-only email list with the exception of items that qualify for Executive Session; those discussions shall take place on a separate email list specially designated for that purpose. An announcement of each new discussion on the Executive Session list shall be made on the public list by the Secretary, including the justification for having the discussion in Executive Session. The beginning and end dates of those discussions will be noted in the regular Secretary's report to the LNC.

5) Executive Sessions

The LNC or any committee may enter into Executive Session only in compliance with this special rule of order. The motion to enter Executive Session must list all reasons for doing so from among the following:

- Personnel matters
- Contractual negotiations
- Pending or potential litigation
- Political strategy requiring confidentiality

No action can be taken while in Executive Session. Discussion of action which may be taken in Open Session can occur. No recording shall be made or minutes.

Any member who is unwilling to commit to maintaining confidentiality regarding any particular Executive Session is obligated to excuse themselves from the entire Executive Session and to request that the Secretary note their absence from the Executive Session in the minutes of the meeting. A participant in an Executive Session may publicly disclose information discussed in Executive Session, if the same information is publicly available from other sources, not as the result of a participant's misconduct, and the participant does not reveal that it was discussed in Executive Session; or the LNC, and all the participants in the Executive Session, first consent to its release.

6) Meeting Minutes

In addition to the requirements articulated by RONR, the meeting minutes shall include the following:

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- Copies of reports submitted for review as appendices.
- The following aspects of each mail ballot conducted since the prior meeting and reported by the Secretary at that meeting:
 - the complete text of the motion,
 - the names of the co-sponsors,
 - the dates of the initiation and completion of the balloting, and
 - the roll of those voting on the motion.

This requirement may be satisfied by including this information in the Secretary's Report appended to the minutes.

- Complete text of all motions made with notations of any vote counts for rising votes or votes by show of hands announced by the Chair.

LNC or Executive Committee Meeting minutes may be promoted from draft status to official during the time between meetings as follows:

- Draft minutes shall be mailed or emailed to all LNC Members not more than twenty (20) days after each meeting.
- Corrections, clarifications, and changes to the draft minutes may be submitted for the Secretary's consideration for a period of fifteen (15) days following the distribution of the draft minutes. The Secretary shall distribute an updated version of the draft minutes not later than seven (7) days following the end of that submission period. If no changes are distributed during that period, the minutes shall be promoted from draft to final.
- The updated version shall be deemed official if no LNC Member challenges the content to the Secretary within seven (7) days of the distribution of the updated version. Only Executive Committee members can present challenges to Executive Committee minutes. Any additional changes will be made by the Secretary within two (2) days and distributed for an additional seven (7) day review period. This process shall repeat until there are no challenges or the next regular LNC meeting, whichever comes first.
- These auto-approval provisions are void if the Secretary fails to distribute the draft minutes of a meeting within twenty (20) days after that meeting or fails to distribute updated versions as described above.
- The Secretary shall send an official copy of meeting minutes to staff within seven (7) days of the promotion of those minutes from draft to official status for posting on the Party website and shall provide a final copy to all LNC members.

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If the minutes are not submitted through the auto-approval process previously described, draft minutes must be presented for approval at the next regular meeting after the auto-approval time period expires.

7) Electronic Mail Ballots

Notification of an electronic mail ballot shall be made by the Secretary or Chair by electronic mail within two (2) days of the question being submitted by the Chair or cosponsored by a sufficient number of LNC members. This notification shall not include an accompanying argument for or against passage of the motion though subsequent posting with votes may contain debate. An LNC Member may change their vote on an electronic mail ballot, provided that the change is received by the Secretary by the deadline for return of ballots or the entire LNC has either voted or expressly abstained, whichever comes first.

In the event that a Regional Representative expressly abstains, that Regional Alternate's vote shall not be counted.

8) Electronic Meetings

- a) The term "electronic meeting" within these electronic meeting rules shall be construed to include teleconferences and videoconferences.
- b) The term "committee" within these electronic meeting rules shall be construed to include both the LNC (as the board of the Libertarian Party) as well as committees.
- c) Electronic meetings may be called by either:
 - The committee Chair, or
 - One-third (1/3) of the committee members or two (2) committee members, whichever is greater.

However, the call of an electronic meeting can be canceled if a majority of the committee members email a cancellation request to the entire committee prior to the scheduled time of the meeting.

- d) Each committee member calling for an electronic meeting must do so by emailing the entire committee and specifying the date of the meeting, time of the meeting, and the topic(s) to be addressed. Meetings must be so called no fewer than two (2) days in advance for committees with fewer than ten (10) members, or five (5) days in advance for committees with ten (10) or more members. These time limits do not apply to the LNC's Executive Committee, the LNC's Advertising and Publications Review Committee, or the Judicial Committee.
- e) When a sufficient number of people have issued a call for an electronic meeting, the committee Chair or Secretary shall issue a notice of the meeting to each member and alternate of the committee. In addition to the standard notice content, the meeting notice shall describe how to participate in the meeting.

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- f) All participants legally consent to having the meetings recorded, should the committee opt to do so.
- g) Electronic meetings are special meetings such that only the topics listed in the call of the meeting may be considered during the meeting.
- h) A person eligible to vote who was present during the debate of an original main motion but who lost their connection to the meeting may still reconnect to the meeting and cast their vote on the motion no more than five (5) minutes after the announcement of the vote tally.

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Section 1.03 COMMITTEES

1) Committee Appointments

These committees have special appointment procedures as follows:

Committee Name	Size	Member Selection	Chair Selection
Advertising & Publication Review	No more than five (5), all LNC Members ¹	LNC	* Committee selected
Affiliate Support Committee	Seven (7) members, with a minimum of two (2) LNC members	LNC	LNC Chair
Audit	One (1) non-officer LNC member and two (2) non-LNC members, excluding the Assistant Treasurer (Bylaws 9.2)	Non-officer LNC members	* Committee selected
Awards	Five (5) members, including up to two (2) non-LNC members	LNC - Each cycle strive to keep two (2) members of past Awards Committee	* Committee selected
Ballot Access	Seven (7) Party members, no less than three (3) of which shall be LNC members; plus up to five (5) non-voting advisory members with topic expertise	LNC members selected by LNC using approval voting, non-LNC members selected by the LNC Chair; non-voting advisory members selected by the LNC Chair on the recommendation of the Ballot Access Coordinator	*Committee selected
Candidate Support Committee	Seven (7) members including a minimum of two (2) LNC members	LNC members elected by the LNC; non-LNC members appointed by the LNC Chair based on recommendations from the LNC members of the committee	* Committee selected
Convention Oversight	Seven (7) members, with a minimum of three (3) LNC members, plus a minimum of two (2) non-LNC members. The Secretary is an ex-officio non-voting member.	LNC	LNC

¹ For the 2022-2024 LNC term only, non-LNC members may be appointed with the LNC Chair having veto power and provided they sign the same NDA as required of the LNC.

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Employment Policy and Compensation	Three (3) LNC members other than the LNC Chair	LNC	* Committee selected
Executive	Four (4) officers plus any number of LNC members excluding alternates	LNC	LNC Chair selected
Historical Preservation Committee	A minimum of five (5) and up to seven (7) members	Committee Chair selected by LNC; remaining members selected by the Committee Chair	LNC
Information Services Committee	Two (2) LNC members, plus up to five (5) non-LNC members who are recommended by the IS Committee	LNC Chair	* Committee selected

* See below regarding interim chairs

2) Committee Terms of Office

With the exception of the Convention Oversight Committee and Ballot Access Committee, the terms of office of all project managers, committee chairs, and committee members shall expire with the administration that appoints them, or when their successors are chosen, whichever occurs first. The term of office for the Convention Oversight Committee shall expire ninety (90) days following the close of the convention. The term of office for the Ballot Access Committee shall expire upon the presentation of the report described in Section 2.02(10).

Any committee member who misses three (3) consecutive meetings or a total of five (5) meetings is considered to have automatically resigned. This does not apply to committees created pursuant to the Bylaws which would require an active vote of the appointing body.

3) Subordinate Committees

With the exception of the Advertising & Publication Review Committee, Audit Committee, and Employment Policy and Compensation Committee, committees created by this Policy Manual may appoint subordinate committees to delegate specific tasks provided that their decisions are ratified by, and become the work product of, the delegating committee.

4) Chair as Nonvoting Member of Committees

The Chair shall serve as an ex-officio nonvoting member of all LNC-created committees, except where specifically appointed to the committee as a voting member.

5) Interim Committee Chairs

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The Chair shall have the authority to appoint an interim chair for all non-standing committees of the LNC that select their own permanent chair. The interim chair shall serve until a permanent chair is chosen by the committee. These provisions are not applicable if the motion creating any such committee provides otherwise.

6) Participation by Alternates

Unless explicitly excluded in this policy manual or the bylaws, an alternate may fill any appointment requiring an LNC member.

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SPECIAL RULES OF ORDER AND STANDING RULES

**Section 1.04 COMMITTEE SCOPE AND
RESPONSIBILITIES**

1) Committee Reports

At each regular LNC meeting, each committee created by the LNC will at minimum provide a written report at least seven (7) days prior to the session noting the dates and attendance rosters for each of their meetings since the previous regular LNC meeting and progress in meeting the committee's objectives.

2) Advertising & Publication Review Committee

The Advertising & Publication Review Committee (APRC) shall review and advise whether official public communications of the Party violate our bylaws, policy manual, advocate moving public policy in a different direction other than a libertarian direction, as delineated by the Party platform, or are detrimental to the image of the Party. Staff may seek advance advice from the APRC on any proposed communication, and the APRC may provide advance guidance on their own initiative.

The APRC is not required to provide advance review of any social media content or items that are of an urgent or non-substantive nature as determined by the Executive Director or the LNC Chair.

All other official public communications must be sent to the APRC in advance and given three (3) hours to review. This time frame may be shortened if the entire APRC approves the communication earlier. If a majority of the entire APRC disapproves a communication with specified reasons within its scope, the communication will not be sent. The LNC Chair may override this disapproval.

All public communications may be subject to later review or reconsideration upon receipt of a credible written complaint from any Party member that is emailed to staff or an LNC member. All complaints should be promptly forwarded to the LNC Chair and the APRC Chair. Upon receipt of such complaint, the APRC shall have twenty-four (24) hours to make a recommendation whether or not to remove the communication from the public sphere to the extent possible or make other recommendations by a majority vote of the entire APRC. The LNC Chair may override such recommendations.

Communications between the APRC, staff, and the LNC Chair are in the nature of confidential employer-employee communications. Official decisions of the APRC which are overridden shall be promptly reported to the LNC by the APRC Chair without revealing confidential employer-employee matters. However, the APRC may by majority vote agree to consult with other relevant individuals about matters which come before it, conditioned upon the prior agreement by such individuals to maintain confidentiality of the discussions.

3) Affiliate Support Committee

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The Affiliate Support Committee (ASC) shall identify the needs and interests of the various affiliates. In addition, the ASC shall identify those affiliates that are in particular need of assistance that the LNC can provide.

The ASC shall deliver a report to the LNC for the last LNC meeting of each calendar year, identifying and prioritizing those needs and interests of the various affiliates. This ranked list shall be taken into consideration when drawing up the following year's budget, and throughout the year as needed. This list will also assist the Executive Director in deciding how to assign tasks to staff, by identifying those services that staff provides to the affiliates that are the most desired.

The ASC shall also, when needed, recommend to the LNC measures that will address the particular affiliates that need assistance from the LNC.

The ASC will also establish a process for tracking the progress in meeting those needs.

4) Audit Committee

The Audit Committee's tasks are to select an independent audit company and to direct the scale and scope of standard annual audits of the Party's accounting records and processes. Following receipt of the audit company's report, the Committee shall help the LNC interpret the audit results and assist the latter in preparing any action plans that might be needed to alleviate deficiencies.

5) Awards Committee

For the convention awards described below, the Awards Committee shall set the budget, manage the nomination process, select the award winners by committee vote, secure the awards, and present the awards at the convention.

The award descriptions are:

Thomas Jefferson Leadership Award with recognition of outstanding leadership, high character, and dedication to the principles and goals of the Party.

Patrick Henry Candidate Award with recognition of a very effective campaign for public office at the state or federal level, while communicating Libertarian ideas, principles, and values.

Benjamin Franklin Candidate Award with recognition of a very effective campaign for public office at the local level, while communicating Libertarian ideas, principles, and values.

Thomas Paine Communication Award with recognition of outstanding communication of Libertarian ideas, principles, and values through written, published, or spoken communication.

Samuel Adams Activism Award with recognition of effective activism by building Party membership, organizing community outreach, or communicating Libertarian principles.

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The Hall of Liberty induction is to honor lifetime or significant achievement that has made a lasting impact on the Libertarian Party and/or libertarian movement.

With a majority vote the committee may select recipients of the Thomas Jefferson, Samuel Adams, Benjamin Franklin, Thomas Paine, and Patrick Henry awards. While the committee has discretion as to the frequency of such convention awards, it is hoped that at least one (1) recipient will be found worthy for each award at each regular convention.

With a unanimous vote the committee may select recipients of the Hall of Liberty award, with up to three (3) inductees per convention. While the committee has discretion as to the frequency of this convention award, it is hoped that at least one recipient will be found worthy for each presidential nominating convention.

6) Candidate Support Committee

The Candidate Support Committee will develop and make available to Libertarian Party candidates for public office an application for LNC financial support based on current standards approved by the LNC. The Committee will also review applications and make recommendations to the LNC on their merits.

The Committee will review the standards within the first six (6) months of a new LNC term and report any needed changes to the LNC for approval no later than the third (3rd) LNC meeting of the term.

The Candidate Support Committee will develop, with support of LNC staff and the IS Committee, training for candidates and their staff to be presented both online and in LP training workshops. If time and resources permit, the Committee will also aid LNC staff and the Affiliate Support Committee in the development of various campaign templates for websites, printed materials, etc. that will be made available to LP candidates at little or no cost.

7) Convention Oversight Committee

The Convention Oversight Committee (COC) shall make recommendations for convention sites to the LNC, but the LNC shall choose the site. On other matters concerning the Party's conventions, the COC shall:

- convey requirements to convention planners;
- ensure the convention meets the Party's needs;
- recommend for approval by the Executive Committee or the LNC major elements such as contracts over \$3,000; the convention budget; and the convention program including keynote speaker(s); and
- ensure all contracts with vendors go through a transparent bidding process regardless of dollar amount.

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The COC shall report monthly its decisions and actions to the LNC. The COC may begin its work as soon as its members from the LNC are appointed.

During the ninety (90) days following a convention, the COC shall make a final report to the LNC of actual versus expected convention performance, and the COC shall update the online convention archive with information comparable to what the archive contains for past conventions.

The Chair and Secretary shall be ex-officio non-voting members of the COC.

8) Employment Policy and Compensation Committee

The Employment Policy and Compensation Committee (EPCC) shall develop documents, procedures, and guidelines for the effective administration, supervision, and development of staff, including but not limited to job descriptions, compensation ranges, hiring, training, performance reviews, promotion, progressive discipline, and termination. The LNC may supersede any such documents, procedures, and guidelines by adopting a replacement.

The EPCC shall also be available to staff to discuss on a confidential basis the working environment or observed violations of the policy manual.

Following Counsel's review of a director-level employment contract or a contract with a contractor for a director-level position, the Chair or the Executive Director shall submit to the EPCC the proposed contract and any related advice from Counsel. No such contract may be signed by the Chair without having first obtained either EPCC approval of the contract at least ten (10) days prior, or an affirmative vote from a majority of the fixed membership of the LNC.

9) Information Services Committee

The IS Committee shall:

- Work with staff and state chairs to identify the Information Technology (IT) needs of the LP;
- Discuss with staff and state chairs the anticipated IT needs and how to meet those needs;
- Assist staff in surveying the list of possible vendors and solutions to those needs and reduce the list to a small number;
- Recommend, an implementation of the IT tools that will best satisfy those needs within the budgetary constraints of the Party;
- Assist staff by monitoring progress in the transition and implementation of any IT solutions pertaining to LPHQ and state affiliates;
- Assist staff by performing audits of IT assets as needed; and

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- Propose standards for transfer of data between LPHQ and the affiliates.

Nothing in this policy should be construed as requiring staff to consult with this committee for routine changes or any changes that are not expected to have an effect on the way LPHQ deals with any affiliate. Any change to the IT systems at LPHQ that will affect the way finances are handled or the way FEC reports are generated must be approved by the Treasurer.

10) Ballot Access Committee

The Ballot Access Committee (BAC) shall:

1. Provide oversight and assistance to the Ballot Access Coordinator, who is appointed by the LNC Chair with the advice and consent of the LNC.
2. Approve recommendations to the LNC concerning the implementation of specific strategies, funding allocations, and projects consistent with current budget allocations for ballot access.
3. Propose strategies and/or projects representing the best use of budgeted funds allocated among the various acceptable ballot access techniques such as, but not limited to, petitioning, lobbying, litigation, public awareness, and collaboration with other organizations which are pursuing the goal of liberalizing ballot access laws.
4. With the assistance of staff, prepare and present ballot access reports at each general LNC meeting in a spreadsheet form which will include:
 - a. The specific affiliate(s) which is intended to benefit from the effort
 - b. Funds allocated to the effort
 - c. Expenses already incurred
 - d. Brief description of the progress of the effort in terms of specific statistics related to the effort
 - e. The specific individual(s) or organization(s) to which any funds were disbursed and/or which use of the any LP trademark, service mark, or logo were approved.
5. With the assistance of staff, and prior to January 31 following the completion of the bi-annual election cycle ending in November of even numbered years, prepare and present a report which supplies the details of the entire election cycle ballot access effort with regard to:
 - a. Initial estimated expenses
 - b. Expenses actually incurred
 - c. Actual ballot access results
 - d. If appropriate, ballot access retention results
 - e. Significant problems encountered in the effort
 - f. Significant unexpected successes of the effort
 - g. FEC regulation issues encountered
 - h. Evaluation of the individual(s) and/or organization(s) which were directly contracted/interacted with
 - i. Identifies state targets for litigation and lobbying efforts.

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6. Develop procedures and policies as reasonably appropriate to spread institutional knowledge of ballot access issues within the committee, LNC staff, officers of LNC affiliates, and future holders of these positions.

The Ballot Access Coordinator shall:

1. Serve as the primary coordinator and facilitator between the LNC, LNC staff, campaigns, and state affiliates for the purposes of attaining ballot access through petitioning efforts.
2. Act in an advisory oversight role of all state affiliate petitioning efforts that utilize LNC funds.
3. Coordinate and direct members of the Ballot Access Committee and any deputy coordinator(s) in assisting state affiliate petitioning, legislative, and lobbying efforts.

11) Historical Preservation Committee

The Historical Preservation Committee (HPC) shall be responsible for directing the preservation and publication of Party historical documents and the administration of LPedia.org. A report of its decisions and activities shall be delivered at each LNC meeting.

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Section 1.05 OTHER SPECIAL APPROVAL
PROCEDURES

1) Budget

The budget may be amended at any time by a majority vote of the LNC. A motion to increase spending, that neither specifies the use of unobligated or pledged revenue nor specifies an equivalent spending reduction or revenue increase, is out of order unless overruled by a two-thirds (2/3) vote of the entire LNC. However, the Executive Committee is authorized to amend expense items within one budget area, as long as the total expense for that budget area is not increased and to add lines for previously unbudgeted expenses, the total of which shall not exceed one-percent (1%) of budgeted revenues.

The Chair, without the consent of the Executive Committee, is authorized to expend up to \$1,000 in discretionary funds within any (rolling) three (3) month period, the total of which shall not exceed \$5,000 per term unless those expenditures are later ratified by the LNC.

2) Affiliate Petitions

Organizations which wish to become state-level affiliate parties shall apply for such status on the petition form in the Appendix. The LNC shall only consider a petition for affiliation if:

- a) The petitioners held a public physical or virtual meeting which was open to all current national Party members at the time notice of an organizing convention was issued residing in the state in which all of those members had an equal voice in adopting bylaws and electing leadership.
- b) Reasonable notice shall be sent to all current national Party members at the time notice of an organizing convention was issued residing in the state and to the LNC Chair and Secretary. The Secretary or Chair shall forward the request to all LNC members. The LNC or the Executive Committee may, but is not required to, publish the notice via its resources to the potential attendees.

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Section 1.06 LEGAL MATTERS

1) Counsel

The LNC shall appoint an attorney to serve as the Party's Counsel.

2) Authorization of Lawsuits

Prior to the filing of a lawsuit, or the joining of a lawsuit filed in any court, in which the LNC or the national Libertarian Party is proposed to be a named plaintiff, to the preparation and filing of a friend of the court brief, or to providing material (costing in excess of \$1,000) financial support for the litigation, the Chair shall:

- Advise all LNC members (including alternates) of the proposed lawsuit, its purpose, and its estimated cost;
- Confirm, or seek and obtain approval for, the budgetary authority for the expenses of the lawsuit as provided elsewhere in this policy manual; and
- Seek and obtain approval with a two-thirds (2/3) vote of the Executive Committee for participation in the lawsuit.

3) Contracts and Contract Approval

All contracts or modifications thereto shall be in writing and shall document the nature of the products or services to be provided and the terms and conditions with respect to the amount of compensation/reimbursement or other consideration to be paid.

The Chair shall approve any contract in excess of \$7,500.

All contracts of more than one (1) year in duration or for more than \$25,000 shall be reviewed and approved by Counsel prior to signing by the Chair.

Independent contractors doing business with the LNC are required to sign formal contracts that clearly set forth the parties' intention that they be treated as independent contractors. All director-level positions must be hired as employees of the organization, contractors must not be in any managerial role and cannot be managed. Each contract for director-level employment along with any related advice from Counsel must be circulated to the LNC on a strictly confidential basis following EPCC approval.

Any proposed contracts or agreements for financial remuneration with a closely related party (legal relative, domestic partner, business associate) to a sitting LNC member or staff member shall be disclosed to the LNC prior to execution and shall be approved by a 2/3 vote of the Executive Committee or a majority vote of the LNC. This relation shall also be disclosed on the LNC's member's listing of potential conflicts of interest.

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4) Indemnification

The LNC shall retain sufficient Director's and Officer's liability coverage for board members and employees.

Any officer, employee, or agent of the Libertarian Party who, acting on behalf of or as an authorized representative of the Libertarian Party, was or is a party to or has notice of becoming a party to any contemplated, pending, or seemingly completed legal proceedings, may be defended and shall be indemnified for all expenses and liabilities actually and reasonably incurred by such individual in connection therewith to the extent permitted by applicable law of the jurisdiction in which the Libertarian National Committee is incorporated.

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**Section 1.07 OBLIGATIONS AMONG BOARD
MEMBERS AND STAFF**

1) Confidentiality

The officers, employees, agents, and members of the LNC shall not be personally liable for any debt, liability, or obligation of the Party, unless caused by their breach of confidentiality. All LNC members shall sign an NDA.

2) Conflict of Interest

Each LNC Member shall disclose to the LNC situations in which such person's own economic or other interests, or duties to others, might conflict with the interests of the Party in the discharge of their duties. Any such disclosure shall be made at the earliest opportune moment, prior to the discharge of such duties and clearly set forth the details of the conflict of interest, in a written disclosure statement provided to the Secretary. No LNC member shall: (a) transact business with the Party unless the transaction is fair and equitable to the Party; or (b) use information gained in the discharge of Party duties to the disadvantage of the Party.

The Secretary shall maintain a register of all declared potential conflicts of interest by LNC members. This register will be presented and distributed to all LNC members at each regular LNC meeting and attached to the minutes.

3) Concerns Regarding Staff

Concerns regarding a staff member's behavior should be reported to the Employment Policy and Compensation Committee. The EPCC will immediately notify the Executive Director and LNC Chair of the behavior and will gather facts from all parties involved and present them for further review and action.

6) Harassment and Offensive Behavior Prohibition

The following standards of behavior are expected of LNC members, while discharging their official duties, and of staff:

- All collective deprecation, whether alluding to sex, race, color, national origin, disability, age, religion, or any other protected category, must be avoided.
- Harassment, such as unwanted physical contact or prying into a person's private life, derogatory slurs, off-color jokes and innuendos, unwelcome comments about a person's body or appearance, leering, suggestive/derogatory behavior or objects, and the like, is prohibited. LNC members and staff members must exercise their own good judgment to avoid any conduct that may be perceived by others as harassment.

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- Sexual harassment, like other forms of harassment, is prohibited. Sexual harassment includes unwelcome sexual advances, requests for sexual favors or any other conduct of a sexual nature when: (1) submission to the conduct is made either implicitly or explicitly a condition of employment; (2) submission to or rejection of the conduct is used as the basis for an employment decision affecting the harassed employee; or (3) the harassment has the purpose or effect of unreasonably interfering with the employee's work performance or creating an environment that is intimidating, hostile or offensive to the employee.
- Any interaction which might be interpreted as abusing the apparent employer-employee relationship must be avoided. This applies to interactions of LNC members with staff and is to be extended to interactions with any consultant hired by the LNC.

Mere criticism, even if harsh, of the policies, decisions, and business practices of the LNC by other members of the LNC shall not be considered harassment or grounds for removal from office for Officers and At-Large Members. Rules of decorum shall apply to all official interactions.

Toward ensuring that all LNC members are thoroughly familiar not only with this policy but also the ramifications of it, they must participate in a standard program of exposure to the issues raised by these concerns as developed by the LNC Chair in consultation with Counsel. This participation should be arranged at the earliest practicable opportunity after the person becomes an LNC member.

Any violation of this policy should be brought to the attention of the Chair or the Vice Chair. In response to every complaint, the LNC will take prompt and necessary steps to investigate the matter and will protect the individual's confidentiality, as much as possible, recognizing the need to thoroughly investigate all complaints. The LNC will take corrective and preventative actions where necessary. The LNC will not retaliate against any individual who in good faith brings a complaint to the attention of the LNC or participates in an investigation regarding a complaint. Any employee who violates this policy is subject to discipline, up to, and including discharge. Violations of this policy, while discharging official duties, may result in disciplinary action against an LNC member.

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Section 1.08 FINANCIAL MATTERS

1) Bad Debt Write-Off

A receivable shall be eligible for write-off if documentation of timely and reasonable efforts to collect the debt consistent with existing accounts receivable policy is presented, and there is no likelihood of collecting the debt through a collection process.

Writing off any amount less than \$1,000 requires approval of the Chair; greater amounts require approval of the LNC.

Any debtor with a written-off balance shall be denied any trade relationship with the LP.

2) Banking Relationships

The Treasurer shall develop and maintain appropriate banking relationships. The Treasurer is authorized to set up checking accounts, with the approval of the Chair, in order to carry out the business of the LNC. Persons permitted to sign will include only the officers, the Executive Director, and those LPHQ staff members to be agreed upon by the joint decision of the Chair and the Treasurer.

3) Budget

The Executive Committee, in consultation with the Executive Director, shall develop an annual operating budget and present it to the LNC for approval prior to the start of each fiscal year. This budget shall include a statement of anticipated revenue and expenditures in sufficient detail to adequately outline specific activities and plans, including those for raising funds, and to outline the major categories of expense required to implement each activity or plan.

Sufficient details shall be provided that (at a minimum) include underlying assumptions and amounts for the following major categories:

- Support and Revenue
 - Membership Dues
 - Donations
 - Recurring Gifts
 - Board Member Solicitations
 - Executive Director/Chair Solicitations
 - Conventions and Events
 - Publications, Materials, and Other Sales
 - Donor Restricted Funds (e.g., Ballot Access and Campus Outreach)
- Cost of Support and Revenue

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- General Fundraising Costs
- Membership Fundraising Costs
- Convention and Event Costs
- Direct Costs Related to Other Sales
- Compensation and Administration
 - Compensation – Salaries, wages, benefits, taxes, and related expenses
 - Administration – Rent and utilities, accounting, bad debts, bank charges, depreciation, equipment leases & maintenance, insurance, legal, office supplies, postage & shipping, printing, software & other information technology, telephone, travel, and other administrative expenses
- Program Expenses
 - Affiliate Support – Developing and supporting state and county affiliate parties
 - Ballot Access – Getting candidates on ballots, including required lawsuits
 - Branding – Developing and maintaining a positive image in the minds of voters
 - Campus Outreach – Recruiting and supporting on campus groups
 - Candidate Support – Recruiting and supporting candidates
 - Litigation – Lawsuits to change public policy, excluding ballot access
 - Lobbying – Efforts to change laws, including ballot access laws
 - Media Relations – Direct communication with the media
 - Member Communications – *LP News* and other member communications
 - Outreach – Initiatives to reach the general public and outside groups
 - Voter Registration – Voter registration campaign efforts
- Capital Expenditures

No budget shall be submitted to the LNC for approval that exceeds one hundred and twenty-percent (120%) of the actual revenue of the year four (4) years prior, adjusted for inflation using the average of the Producer Price Index and Consumer Price Index.

Year-end closing positive or negative fund balances for restricted funds shall be reflected in the next year's budget as incremental budgeted expenses or revenues.

Funds shall not be disbursed for any budget line that exceeds the total budgeted expense amount by ten-percent (10%) or \$100, whichever is more. Funds shall not be disbursed for any expense which is not in the budget, unless otherwise authorized in this policy manual.

The exact levels of financial support provided by the Party for *LP News* shall be established annually in the approved budget for the Party or in other LNC resolutions.

The Treasurer shall report any unauthorized expenses to the LNC.

Ballot access expenditures may only be authorized by the Executive Committee, and the total expended cannot exceed the budgeted amount.

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4) Conventions

The Party shall not directly or indirectly compensate or otherwise underwrite or subsidize the convention travel, lodging (excepting room upgrades which the Party received at no cost), entertainment costs, or speaker fees/honorariums of any Convention delegates. This policy shall not prohibit the Party from underwriting organized convention events offered to all donors of a particular level. Nor shall it prohibit delegates from receiving complimentary meals or access to convention events in rough proportion to their level of volunteer work. All volunteer compensation must be approved by the Convention Oversight Committee, and contemporaneously published when actual compensation is received.

5) Credit Cards and Expense Reimbursements

All expenditures shall be evidenced by receipts. The Chair or Treasurer shall be required to approve (and evidence by signing or email) all expenses and expense account reimbursements in excess of \$200 made to the Executive Director or LNC members prior to payment or within thirty (30) days of payment if the expenditure is incurred with a Party-issued credit card. No advances shall be made. No officer shall approve their own expenses.

Travel expenses incurred by officers for the explicit purpose of conducting Party business (excluding those incurred for the purpose of attending LNC meetings) may be reimbursed. Business travel expenses not pre-authorized by the LNC must be deemed necessary and approved in writing by the Chair to qualify for reimbursement. All travel expense reports are to be audited by the Treasurer and approved by the Treasurer and the Chair.

6) Fixed Assets

A fixed asset is defined as a unit of property or equipment that: (1) has an economic useful life that extends beyond twelve (12) months, and (2) was acquired or produced for a cost of \$2,500 or more. Fixed assets must be capitalized and depreciated for financial statement purposes.

The threshold amount for minimum capitalization is \$2,500. Any items costing below this amount should be expensed in the financial statements.

Staff shall maintain a listing of fixed assets and update it monthly to record any additions or disposals. Depreciation shall be recorded monthly on a straight-line basis over the estimated useful lives of the related assets.

7) Related Party Reporting

For each related party engaging in one (1) or more financial transactions with the Party, all interim financial statements shall include a report of the status, nature, and current and year-to-date amounts with respect to such transactions, including contributions, expenses, loans, commitments, guarantees, or any other transaction.

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8) Financial Exigency

The Chair or Treasurer is authorized to execute up to \$100,000 in promissory notes while the LNC has specifically declared that a state of financial exigency exists, and the only reasonable method of forestalling legal action is to execute promissory notes.

The Chair must approve all negotiated terms with the goal being a schedule that the Party can successfully meet to extinguish its debts within six (6) months. Such promissory notes shall only be executed with the following terms:

- Only for a legitimate trade payable in an amount not to exceed \$25,000 per vendor, and then only to each specific creditor or vendor involved.
- Vendor agrees in writing not to assign the note to any third party.
- A rate of interest no greater than twelve-percent (12%) per annum from date of note execution.
- A duration not exceeding six (6) months from note execution. If debt extinguishment is not possible in that time frame, no note shall be executed.

9) Special Events

The LNC or the Executive Committee may designate certain Party efforts as "special events." All revenues for special events must be promptly deposited into "special events" accounts dedicated for that purpose. All disbursements for special events must be made from these same accounts to the extent their balances permit. Other Party funds shall not be dispensed for these events without prior approval of the Chair, nor shall special events funds be used for other purposes until all obligations relating to that event have been discharged. National conventions are special events.

The Executive Committee may, by a two-thirds (2/3) vote, redirect funds from these funds as it seems necessary for the good of the Party.

10) Targeted Reserve

The targeted Reserve shall be equal to the sum of all monthly occupancy, labor and governance expenses.

11) Treasurer's Reports

No later than the end of each calendar month, the Treasurer shall prepare a monthly Treasurer's Report to the LNC reflecting the Party's financial position and the results of its operations through the previous calendar month. The monthly Treasurer's Report shall include a listing of the year-to-date expenditures of the Chair's discretionary funds.

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12) Debt and Capital Leases

The LNC and its staff may not incur debt, with the exception of trade payables, in excess of \$2,000, except with a two-thirds (2/3) vote of the LNC. This includes entering into binding lease agreements with aggregate payments totaling more than \$2,000.

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Section 1.09 MEMBERSHIP POLICIES

1) Membership Forms

Membership forms produced by the LNC shall include a membership statement that meets the requirements of Article 4, Section 1 of the bylaws.

2) Life Membership

A member, as defined in the Bylaws, who contributes at least \$1,500 during any 365-day period shall be granted life membership in the Party.

3) Benefits

The LNC, the Convention Oversight Committee, and staff shall have the discretion to create and bestow additional benefits based on contribution levels.

4) Joint Membership in National and State Parties

Staff is authorized to develop agreements between the National Committee and a State Affiliate on joint membership, whereby the annual payment by a member to either the National Party or the State Affiliate of an amount that equals or exceeds the basic membership dues or donation amount of both parties, shall be treated as membership in both the National Party and the respective State party for one year. Staff shall ensure all such draft agreements comply with national policies and federal law, and establishes clear obligations on both parties on the timely remittance of funds to the other party by whomever collects the dues. The Executive Committee shall approve such agreements with each affiliate before they enter into effect.

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Section 1.10 PARTY COMMUNICATIONS

1) Official Spokesperson

The Chair represents and serves as the chief spokesperson of the Party as appropriate.

2) Graphic Symbols and Colors

The Statue of Liberty graphic and the Torch Eagle graphic are considered the appropriate graphic symbols to be used on Party materials. Yellow, black, and grey are the appropriate primary colors to be used on Party materials. The porcupine can be used in settings where it is typical for a graphical animal image to be used, such as in election coverages in races with the Democrats and Republicans in which the donkey and the elephant are used for their representations.

3) Assuring Quality Communications

If a majority of all LNC members notify the Secretary of their disagreement with the decision of the LNC Chair to override an official recommendation of the majority of the members of the APRC to remove a public communication, such notification to occur no later than seventy-two (72) hours after being notified by the APRC Chair of such a decision, the Secretary shall inform the Executive Director and LNC Chair of this finding, and such communication shall not be further disseminated, and to the extent possible, already-disseminated material shall be promptly removed from the public sphere

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Section 1.11 PARTY RECORDS

1) Proposed Agenda and Reports

The proposed agenda and all reports shall be distributed to the LNC at least seven (7) days prior to the session.

2) Delegate Allocation Based on Presidential Votes

The Secretary shall distribute to each affiliate party the presidential vote totals which the Secretary proposes to use for purposes of delegate allocation for national conventions as provided for in the bylaws, no later than the last day of April in the year following a presidential election. If any Party member seeks a modification of the vote totals proposed by the Secretary, the member shall file with the Secretary a written request to modify the totals along with any documentation supporting the request no later than the last day of May of the same year. The Secretary shall review all such requests to modify the presidential vote totals and distribute a final allocation of delegates based on presidential vote totals no later than the last day of July of the same year.

3) Document Distribution

The Secretary shall assure that the bylaws, platform, LNC agendas, minutes, mail ballots, resolution updates, and other supporting material shall be available on the LP.org website.

4) Motions

The Secretary shall assign a ballot/motion number to each substantive motion using the following format: FOUR DIGIT YEAR, TWO DIGIT MONTH, TWO DIGIT DATE-TWO DIGIT NUMERICAL MOTION for that day. For example, the fifth motion on February 5, 2020, would be assigned 20200205-05. The Secretary shall maintain a log of all substantive ballots/motions by number including the full text of the motion, the mover/sponsors, the roll call vote (if taken), and its final disposition and make this log available to all Party members.

5) Access to Corporate Records

Members of the LNC and the Audit Committee are entitled to inspect and copy books, records (including electronic records) and documents of the Libertarian National Committee, Inc. to the extent reasonably related to the performance of the member's duties to the corporation, including those duties as a member of a committee, but not for any other purpose or in any manner that would violate any duty to the corporation. Prior to obtaining copies the member shall execute a standard nondisclosure agreement. If the member requires an outside professional to assist in reviewing and analyzing the materials, that individual shall also execute a standard nondisclosure agreement prior to receiving the materials.

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Section 1.12 AFFILIATE RELATIONS

1) Affiliate Relationships

Special agreements extended to one (1) or more states, but not to all states require the approval of the LNC.

2) Data Sharing with Affiliates

A Non-Disclosure Agreement (NDA) shall be adopted by the LNC and maintained by the LPHQ, which shall require the protection of Personally Identifiable Information (PII) from abuse. This NDA shall:

- Require any person to sign the NDA prior to being given direct or indirect access to any PII data owned, co-owned, managed, or co-managed by LPHQ.
- Require that any person transmitting PII, or providing direct or indirect access to PII, verify that the recipient has signed the same NDA prior to that transaction.
- Prohibit sharing data in any manner that would provide an unfair advantage to any candidate for internal Party office or any external campaign which has not yet received official Party nomination.

The Customer Relationship Manager (CRM) exists as a service to maintain and share data of members, donors, and leads between LPHQ and participating state-level affiliates. The CRM is not to be used to manage a list of all voters. All transmission of PII shall be encrypted. Data specific to a state-level affiliate in the CRM shall be jointly co-owned by LPHQ and the relevant state Party affiliate. If a state-level affiliate exits the CRM program, they shall be entitled to an export of the data relevant to their affiliate. Through the CRM, LPHQ may, at its discretion, import data from state-level affiliates and any other users of the CRM. State-level affiliates shall be responsible for content creation and maintenance on the front-end website, and for manually entering contacts obtained from other sources.

State-level affiliates will provide a primary point of contact who will serve as the state administrator on the CRM. The state administrator shall be responsible for maintaining user access within a state-level affiliate and shall be required to ensure any other users of the CRM from their state-level affiliate have signed the NDA prior to receiving access to the CRM. LPHQ support of state affiliates using the CRM will be prioritized by the level of financial support the state affiliate provides for the project, on a schedule to be determined by LPHQ based upon available resources and agreed-upon service level agreements.

For states not participating in the CRM:

On a monthly basis, LPHQ will provide all state-level affiliates with an encrypted file containing membership and lead data in CSV or Excel format for the area covered by that affiliate, within the first five (5) business days of the month to the affiliate chair, or their designee(s); provided that the recipient has signed the NDA.

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Section 1.13 CANDIDATES AND ELECTED OFFICIALS

1) Qualifications for Party Support

The Party may financially support the candidacies of persons who meet the following requirements:

1. The requested contribution from the LNC is legal;
2. The candidate is a sustaining member of the national LP and a member in good standing of the state affiliate;
3. The candidate is legally qualified to hold the office and if partisan party registration is available, must be registered as Libertarian, and not registered with any other Party;
4. The candidate must have a professional quality website and email address under a campaign-related domain name;
5. The candidate has professional quality photos, especially a headshot and at least a one-minute video with audio of the candidate speaking;
6. The candidate must have a dedicated campaign manager and a dedicated campaign treasurer;
7. The candidate must use the word "Libertarian" in their campaign in partisan elections, if allowed by law;
8. The candidate must have already raised more contributions than requested of the LNC
9. The candidate has a written campaign plan with justifiable and quantifiable expected results (votes, recruits, money, media, etc.); and
10. The candidate will follow the national Party platform or clearly distinguish where their views differ.

2) Limitations on Party Support for Public Office

Party resources shall not be used to provide information or services for any candidate for public office prior to the nomination unless:

- Such information or services are available and announced on an equal basis to all Libertarians who have declared they are seeking that nomination;
- Such information or services are generally available and announced to all Party members; or
- The service or candidate has been approved by the state chair.

3) Liability for Political Campaigns

The LNC will not be responsible for the debts incurred by future presidential campaigns or any other campaign. However, the LNC may vote to make monetary and non-monetary contributions to such campaigns under the limits prescribed by law. If such contributions are made, they shall be made only after such candidate or campaign has agreed to meet the reasonable financial and budgetary controls set by the LNC. No candidate or staff member of

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a campaign is permitted to place orders, make purchases, or sign contracts in any manner that would lead a person to assume that the LNC is liable for the debt.

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Section 1.14 OTHER MATTERS

1) International Representatives

The LNC may appoint one (1) or more individuals to serve as International Representatives, subject to the following:

- The title is honorary, and does not convey any binding authority, unless specifically delegated by the LNC;
- The International Representative serves at will and may be terminated by either party at will without cause;
- The terms of service are from appointment until termination and will not be tied to LNC terms of office;
- Expenditures for this position may not be made without advance approval by the LNC; and
- The purpose of this position is to establish and maintain mutually beneficial relationships between the LP and its international counterparts.

2) Hiring and Termination

The Chair shall appoint and employ the Executive Director with the approval of a two-thirds (2/3) vote of the LNC, subject to the right of the LNC to discharge the Executive Director at any time by majority vote. The Chair shall provide advice and consent to the Executive Director on the appointment, employment, and termination of all LPHQ personnel.

3) Limitations on Party Support for Party Office

Party resources shall not be used to provide information or services for any candidate for Party office unless:

- Such information or services are available and announced on an equal basis to all Libertarians who have declared they are seeking that office, or
- Such information or services are generally available and announced to all Party members.

4) Convention Speakers

No person shall be scheduled as a convention speaker unless that person has signed this statement:

“As a condition of my being scheduled to speak, I agree to neither seek nor accept nomination for any office to be selected by delegates at the upcoming Libertarian Party convention if the voting for that office occurs after my speech.”

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This policy shall not apply to participation in a scheduled candidate debate or breakout session or panel discussion or similar non-major event. This policy shall not apply in the case where someone is exercising official duties (e.g., such as when the Treasurer presents their official report).

5) Permissible Use of Trademarks

The following are permitted to use the Party trademarks:

- a. The Party and any recognized state-level affiliate and their properly chartered sub-affiliates.
- b. Any other organization or group, that does not function as a party nor hold themselves out as a party, but identify as part of the Libertarian Party, such as caucuses or social groups formed in support of the Libertarian Party, provided the following:
 1. Their leadership are members of a state Party and/or the national Party and their goals include supporting and recruiting members into the Party at a state and/or national level.
 2. They take no stance contrary to the Party's Statement of Principles;
 3. They only endorse or fund candidates in partisan races that are members of a state Party and/or the national Party and are not members of any other Party;
 4. They do not function as, or hold themselves out as, or register with any entity or election board as, a political party.

For any entity other than the recognized state-level affiliate and their properly chartered sub-affiliates, the LNC may revoke this permission, for failure to follow any of the above guidelines or conducting themselves in a manner harmful to the image of the Party.

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Appendices

Article II. APPENDICES

This section contains appendices referred to elsewhere in this Policy Manual.

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Appendices

Section 2.01 AFFILIATE PETITION FORM

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**PETITION
TO THE
LIBERTARIAN NATIONAL COMMITTEE
FOR CHARTERING
STATE-LEVEL AFFILIATE PARTIES**

Office	Name	Address	Email Address	Phone
Chair				
Vice-Chair				
Secretary				
Treasurer				

We, the undersigned, being residents of the state of _____ and individually certifying that each of us opposes the initiation of force to achieve political or social goals, hereby petition the Libertarian National Committee to charter _____ as the state-level affiliate of the Libertarian Party for the state of _____.

Furthermore, we attest that our organization has adopted the Statement of Principles of the Libertarian Party, approved the attached bylaws, and selected the above individuals as officers.

#	Name	Address	Signature	Date
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				

Article 5.2 of the Libertarian Party Bylaws: The National Committee shall charter state-level affiliate parties from any qualifying organization requesting such status in each state, territory, and the District of Columbia (hereinafter, state). Organizations which wish to become state-level affiliate parties shall apply for such status on a standard petition form as adopted by the National Committee, which petition shall be signed by no fewer than ten members of the Party residing in the appropriate state. Affiliate party status shall be granted only to those organizations which adopt the Statement of Principles and file a copy of their constitution and/or bylaws with the Party Secretary.

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Appendices

PETITION TO THE LIBERTARIAN NATIONAL COMMITTEE FOR CHARTERING STATE-LEVEL AFFILIATES

PAGE # _____ STATE: _____

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This form adopted by the Libertarian National Committee on 04/17/11.

Last updated 10/6/23

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Log of Changes

LOG OF CHANGES²

October 1, 2023	Section Moves and Amendments to Format of Proposed Agenda 1.02.2; 1.03.1 Committee Appointments; 1.06.3 Legal Matters [20231001-01]
July 2, 2023	Acceptable Uses of Trademarks 2.09.5 [20230702-01]
June 15, 2023	APRC 1.03.1 [20230615-01]
June 4, 2023	Contracts and Contract Renewal 2.04.3 [20230604-03]
May 22, 2023	Open Emails 1.02.4 [20230515-01]
May 7, 2023	APRC 2.02.2 [20230507-01]
April 2, 2023	Committees 1.03.3 [20230326-01]
March 12, 2023	Committees 1.03.1 [20230312-04]
March 11, 2023	Committees 1.03.2 [20230311-04]
March 11, 2023	Auxiliary Memberships 2.05.5 [20230311-03]
February 5, 2023	Misc Policy Manual Clean-Up [20230205-01]
January 8, 2023	Misc Policy Manual Clean-Up [20230108-02]
November 5, 2022	Misc Policy Manual Clean-Up [20221105-01 through 20221105-07]
October 9, 2022	Affiliate Petitions 1.05.3 [20221001-01]
October 2, 2022	Policy Manual Cleanup [20221002-01] and [20221002-01]
September 11, 2022	Affiliate Petitions 1.05.3 [202209-07]
September 11, 2022	Candidate Support Committee 2.02.6 [20220911-06]
July 31, 2022	Committee Appointments 1.03.1 [20220731-10] and [20220731-11]
July 31, 2022	Whistleblower Protection 2.01.6 [20220731-07]
July 31, 2022	Harassment and Offensive Behavior Prohibition 2.01.5 [20220731-06]
July 31, 2022	Removal from Office 1.01.6 [20220731-05]
July 31, 2022	Executive Committee 1.01.3 [20220731-04]
July 31, 2022	Concerns Regarding Staff 2.01.5 [20220731-03]
July 31, 2022	Electronic Communications [20220731-03]
July 3, 2022	Social Media Policy 5.01 [20220703-09]
July 3, 2022	LNC Committee Appointments 1.03.2 [20220703-06]
December 5, 2021	Various. Replace “General Counsel” with “Counsel” [20211205-11]
December 5, 2021	Harassment and Offensive Behavior 2.01.5 [20211205-10]
December 4, 2021	Other Matters 2.09.1 [20211204-04]
November 10, 2021	Budget 2.03.3 [20211103-01]
June 6, 2021	Electronic Mail Ballot 1.04.1 [20210606-28]
June 6, 2021	Document Distribution 2.07.3 and General LP Headquarters Responsibilities 3.01.1 [20210606-27]

² This log of changes only includes substantive amendments formally passed by the LNC for the current and immediately past LNC term. Non-substantive formatting changes or corrections of scrivener’s errors are not included.

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June 6, 2021	Association Levels 2.05.2 [20210606-22]
June 6, 2021	Electronic Communications 2.01.6 [20210606-19]
June 6, 2021	Official Spokesperson 2.06.1 [20210606-17]
June 6, 2021	Fundraising and Contributor Relationships 2.03.11 [20210606-16]
June 6, 2021	Interim Committee Chairs 1.03.5 [20210606-15]
June 6, 2021	Electronic Meetings 1.02.7(e) [20210606-14]
June 6, 2021	Budget 2.03.3 [20210606-13]
June 6, 2021	Recordings of Meetings 3.05.3 [20210606-12]
June 6, 2021	Specific Staff Responsibilities 3.02.1-3 [20210606-11]
June 6, 2021	Revenue and Spending 3.04.3 [20210606-10]
June 6, 2021	Affiliate Petition Form 2.09.8 and 6.01 [20210606-09]
June 6, 2021	Office Mortgage 2.03.17 [20210606-08]
June 6, 2021	Presidential Campaign Support Fund 2.03.16 [20210606-07]
June 6, 2021	Treasurer's Report 2.03.15 [20210606-06]
June 6, 2021	Credit Cards and Expense Reimbursements 2.03.5 [20210606-05]
June 6, 2021	Format of Proposed Agenda 1.02.2 [20210606-04]
June 6, 2021	Committee Scope and Responsibilities [20210606-02][20210606-03]
June 6, 2021	Add items to Terms and Definitions [20210606-01]
March 7, 2021	Add New Section 2.054(6) Joint National-State Memberships [20210307-08]
March 7, 2021	Amend Section 1.05(1) [20210307-06]
March 7, 2021	Rename Section 2.08 and add new Subsection 1 Libertarian Elected Support System (LESS) [20210307-03]
January 29, 2021	Add New Section 4.02 Enduring Executive Order on Priorities
January 3, 2021	Add New Section 1.03.2 LNC Committee Appointments [20210103-04]
January 3, 2021	Add New Section V "Other Policies" and Social Media Policy [20210103-01]
December 6, 2020	Committee Appointments 1.03.1 and Committee Scope and Responsibilities 2.02.10 [20201206-07]
December 6, 2020	Convention Oversight Committee 2.02.7 with conforming changes to 1.03 [20201206-06]
December 6, 2020	Meetings 1.02 [20201206-04]
December 6, 2020	Membership Benefits 2.05 [20201206-03]
November 11, 2020	Meeting Minutes 1.02(6) [20201108-01]
October 24, 2020	Electronic Meetings 1.02.7(h) [20201017-01]
October 4, 2020	Committee Appointments and Terms of Office 1.03 [20201004-10]
October 4, 2020	Electronic Mail Ballots 2.07.4 [20201004-04]
October 4, 2020	Meetings 1.02.6 [20201004-03]
October 4, 2020	Committee Appointments 1.03.1 [20201004-02] ³

³ The format of ballot numbers changed at the time of this change.

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September 13, 2020	Graphic Symbols and Colors 2.06.2 [200913-4]
September 13, 2020	Conforming changes to Endnotes with the release of the 12 th edition of RONR [200913-2]
July 19, 2020	Executive Sessions 1.02.5 [200719-9]
July 19, 2020	Committee Appointments 1.03.1 and Committee Terms of Office 1.03.2 [200719-5]
July 2, 2020	Meetings 1.02(e) [200625-1] <i>Provision automatically deleted after the completion of the 2020 National Convention</i>
June 5, 2020	Committee Appointments 1.03.1 [200529-1]
June 5, 2020	Meetings 1.02.7 [200529-2]