

# Let Freedom Ring CMLC Liberator

Now \$10  
per year.

## Bill Clinton Invented What?!

Life is good. The economy is strong; unemployment is low. Work is plentiful; even the dregs of society are gainfully employed if they so choose. (You've seen what happens when you try to get service.) People are investing in retirement plans and setting their sights on prosperity and leisure.

The problem I have with the economy is that Bill Clinton wants to take credit for it. Hardly a week goes by that the doesn't bamboozle some group of saps at a fundraiser into believing that very impressive lie. It bothers me that there are people who are stupid enough to believe it.

Semi-libertarian columnist Steve Chapman has heaped praise on Alan Greenspan as the architect of

*(Continued on page 3)*

## Paddleboro Defense League

After I sent to the LPMA list the basic information about the Attleboro case\* that happened a couple of weeks ago, a person responded to me asking for information on how to order a "Paddleboro" T-Shirt.

They are being given away for a \$20 donation to the Paddleboro Defense League. This is the organization that was set up to handle the attorney's fees for the case. You can get information on ordering the T-Shirts at [www.paddleboro.com](http://www.paddleboro.com)

I highly recommend that everyone donate to the PDL, even if they choose not to get a T-Shirt.

We were unable to get the State of Mass out of

*(Continued on page 2)*

## Where Your Money Went

Most PVLA members were also members of the Libertarian Association of Massachusetts, may it rest in peace, and a fair number of PVLA members are members of the Libertarian Party of Massachusetts. If you are an LPUS member, part of your dues go to the LPMA, whether you belong to it or not. Where is that money going? I present a new regular look, based on Federal Elections Commission reports filed under "Libertarian Association of Massachusetts" for the period January-June 2000.

Cash on hand 1/1/2000.....26 718  
Income through 6/30/2000... 35 253  
Expenditures.....50 972  
Cash On Hand 6/30/2000.....10 999

And where did that money go?

Phone...148

*(Continued on page 3)*

## Recruiting Members

by Doug Stoxen

who we thank for permission to reproduce his highly interesting preliminary report

### III. INITIAL CONTACT:

#### A. The First Contact:

The best way to start is with a telephone call. Your objective, you should focus all your efforts on this, is to establish a face to face meeting with the prospect as soon as possible. With out a doubt, the most effective method of communication is face to face. Letters and post cards work, but very rarely.

Before making the first call, make sure you have your personal schedule in order and you have several open periods over the next few weeks to meet the person. Make sure your out- reach material is ready. Make sure your Farley File is in order and in front of you. Make sure your material for sale is ready. Get a cheap receipt book from the drug store. Have change for a twenty dollar bill on you (Fifty or Hundred dollar bill if possible). Be dressed and ready to go if the best time to meet is right away. (The best time to meet is as soon as possible after you speak. In ten minutes, is not too soon.) If you

*(Continued on page 4)*

## Our Web Pages

<http://www.wmlp.org>

<http://www.cmlc.org>

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Provider of internet services

Libertarian Party got over 3% of the vote in one statewide race. Why? To find the apparent answer, you have to find the right questions. One possible answer is that the candidate advertised. Only if you look at town-by-town data do you notice that the good vote totals did not occur where advertisements ran. With some care, it may be recalled that the Republicans had a bitter primary for the same office, and the strong LP vote totals are concentrated where the loser's partisans were centered.

*To Be Continued*

Information Preservation and Retention: The purpose of retention is to take the

**Another Interesting Idea**

Last month I proposed using pages 1 and 2 for PVLA/CMLC/ Massachusetts material, bundle pages 3 and onward as, say, the Libertarian Strategy Gazette, and making copies available to people in other states for matching newsletters elsewhere. This arrangement costs us nothing, could be used to leverage the Local Organization strategy to greater strength from sea to shining sea, and could get publicity for our people.

This month I'll propose something more local. Last spring, LPUS members who belonged only to LAMA and not to LPMA were disenfranchised when LAMA ceased to exist. Would there be interest in launching a local group of LPUS/ formerly-LAMA-only members to represent our common interests?

**Who Are We?**

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

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CMLC Liberator**

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First Class Mail

## Letters

Editor:

While we have an uphill battle, sometimes we fail to recognize success when we see it. I requested a list of Registered Libertarians in Springfield. I expected a list of 20 or 30 names. I received a list of 300 names. Just looking at it I would say that close to half of the names on the list are in Ward 2 in areas that were leafleted during the Paul Norton campaign. Almost none of the names on the list are Irish, which I expected, since they are more prone to have friends and relatives in the patronage system.,

One question I had was if the literature in Spanish was worth the effort. I would say that it was. My only regret is that I do not speak Vietnamese, not Russian as well. Every Puerto Rican who registered Libertarian decided to ignore Democrats Benjamin Ramos and Jose Tosado and listen to a leaflet authored by someone named Underwood. My other regret is that I can only cover so many houses and so many streets.

Given this information I am going to embark on several courses of action.

In the immediate future I will offer myself as the write-in candidate for the 9th Hampden District State Representative seat presently held by Jack Keough. The literature will advise voters to vote for Carla Howell for US Senate, for Harry Browne for President, and for myself.

After the November elections I intend to run a campaign for Mayor of Springfield (we could have some other mayoral candidate, but I want to get the show on the road). I would prefer to run a full slate: mayor, city council, school committee, etc. I will try to carry out Sally Howes' suggestion that we become the Party of Protest. City elections are 'non-partisan'. Candidates are not identified by party on the ballot. We can identify ourselves as Libertarians in the literature.

I have received voter registration forms in English and in Spanish. I will attempt to register more people as Libertarians. How active will the registered Libertarians be? How active are any of them? I think that there is a very wide range from people who are few up with the Republicrats to a few people who may be active. Every registered voter helps us to be a major party.

Robert Underwood  
83 Cherrylyn St  
Springfield MA 01104

(Continued from page 1) (Paddleboro Defense League)

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the bedrooms via the House Legislature, but we may be able to shrink this part of government through the courtrooms.

Also, you may note that the checks are being handled by the "BRC", and wondering what that is. It's the Bisexual Resource Center, a non-profit group. (No one who works for the BRC gets paid. I know, I work with them in some of my spare time. I personally vouch for them and that your money will be used to help the cause. Not one penny is being spent on maintaining things like office space.)

To quote a person who was there, with her permission, even though she wishes to remain nameless at this time, "I used to think America was a free country."

Please help with this cause,  
Doug Krick

\* For those people who are unaware of what happened in Attleboro, MA some weeks ago, a quick summary is in order. Police entered a private party geared towards adults without a search warrant. This did not happen at a business, nor was money earned by the person hosting the event. (Donations were asked for, to help pay for the space that was being used.)\*\*

The following charges were filed: Davis was arraigned on 13 charges: operating a business without a license, keeping a house of prostitution, possession of an item of "self-abuse,"\*\*\* assault and battery of a police officer\*\*\*\*, accessory before the fact of a assault and battery with a dangerous weapon, and eight counts of possession of a dangerous weapon. The guest was charged with one count of assault and battery with a dangerous weapon. The alleged "weapon" was large wooden kitchen spoon.

\*\* I am in possession of other information of what happened at the event, but have been asked to keep the information confidential until after the jury trial. To summarize, Everything that happened at this event was completely consensual. It is against the house rules of the party to do as much as touch another person without their consent.

\*\*\* An item of "self-abuse" is defined as a dildo, vibrator, or other item used for masturbation.

\*\*\*\* I have spoken to several eyewitnesses. This did not occur, and is without grounds.

(Continued from page 1) [Bill Clinton Invented What?!]

the current expansion. Indeed, if there was one person who can claim credit, it would be the Fed chairman. Greenspan is an appointee of Reagan. He adores Ayn Rand and is a proponent of the free market. Despite the name, the Federal Reserve is a network of private banks. If any group, in a capitalist society, should have the power to control the economy, these would be the people. Nobody has a more serious interest in seeing prosperity than bankers. It is in their best interest to ward off recession and keep the economy strong.

Greenspan critics say that he is overdoing the interest rate hikes. They say that he, like Clinton fell into a historic economic revival and is getting undue credit. They credit the downsizing and restructuring of the 1980's with causing the prosperity of the 1990's. This is the corporate spin on things; I'm sure there's some truth to it. A leaner, more competitive and efficient America seems better poised to profit from a global economy.

Everyone who has not been living in a cave knows the real secret to the strong economy. An explosion in computer and communication technology has turned the old economy on its ear. Pundits even coined the expression "new economy" to denote the difference. On some level, even the Democrats acknowledge this. Why else would Al Gore make up that lie about inventing the Internet?

Sure, macroeconomics is a complicated field. No single factor can influence a national, let alone a global market to this degree. Wall Street, Washington, Beijing, and Europe have all had a hand. So let's agree to disagree on the subtle causes of the expansion. One thing we should all agree on is that Clinton deserves very little credit. He signed a modest Republican welfare reform bill and he reappointed Greenspan. I can think of nothing else he did that was worthy.

I have an apple tree in my yard that I planted in 1992. It has some disease or fungus that causes the leaves to wrinkle and the apples are often small and irregular. But it has grown steadily and it looks like this will be a great year for a harvest. Okay, so it's only going to be about ten pounds, but I'm proud of it. The apples are large and well formed because the climate has been right, much rain, little wind and no varmints to speak of.

Would it be logical for me to say that I have a great apple tree with a good crop because of the disease that is crippling it? Wouldn't it be more logical to assume that the tree and the crop would be even better without the disease? Which would make more sense: to try to eradicate the disease or to find

a way to increase it?

In case you missed the analogy, our economy is like an apple tree. Bill Clinton and the Republicans who are crippling the economy with bad policy are the disease. The free market, like my tree, flourishes not because of the disease that reaches every branch, leaf and apple, but in spite of it.

.....Pit Warren

(Continued from page 1) [Where Your Money Went]

Bank Charges...203  
 Newsletter Printing...3455  
 Newsletter Postage...3023  
 Other Printing ...667  
 Other Postage.....77  
 Membership Secretary.....376  
 Book-keeping.....600  
 Web Site..... 201  
 Business Cards....278  
 Holiday Cards.....610

**Convention:**

Hotel...18 000  
 Printing 2 053  
 Balloons...209  
 Photographs of Con...200  
 David Bergland (Air Fare)...348  
 Roy Innis Speaker Fee...1500  
 Barb Goushaw Speaker Fee...775  
 Public Relations Firm....3000  
 Badges...836

TOTAL CONVENTION: 26 921

State Board Conference Phone Call...428  
 State Board Meeting.....90  
 Legal Advice...2 900

Gift to National Party (Party Building)...2 500  
 Other to National Party...1095  
 Boston Pride Parade Fee...185

Campaign Support.....Carla Howell 5 000  
 Campaign Support...David Euchner 1 500

HERE IT IS... THE SUPPORT FOR LOCAL ACTIVISM....Worcester City Committee...50

The total "LAMA" income for April-June was \$26,300, including \$3852 from the National Party.

Next month: **Where Your Money Went** looks at our state's most expensive Libertarian campaign ever. Do we really need campaign staff receiving an annualized \$90,000 per year?

(Continued from page 1)

have a petition for them to sign or other door opener available, that is the optimum condition. They may not want to have a visitor but most people will accept a meeting to sign a petition.

Organize your Farley File by region and then alphabetically. Have the file set up so you can separate the file into new prospects, hot prospects, long term prospects and throw aways. Work the base by region of the county or town. For example, call all of the people in the furthest distant township in one sitting. Make sure, if possible, that you have been there. When you drive around the place, have a map of the town. Mark on the map where the all night diners, coffee shops and other meeting places are. Find out their hours. You are going to try to set up meetings in these places and it helps to know in advance where they are and when they're open. Try to set your appointments so that you make all of them in one town or neighborhood at once and leave yourself at least 1.5 to 2 hours for each one. Don't be late! Get there 20 to 30 minutes early. Have something with you to read or do to fill the time while you wait for the prospect or between appointments. The prospect should always see you waiting for them when they get there. This adds to the feeling they should develop that you are going out of your way to help them. You are going out of your way to help them and our cultural heritage will make them feel they owe you something already. Don't bungle this instant influence opportunity. Try to get a member, a contribution or a sale. They should give you something to release their natural need for reciprocity. Don't push this, it may

**Who Are We?**

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

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

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

offend them and you'll drive them away. If they don't naturally feel they owe you something for knocking yourself out to meet with them, they are not worth pursuing further.

**B. First Call**

Make your calls between 9 AM and 5 PM on weekdays, 7 PM and 8 PM on weekdays and 10 AM to 5 PM on Saturday and except to confirm or change appointments, never on Sunday. Before 9 AM, parents are getting their kids ready for school and after 8 PM, prime time TV and getting the kids ready for bed is their priority. Between 5 PM and 7 PM is the dinner hour. People don't like to be contacted on Sunday. On Saturday, people frequently sleep in.

Call and introduce yourself. For example, "Hello, My name is Doug Stoxen. I'm calling from the local Libertarian Party. May I speak to John Doe?"

When John gets on the line, introduce yourself again and tell him, "I just got the list of people that had expressed interest in the Libertarian party in the past and the state party asked me to get in touch with you to see if you have any questions. Is there anything I can help with?" If you know what the method of contact was, bring that in. "I see you were at one of our public education booths at the Monmouth county fair. What did you think?" Most people won't have any questions. You are trying to find out what they want to know. Your responses should be worded to satisfy "what they want to get from you" language. You are selling Libertarian Ideas. It's the same as selling anything. If you were selling a couch you wouldn't say, "If you buy this couch, it will get me enough money to buy that stereo." You would use language like, "I think this couch will look good with the other things you have in your home, it will stay in fashion for years and it's the last one I am going to have in for the next 9 months." Do not express yourself in what they can do for you. It's the other way around. If they don't have any particular questions, tell them what the local group is doing to help them already. Forfeiture reform, private property rights, tax reduction work, etc.) Get them talking. Encourage them to ask questions. Let them dominate the conversation if you can. Take notes. Your goal is to get information about how they feel and what is important to them. You want to fulfill their needs. If you can't get them to open up, give them the World's Smallest Political Quiz and discuss the results. Once you have an idea of where they are coming from, and you still want to recruit them, try to set up an appointment to talk. If you can, set up to meet at their house or neutral territory. If you can't set up a meeting, set up a future contact opportunity like,

"our next meeting is Friday" or "do you mind if I check with you next month to see if you need more information.

If you can't reach them, document the day, date and time you called on the Farley File. Next time, try a different day and time.

If you reach them and they are either definitely not for us or they aren't interested, delete them from the prospect list and document why. Make sure the State Treasurer takes them out of the data base. You should leave them in yours in the throw away file. This should keep you from calling them in the future if you get a data base that's not updated or you get their name another way. Don't do the same thing over again. You don't have time to duplicate.

If they want more time to think about it, ask them if you can stop by and drop off some more information. This might get you into a conversation leading to membership or get you a donation.

If they are interested in some of our ideas but still won't join and are a hard case about it, try to set up an appointment anyway to get a donation. Express it like this, "You agree with us on a lot of things. Would you be interested in making a small donation to help promote your views?" At this point, **DO NOT SAY ANOTHER THING NO MATTER WHAT. THE FIRST PERSON THAT SPEAKS, LOSES! NO MATTER HOW LONG IT TAKES, SAY NOTHING!** If they say how much? Ask for **\$20 AND SAY NOTHING MORE UNTIL THEY SPEAK, NO MATTER WHAT.** (Unless they're flush, then ask for \$50 or \$100.) If they say they can't afford that, ask (and the exact words are important) "how close to that amount can you come?" **AND SAY NOTHING MORE UNTIL THEY ANSWER.** If they agree to donate, go over to their house right away and get it. Say "I'm going to be in your area in a (hour, few minutes, etc.) do you mind if I stop by and pick up the money, I can drop off some information at the same time." **DO NOT SAY ANYTHING UNTIL YOU GET AN ANSWER.**

When you go over and if you are invited in, keep it casual and leave some information. Chat about a few of the items you brought. If they invite you to come in and sit, the whole recruiting process is fair game. Tell them about your next event or meeting and invite them. Have it written down for them already in a newsletter or on your business card.

Document the contribution. When you spend any money for the group, send them a note telling them how intelligently you spent their money and thank them. You will find they will probably donate again if you stay in touch. If they insist on mailing the contribution, send them a completed do-

nation form with a self addressed stamped envelope. Call a few days after it was mailed and tell them you sent it. Follow up in a week to see how things are going.

#### C. Second Call

If they were interested the last time you called, last month say, but didn't want to meet or join, call them back and see if there is any more you can do. Use the same process as last time. If it doesn't work out, tell them you will be looking forward to hearing from them, send them a newsletter or something that tells them what you are doing as a group and how to get in touch with you. Also send an application with a self addressed stamped envelope. At this point, you must decide if they are still thinking about it or if they are trying to put you off politely. Make the decision then and either schedule a letter or call or delete them. If on the first or second call they say they are too busy, ask them if they read books and try to sell them a book. Ask them if they ever call representatives or write to them. If they do, ask them if they would like to help make calls and write letters from time to time. If they will, keep them on your list for that. If that doesn't work, try for a contribution. If that doesn't work, delete them. If they won't contribute and won't participate, ask them to think of us at election time and write them off. You're wasting your time.

#### D. No Phone Number Available

Write a typed one page letter to introduce yourself and the local organization. Ask them to call you. Send a self addressed stamped envelope asking for their phone number so you can call them back. If they don't respond, send one more letter telling them you are sending your last letter and if they don't respond, you will assume they aren't interested and will take them off your mailing list. If they don't respond, delete them. If they respond with their phone number or call, proceed as in first call. They may want to correspond instead of calling or meeting. That's ok, do it. Answer their questions honestly and only their question, don't elaborate. It may be a good idea to send a pamphlet that explains our position. The pamphlets usually do a better job of explaining our ideas than a letter composed from scratch.

To Be Continued...

## Stand Up for Liberty!

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

### **Chapter Thirteen** **Continued**

Transparency is the notion that if one looks at a record of performance, it should be reasonably clear what it is saying. Fiscal records are particularly subject to being rendered opaque. "Petitioning expenses" and "publishing expenses" cover a variety of costs, not all equally valid. In order to evaluate the cost, a reader needs to know how many signatures were collected and under what constraints, or what was printed and in how many copies.

A group interested in demonstrating the legitimacy and frugality of their expenses can be much more transparent than a group interested in enhancing the income of its consultants and the perks associated with high office. When statements become more generally available, it will become easier for their contents to be evaluated and compared. Records are not always as transparent as they appear. For example, the record may show that X is receiving money, apparently for a legitimate purpose, but may not make clear that X is Y's significant other, and that conflict of interest or nepotism rules or lack thereof might be a matter of interest for potential investors.

The Advisory Groups discussed in the previous Chapter will likely play a significant role in creating market transparency. On one hand, we respect private property rights. A group advancing the libertarian movement may not want its finances to be reported in detail. With well-known legal exceptions such as campaign finance laws, those finances are intellectual property. We respect within legal limits the right of a group to operate in privacy. On the other hand, we also respect freedom of speech. Third parties are entitled to report on which groups are open and transparent in their conduct, and which groups cloak their operations under the guise of intellectual property.

Financial groups have resolved some of these challenges by means of Uniform Accounting Standards. These Standards are systematic rules, specifying how certain types of expense, debt, asset, and investment are to be reported. The same standards are applied uniformly to everyone in an industry. With Uniform Accounting Standards, someone who understands the standards can compare balance

sheets of different companies, and determine which firms are more profitable, and which firms are less profitable.

Uniform Accounting Standards can also be brought to the marketplace of ideas. If various groups raise money to support candidates, they can agree to report their expenses in a uniform way. A third party can monitor and report on voluntary compliance with Uniform Accounting Standards. One group may have higher assessment expenses than another, but if the more expensive group is also better at causing candidates to win, they may be the right place to invest.

What are these uniform standards? That's a complex technical issue to which I do not yet have a complete answer. Besides, I need something for my next book, *Make Liberty Happen!* I'm happy to have advanced to the stage of proposing that when such standards are created, they will be greatly advantageous to the marketplace of ideas.

In the end, the market will always prevail. If enough investors insist on open reporting and efficient spending, we will get open reporting and efficient spending. If enough investors respond to spin, glitz, and hype, with no concern as to whether anything constructive was actually done with their money, fundraisers will be able to waste money with no concern that market forces will weigh against them. If investors are interested in the past promises and performance of an operation, operations with good records will presumably benefit. If investors are prepared to swallow any excuse however implausible as to why promises were not kept, operations will not concern themselves with keeping their promises to their political supporters.

If you read the last paragraph carefully, you will see that it is all up to you. Will the market support sound investment, or whether the market serve up sheep ready to be sheared?

### **Chapter Fourteen** **Information Management**

Information management might sound like the dullest topic known to man. It doesn't energize activists. It doesn't support candidates. It doesn't do anything, not directly. Nonetheless, information is the lamp that leads us from the political darkness. We may be lost. Through information we find ourselves.

Information management is a critical operation for Libertarian groups on every level. If information is our lamp, lack of information is the blinding shadow.

**WHAT DO WE DO?**

How does a "central" group support local activity? We're Libertarians. Telling a fellow Libertarian exactly what they should do is just not a promising line of approach. Giving a fellow Libertarian suggestions -- and the reasons you are making them -- is more promising. Helping people do the work that they want to do, even if it is not what you want them to do, is yet more likely to lead to success, because it builds a favor bond that can be called at a later time, when you want them to work on something that interests you but not them.

Information management is a support activity that any Libertarian group can provide to the Libertarians around it. I'll discuss three sorts of support in this chapter, namely information systems, information distribution, and the communal memory.

### **INFORMATION SYSTEMS**

Libertarians are not in the habit of invading other peoples' privacy. The Libertarian Party is not a spy agency. However, ignoring the cloak-and-dagger stuff largely found in spy novels, the information issues of a political party, a large company, and of a government are basically the same. We are each in a competitive environment. Knowledge is an aspect of power, a way to advance against competition.

An information system actually has four major components, namely collection, analysis, retention, and distribution. These are the equal legs of a square table. If any leg is faulty, the table falls over. Readers of technical spy novels -- in which the heroine succeeds via massaging data bases, not by violence -- will find these four components entirely familiar.

National and state organizations have a major useful role in getting information and propaganda to activists, specialists, and members. Many discussions of information talk only about information distribution, often focusing only on internet and web-based technologies. Collecting, analyzing, and retaining information are just as important as distributing information to people. You have to find information before you can distribute it. You have to figure out what you have learned, and you have to store that knowledge in such a way that it can be found when someone wants it.

Information Collection: To collect information, you can try to identify what information is wanted, find that information, and recognize the serendipitous aspects of apparently useless facts. You can also collect information that looks as though it might be useful, warehouse it, and hope that it can be found when wanted. Part of information collec-

tion is collecting lists of the information that people need. A systematic process for identifying wanted facts is required. The group that says "we need more sites for a politically homeless booth" has specified a problem. The feedback 'the Gun Owner Action League monthly magazine has an events listing, running two months in advance' is part of a solution. To be a solution, the apparent solution has to be linked back to the people who made the original inquiry. Correspondingly, the person who finds an events list needs to recognize that the list could be useful for people who want to run booths.

If your state has Voter Registration by Party, it is easy to recognize that voter lists are useful. If you are a candidate, getting the Voter Registration lists requires -- at least in my state -- writing or visiting each of the 351 town and city halls across the Commonwealth. Those lists will be helpful in many future campaigns. By getting those lists, the current campaign goes beyond supporting its candidate to support the party that birthed it. Conversely, a campaign that skips getting the lists when it can, because it does not expect to need the lists, is being run in a totally shortsighted manner.

Effective organizations actually go out and get information rather than hoping it will come to them if they sit and wait. Sometimes one must work out a strategy for recovering information. A Massachusetts group looking for a list of registered Libertarian voters may need to run people for office, which could be a good thing in itself, to provide the legal justification for writing all those cities and towns.

Serendipity demands attention to detail. Page 11 of the local paper may note that Senator Bull-bleep has been appointed as State Conservation Commissioner. To focus information collection, you need to see the implications of that statement: Soon there will be a special election to fill the vacant Bull-bleep seat. The time start looking for the Libertarian candidate is \*yesterday\*.

Information Analysis: Raw information is like dried rice -- indigestible. The task of the analyst is to transform raw information into something usable. Analysis can also be effective at finding the gaps in what you know. Sometimes analysis is straightforward. "Could we have a map of the state senate districts?" demands that the analyst do some mapping. "How did we do around the state this year" is answered with color-coded maps. "How did we do relative to two years ago?" needs some arithmetic, and more maps.

A more challenging part of analysis is figuring out what questions to ask. In 1994, the Massachusetts