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# Libertarian Strategy Gazette

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## Know Your Opponent

### How the Dean Campaign Organizes Local Meetings

*"So far Dean supporters have organized 9,608 events across the country with 99,207 attendees."*

Here's what the Dean website says on how to organize a local event:

[action.deanforamerica.com/meet/working\\_meeting.html](http://action.deanforamerica.com/meet/working_meeting.html)

### Guide for Working/Organizing Meetings

In the coming months, in hundreds of cities and towns, thousands of Dean supporters will be organizing a wide variety of meetings in support of the Dean Campaign. Volunteers are hosting parties in their homes, gathering in coffee shops to write letters to the editor, and volunteering at local voter registration drives. Working meetings and social events build momentum for Howard Dean's candidacy, and bring new people into the campaign.

The kind of local organizing you are making possible has never taken place on such a large scale so early in a presidential campaign. You are reaching out to homes and communities that have not been politically active for a long time. If you reach them, they will vote. If over 100,000 people spend just one afternoon educating others about Dean before next spring's elections, we can win this primary.

In this guide, we provide suggestions for how to plan and lead a meeting. We will be updating these materials regularly, and welcome your suggestions and feedback.

### Planning a Meeting

Every meeting is different. Think about what you want to accomplish, and be creative! Here are some useful things Dean activists are already doing at their meetings:

Organizing around a particular interest area - Greens for Dean, Artists for Dean, GLBT for Dean, Fiscally Responsible Voters for Dean, Nurses for Dean, etc.

Planning outreach to local groups who share common interests and concerns, such as Sierra Club, NOW, unions, advocacy groups for minorities and children, and other activist organizations unique to your community.

Writing letters to the editor of newspapers and magazines.

Participating in voter registration drives.

Planning outreach events, such as handing out flyers at a concert or setting up a weekly information table in a busy town square, and signing people up for the Dean Campaign.

[Organizing Local Meetings] (Continued on page 2)

## LPPa Strategic Analysis 2003

### A Working Example of Strategic Planning

(As forwarded us by Tim Crowley; Charles Fourier, co-author)

Before the February 15th deadline for submitting LPPa by-laws changes, we should agree on a set of objectives and define a common position on proposed bylaws changes. Let's discuss this issue, create such audit committee, select the members, get some feedback, set the scope of work and establish an agenda.

Should an amendment to the LPPa bylaws/constitution be necessary, we should start now in order to be ready for the February deadline. Some of these proposed changes will require bylaws changes while others will require procedural changes.

I suggest that we want the LPPa to be able to carry out its purpose as defined in the LPPa Constitution and Bylaws (shown below). We can also provide a preliminary analysis of the LPPa's Strengths, Weaknesses, Opportunities and Threats. We should also perform a yearly survey of key libertarian assets in all 67 Pa. counties.

### ARTICLE II. PURPOSE

The purpose of the Party is to proclaim and to implement the Statement of Principles of the National Libertarian Party by engaging in political and educational activities in the Commonwealth of Pennsylvania.

### ARTICLE I. PURPOSE AND SCOPE

#### Section 1 - Purpose

The purpose of the Party is to conduct the following activities consistent with the Statement of Principles of the National Libertarian Party:

- Disseminating Libertarian political philosophy by entering into political information activities.
- Nominating candidates for statewide political office and for offices of the Commonwealth.
- Supporting local and county Libertarian Party candidates.

These are our previously agreed upon goals. To fulfill these goals, we will need to perform a strategic analysis and arrive at some supporting objectives, strategies and tactics.

Objective- to perform a strategic analysis of the LPPa. To recommend changes in strategy, bylaws and procedures.

### Strategic Analysis of LPPa

#### SWOT:Strengths, Weaknesses, Opportunities, Threats.

**Strengths:** We are part of a viable county, state and national political network. We have several means of communications

[Pennsylvania Strategy] (Continued on page 3)

(Continued from page 1) [Organizing Local Meetings]

(See our Guide for Outreach Events for additional suggestions.)

Hosting fundraisers in private homes, bowling alleys, parks, pubs, etc.

### Before the Meeting

Promote your event. Email or call your friends and invite them to join you. They may not be Dean supporters (yet!), but they will appreciate being invited. Put up flyers in your local grocery store. Post a message on local bulletin boards, and write a brief description for your local paper. List the event in your local Democratic Party calendar.

Gather your materials. Print out and copy enough flyers and sign up sheets, so that you won't run out. (Click "Materials" in the upper left corner of this page.) In this case, it's better to overestimate. Make sure to download and print out contribution forms as well. Even if there is no fundraising component to your meeting, people may want to contribute, and it's important that we make it as easy as possible. Give people envelopes and forms so they can send in contributions themselves.

### Sample Meeting Agenda

1. Greet people. Ensure that everyone feels welcome and completes the sign-in sheet.
2. Introduce yourself and, if the group is small enough, ask everyone else to do the same. Welcome new people who may still be learning about Howard Dean.
3. Explain the goals of the meeting. A goal may be as simple as introducing new people to Dean, or as ambitious as signing up 100 new Dean supporters within the next week. Make your goals clear, so that people can share your vision.
4. Depending on the size of the meeting, you can then continue to hold the meeting in one group, or break into smaller groups. Ask someone to take notes, and ask for volunteers who are willing to follow through on any plans made at the meeting.
5. If appropriate, announce the fundraising total for the group attending, and encourage people to make donations online.
6. Try, at every type of event, to come up with ideas for doing more outreach. Outreach is essential to this campaign, which is based on grassroots support. Brainstorm strategies for reaching out to other groups, signing up more Dean supporters, and collecting their names and email addresses.
7. Ask everyone to leave with a sign up sheet of their own, so that they can ask friends if they want to receive

emails from the Dean campaign.

8. Thank everyone for coming, and remind them to spread the word about Dean.

### After the Meeting

Follow up with a thank you email. Contact everyone who came to the meeting, and ask them what they thought about the event. Urge them to take the torch and schedule their own organizing meetings, now that they've seen how easy it is. Ask them to email or fax their sign up sheets to the campaign within the next week

### Suggestions for Meetings

Be outgoing and friendly. Take a confident, friendly, personable, tone. Lead by example, but don't try to do too much or direct people. Your tone makes a big difference.

Don't argue or harangue your group. People are bound to have very different opinions - that's all part of the democratic process.

Allow others to step up and show some leadership if there is a problem that needs to be resolved or a decision that needs to be made. However, in the absence of any formal decision making structure, we think it only makes sense to expect you to take the lead when there is difficulty reaching consensus.

Feel good about what you are doing. You are giving people an opportunity to get involved in the political process in a meaningful way. You are making a difference. If the experience had an effect on you, think about writing about it for the local paper or an online journal. (as forwarded to us by Doug Daniels)

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*(Continued from page 1) [Pennsylvania Strategy]*

available to us. We have email networks, county meetings and press releases.

Our management team is adequate. We have built up a modest voter base and donor base. We have 300 dues paying members

We are running an handful of candidates in an off-year election season. We have stood for individual freedom for over 30 years. We have achieved Minor Party Status with 41,000 votes statewide in 2002.

We are on the voter registration form. We can choose candidates in special elections. We have an ongoing Toastmasters program.

We occasionally get on PCN-TV and C-Span. We send out press releases and occasionally get quoted in the newspaper. We have a solid presence on the internet.

**Weaknesses:** We cannot fill every board position

The Bylaws don't facilitate the LPPa's mission statement.

The Bylaws are too inwardly-focused, and they are not focused toward the future or toward incentive for growth.

Many county chapters are in disarray. There are few incentives for grassroots county chapter formation.

There is no good way to promote new county chapters.

Factionalism is leading many qualified Libertarians to sit on the sidelines.

We have no ongoing fundraising effort. It is ad hoc.

Too few of our members have the skill sets needed for success (persuasion techniques, parliamentary procedure, public speaking, etc).

The National LP is in debt, and has cut back on services to the states and counties.

We need a more foolproof method of dealing with inquiries and converting them into voters or members on an ongoing basis. We need this in place before the 2004 election.

The email voting system makes it impossible to amend any motion without it taking a month. It imposes undue responsibilities upon the Secretary.

There is no easy way for the state party to facilitate helping local candidates in an off-year such as 2003.

We don't have an inventory of Libertarian resources by

county. There has been no recent effort to gauge the strength of individual counties.

IMO the bylaws have the following faults (in general)

1. they don't provide a clear pathway for a county to grow from a C county to an A county.
2. there is no incentive for LPPa members to make the party grow.
3. The Secretary is overworked to the point where he can't get away from his computer.
4. Many committee chairs have their duties defined in terms of keeping records, rather than going out into the real world and engaging non-libertarians.
5. There is no mentoring built into the bylaws. IMO mentoring rarely happens because :
  - a)members are introverted
  - b)current best practices are not disseminated to the county and individual level.
  - c) there is a general feeling that any new members will cause their own importance to be diminished.
  - 6.) There is no procedure for getting new people in to the LPPa pipeline, nor for mentoring and development of teams.
  - 7) there is no mentoring to give them the skills to take on more responsibility (in a low key manner)

**Opportunities:**

Opposing Patriot Acts I and II will give us a way to reach non-conservatives.

The current board is interested in changing bylaws and procedures to enhance the LPPa.

We have outperformed the Greens in the last statewide election, neutralizing their advantage via the 2000 Nader campaign in Pa. We can expand upon this, even while working with them on projects such as joint debates and ballot access.

As time passes, some of our previously active members may become active again, if the door is left open, and if win-win scenarios can be developed..

We can use the LibPenn as a fundraising and educational tool, as well as a motivational and recruitment tool. We can achieve economies of scale by sending out 1,000 LibPens at a time.

We can reach younger people via raising awareness of the LP's stance against the Rave Act.

We can work with the Greens and other minor parties to change ballot access laws, and to make the idea of minor parties more acceptable to the average voter.

We need a better response to the Green's lock on environmentalism.

More overtures, such as those made to the squirrel lovers, can open new mini-constituencies to the LPPa.

We need to remind our supporters in the gay, 2nd amendment, anti-tax, motorcycle helmet and drug legalization communities that we are consistently on their side. We can make inroads on the small business community while retaining our other constituencies.

We can use the 2004 campaign as a catalyst for grassroots growth of county chapters.

Other smaller parties such as the Constitutionalists and Reform have nearly disbanded.

We can facilitate the growth of local groups of Libertarians, who may some day apply for membership in the LPPa.

If we had more counties or groups of counties that had a rep on the LPPa board, then we would have a bigger pool of candidates to pick committee chairs from.

We can refine the various 'event horizons' and use them as day to day planning tools.

We can fix the databases, clean up the web sites, etc during the winter months, while recruiting at outdoor festivals, etc during the summer months.

We can get a sizable chunk of the 30,000 required petition signatures on Primary Election Day and on the 4th of July. But this must be planned in advance. We have to make fundraising a fundamental part of our ongoing activities.

**Threats:** The Greens are still out there. They are getting fairly large crowds at their anti-Bush anti-war protests. They have more allied groups than we do. Many environmental groups have nonGreen donors but they have Green-type platforms and are run by Greens. The LPPa has nothing similar to this.

We have constituencies who are politically incompatible with each other. We can lose their support if we try to lump them all together, without thinking about what *they* want.

Internal dissention within the LPPa is still there, but below the surface. It should be diffused as diplomatically as possible. Win-Win scenarios must be considered by all.

The Ds and Rs still have a near monopoly on the minds of the average voter. Complacency and inertia is a threat to us.

The National Party needs to stay on a fiscally responsible course. We have no organized way to monitor the progress of the LNC and to report the results as a scorecard. We are basically spectators to a situation which involves us directly. Ballot access laws are too strict. It will be difficult to get

the LP Pres. candidate on the Pa. ballot in 2004.

## Perceived problems with the current LPPa Bylaws and Possible Solutions to explore.

### 1. Use easier terminology when discussing the counties -- A B and C.

Here are the only new terms that I will introduce -- A, B, and C counties.

A counties- those with a voting representative on the LPPa board (they have 12 members)

B counties- those with recognized county committees, but no voting rep/board seat. (they typically have fewer than 12 members)

C counties- counties with no recognized county LP committee. They have not reached the current minimum threshold.

We could also tag on the number of county level members, so that Allegheny County would be an 'A33' county (an A county with 33 local members).

With my A,B,C county terminology, we could allow several adjoining B counties to band together and select a joint LPPa representative, as long as their total membership equals 12 and as long as they have a minimum organizational structure.

Several B counties could in effect become an A 'county' as far as the LPPa board is concerned. Each individual B county would still have its own county committee, which would now have the option of joining into a 'B county confederation' for the purposes of LPPa board representation. The county election bureaus would still deal with the county committees, although we would allow several county committees to have a common LPPa voting representative.

This would IMO give B counties an incentive to work together and get representation like the A counties enjoy. Also, C counties would have an incentive to become B counties and to join forces with adjacent B counties. B counties would have an incentive to develop adjoining C counties.

Although it once served the LPPa's purpose to say that 'there is a county Libertarian committee in county X', even though the committee may only consist of two people, we need to reexamine whether this is still true today. This does satisfy the election bureau, but it doesn't necessarily serve our purposes as well as it could.

### 2.

Maybe we could change the bylaws to say that a 'B county' must have 3 members in good standing and that they have to appoint a Chair, vice chair, and secretary. The old rule about one meeting every 4 months is okay. But IMO for a county to become recognized, it should at least have a skeletal organizational structure, with Robert's Rules as its parliamentary source. It needs 3 people who are willing to stand up and say " We are the chair, the vice

chair, and the secretary", not just 3 people without responsibilities.

**3. Lack of verifiable information on the current status of the LPPa**

Currently we don't know the strength of each individual Pa. county. We need to do a yearly survey of each of the 67 Pa. counties and find out the following information. Then we can display it on a statewide map and see our disposition of Libertarian forces.

- Name , Area/ Population
- Type of county (by A,B,C system)
- # of registered Libertarians in the county
- # of LPPa members in that county

- # of local candidates in the last few election cycles
- Significant local Libertarian assets?
- local web site?
- local dues structure?

- local treasury?
- usual amount in treasury?
- structure of local board

- local newsletter?
- significant yearly events held there?

Let's use Allegheny County as an example.

- Name- Allegheny
- Type of county - A33 (an A county is one with a rep on the board. Allegheny has 33 members)
- Area, Population- 650 sq miles, 1.1 million people
- 2,414 registered libs in 2003.
- 4-5 local candidates in last 8 years
- www. lppgh.org
- local dues are \$24 per year
- local treasury has \$1,000 to \$1,200 generally
- Seven person board
- no newsletter, but yahoogroups are used instead.
- monthly meetings and a yearly December holiday party.
- Held 1999 state convention there.
- No Stadium Tax effort in 1997?

**3. Reconnect the County/Regional LPPa Representatives with the Elected County/Regional Leadership.**

The current constitution and bylaws of the LPPa create a disconnect between local party government, the local LPPa representative and the LPPa. board. We must reconnect the LPPa Board with the County Committees' grassroots leadership.

County reps frequently seem to be "self appointed" for life. In many counties, the County Committee Leadership has little say in the County Rep nomination. Once the Rep has become established in the position, his/her interest is to become "stealth" so that nobody will challenge his position.

We must reconnect the LPPa Board with the County Com-

mittees' elected leadership. The representatives must be accountable to the County and/or Region Committees' officers who are in charge of the Committee government. They should be elected locally once a year by the general membership of the local committee.

**4. Changes in the submission of bylaws.**

Presently, any member can submit any bylaws change to the Secretary 30 days before the convention and it will get printed into the convention booklet and voted upon by the membership.

Just to reduce any chance of 'inappropriate' bylaws proposals, a new rule that proposed bylaws changes must be sponsored by 3 LPPa members would be beneficial. Three heads are better than one.

**5. Allow adjoining "B" Counties to have a joint LPPa regional representative.**

This suggestion involves minimal changes in our bylaws. It would allow counties who can't reach 'critical mass' on their own to join forces with neighboring counties and get a representative for the LPPa board. It would give counties an incentive to work together and it would give them more ways to get representation on the LPPa board.

Two or more adjoining counties could team up and select a representative for the LP board. But they would still have separate county committees. For example, suppose Greene Washington and Fayette counties each had recognized county committees but not enough members to qualify for an LPPa rep. They could form the "SouthWest Corner LP" and send one rep to the LPPa board.

As far as the Greene, Washington and Fayette county election boards were concerned, they would not deal with the SouthWest Corner LP. They would deal with the individual Greene, Wash and Fayette county LP organizations.

The 3 counties that I chose for my example would have incentive to interact closely with each other. They would have to keep each individual county LP chapter in their federation satisfied.

There would still be the requirement that each county committee hold one meeting every 4 months to remain in good standing. There is no law prohibiting all 3 counties to hold their meetings at the same time and place. In fact, this is what probably will happen most of the time. There would be a joint SW Corner LP meeting where the officers from Greene, Washington and Fayette all show up.

Examples might be Mahoning Valley Libertarians (all the counties on I-79 from butler to Erie), Northern Tier Libertarians (Tioga, Potter, McKean, etc), Susquehanna Valley Libs, Southern Tier Libs, Laurel Highlands Libs, Central Pa Libs, etc.

Smaller counties like Cameron or Montour will probably

never get 12 people and a seat on the LPPa board, but they could get 2 people, qualify as an unrepresented county committee, and join with neighboring counties to get a seat on the board. Each county committee would be free to join and unjoin at will, so the Chair of this multi county entity will have to keep everyone happy and on board.

Also, there would be requirements that a meeting be held every 4 months somewhere in the region.

**4. Raising requirements for recognition of new county committees from two people to three -- a Chair, Vice Chair and Secretary.** If it becomes possible for adjoining counties to band together and choose a joint LPPa voting representative, we may wish to raise the requirements for individual county committees to be recognized as B counties. Currently, a county can have a nonvoting county representative if a 'group' (meaning 2 or more) registered Libertarians sign the county documentation kit. We don't want six counties with two members each joining forces because there would be no critical mass.

I could see raising the requirements for an individual county committee from 'a group', which means 2 or more, to at least three people. Any county that is recognized must have a chair, vice chair and a secretary. They may not transact a lot of business, but they would have the nucleus of a county organization, and they must follow some version of Robert's Rules.

In the new terminology, several B counties could join together for joint representation as long as they are adjoining, and their total membership exceeds 12 people. You could have a B10 county and a B4 county join together, or a B3, B3, B3, B3 confederation, etc. In either example, there will be the chance for local dynamics to be unleashed. Each member of the confederation will have to work together to keep their representative. The individual counties are also free to drop out or to join other county confederations, according to a formula to be decided later.

Presently, a county can just get two people together and claim to be a county committee. Is this really what the LPPa wants or needs? On the one hand, we want to put as few restrictions on the individual counties as possible. Libertarians generally believe in bottom-up management and in giving people wide latitude. But on the other hand, what can a two person county committee actually contribute to the political process? Does the LPPa have to recognize any group of registered Ls in a given county as a county committee? Does the LPPa have any discretion in turning down a prospective county committee? IMO there needs to be a firmer set of expectations between the county committee and the LPPa.

IMO if we make it easier for county committees to get together and select an LPPa voting representative, we can also raise the requirements for an individual (nonvoting) county committee a bit. We want each county to have a Chair, Vice Chair and a Secretary as a minimum for recognition. But we will make it easier for smaller county committees to get representation on the

LPPa board.

**5. Clearer rules on the county committees.**

IMO how the county chooses its rep is up to them, but the LPPa has the option of only recognizing counties that have clearly- defined procedures. We should modify the duties and expectations of both the LPPa and its local chapters to the benefit of both.

County committees which fail to hold a meeting within any 120 day period are not in good standing. We need clarification of what that means and how the county can get back into good standing. If a county (or multi county) doesn't hold meetings and becomes 'unrecognized', we ought to have something similar to an 'injured reserve list' where the county orgs are put on injured reserve until they regain their voting privileges. There would need to be criteria, such as a sign-in sheet from a meeting sent to the LPPa or something. Something to prove that they still have 12 members and that they still hold meetings, as required by the LPPa bylaws. They also need to have a Chair, Vice Chair, and Secretary as a minimum and they must use Robert's Rules (any version) as their parliamentary source. There is a big difference between having three people sign the documentation kit and having a Chair, Vice Chair and Secretary sign it.

What if two people, both claiming to be the Whatever County LPPa Representative show up at the LPPa meeting? How can the State Chair sort out who is the official rep? We need clearer, unambiguous and universal rules that show who is the county (or multi-county) representative. Also we need to establish a system for choosing alternates that is the same for every county (or region).

The LPPa could determine that, in the absence of different rules from the county (or county confederation) in question, that representation falls according to the county's organizational chart. This is similar to the US presidential succession formula.

the elected LPPa rep would be first the 'officially designated' substitute would be next, then the county Chair, Vice Chair, Secretary, then Treasurer ( if any) After that, it would be a free for all, but if a county doesn't send its rep, makes no provision for telling us who the substitute rep is, and neither their chair, vice chair, secy or treas show up, then they will be unrepresented.

Counties would be encouraged to provide a 'depth chart' of potential representatives in their bylaws. Just a statement that if the elected state rep can't make it, the substitute is decided either by a vote, or by the county's organizational chart. For multi-counties, I guess you could look at the chairs of each county from biggest to smallest, then vice chairs, secretaries, treasurers etc down the line. Counties in a multi county confederation would have to decide which county was #1, #2, #3 etc when they apply for board representation.

We would need a way to recognize new regions as they come in and out of existence. Perhaps just a motion at a board meeting, with some documentation?

**6. Local State and National Membership Overlap.**

I have no idea how to approach this problem, but we can at least think about it for a few minutes.

The situation where National LP Members are not State Members of State of residency is ridiculous - the competition for dues between National LP and State LP is a civil war which is killing the us (LP + LPPA). We should be able to establish an agreement of reciprocity with caps to protect the state members against National dues hike (and therefore further simplify our dues' schedule) - without compromising our independence.

The UMP is supposed to do this, but Pa. doesn't want to join the UMP, especially since it is over 6 months behind in payments to individual states.

I would suggest that for the many LPPa members who will not join the National Party, we could have a dues option where they may get a 5 year LPPa membership for a reduced rate of \$100 instead of \$125. This will lock in their membership for an election cycle and possibly reduce the amount of work for the secretary over the five year span.

**7. Paperwork Reduction for everyone.**

The Secretary has a thousand small tasks to perform that are never seen by the public. Most are mandated by the bylaws. We need to systematically go through the bylaws and take out required tasks for any of the LPPa officers which do not directly support or mission statement. If there were more regional representatives on the LPPa board, the board would have a bigger pool of potential committee chairs, etc.

We need to explore ways for the LPPa and its county committees to become more outward-focused. The LPPa will always be more inwardly focused than its county organizations, but we can still explore ways to make the state and county organizations more dynamic.

**8. E-Meetings have failed to reach their potential.**

Add to the fault list that the e-meetings are unmanageable. Also, the proposed part where the Secretary has to notify all board members without email of every deliberation is way too much work. The board member has to be assigned the responsibility to get the information by their own initiative. Otherwise, someone could work the secy. to death by making him or her mail all the ballots, etc for the e-votes.

We could address 7 and 8 by declaring that the secretary has no obligation to inform representatives without internet access of the status of the e-meetings. If a county elects a representative without internet access, then hopefully the other positive qualities of that local representative will offset the disadvantage of not having internet access. Similarly, if a county elects a state rep who does not speak English, who has no car, etc then that would be a disadvantage but not a disqualification. The rep will simply have one less avenue to participate in the LPPa's deliberations.

**Changes that don't involve Bylaws Changes, yet are important.**

**1. Which Benchmarks are Important?**

The most challenging is to help our activists to redefine "success". Most

of them have such an absolute definition that no success is foreseeable in a near future. Their absolute perception nourishes their pessimism which justifies inaction.

I define 'success' as any improvement over last year. The LPPa could use these benchmarks:

- number of full LPPa members 288
- amount of money in our treasury \$3000
- number of committee vacancies 2-3
- Attendance at conventions Vs a similar year in the past.
- number of meaningful press releases sent out.
- number of candidates (compared to a similar year)
- number of Associate members and folks on our emailing list.
- number of recognized counties with and without board representation.
- number of hits to the LPPa.org web site.

- number of OPH booth held in the state
- number of Pa. "Lights of Liberty" winners
- Amount of money raised in addition to dues.

- number of inquiries to the 1-800-R-Rights phone line
- number of calls made on the auto dialer machine.

There must be things that we can do to boost these figures in the right directions. IMO in every meeting we could have a membership report. The current number of LPPa full members, the trend whether it is up 10% over last month, etc. How many lapsed members there are, whether they have been contacted, etc. Also how many memberships are due to expire in the next 3 months, etc.

There also may be different goals and objectives for different committees in the LPPa. A good general objective is a flat 10% increase (in members, press releases, voter registration, # of candidates, money in the treasury, etc) over last year. Or over a comparable year in the 4 year election cycle.

We can also collect much info on the county level, then aggregate it and see how the entire state Libertarian party is doing. This type of benchmark information should be included in every state and local meeting. We have to keep up on the trends. If a county discovers that 30% of its memberships are going to expire in a month or two, then maybe a recruitment drive is in order?

**2. Getting the LibPen in the hands of local prospects.**

What might be a good idea is this:

Every county chair or county representative can submit a list of names and addresses to the LibPenn newsletter committee and request that those people be sent one issue of the Lib Penn. Since each issue costs 38 cents to mail, the LPPa can ask for \$10 for 15 names and addresses. They can send out old issues still lying around, ones that are wrinkled, etc if they want. The idea would be for grassroots 'leaders' to have some official looking LPPa literature sent to prospects, to talk show hosts, to gun club owners, etc. This would pay for itself if a fee schedule were set up beforehand.

It would also be helpful if there were a clear procedure for sending prospective libertarians the Lib Penn. Suppose that Allegheny county finds ten people at an OPH booth who score in the L quadrant and who want info about the LP. Could we forward their names and addresses to anyone in particular, so that they can mail them one issue of the Lib Penn? Could a fee schedule be adopted, for example, it might cost the

county party ten dollars to have the LPPa send out a dozen limpness? This does not involve any bylaws changes, but it could help grow the local and state parties.

There are tremendous economies of scale if we send the LibPenn to 1,000 people instead of 250. The postage goes down per copy mailed. We should look for the 'best' 1,000 people to get the LibPenn every month. Some may be complimentary copies to nonmembers, but we could send a different bunch of nonmembers the LibPenn every time. One issue could be slanted toward gun owners and sent to 300 gun clubs, etc. Another issue could be slanted toward the anti-drug law crowd.

**3. We need more members, activists and donations.**

Frankly speaking, as long as the State LP's are not stronger, the national LP is not going to feel any pressure to improve. And as we discussed, as long as most of the LP members are out of reach of the state LP's, our growth potential is limited. This membership issue is therefore a critical step.

One reason the LP hasn't taken the country by storm yet is that it was founded by introverts. Our whole philosophy is at the core a philosophy of introversion. Even introverts can learn sales techniques and persuasion techniques. One useful thing we did in Allegheny county was to start an outreach committee, which was responsible for most of our dealings with the outside world. Our members are more comfortable preaching to the choir. The main thing is that the outreach chair talks to every newcomer at local meetings, and also project an atmosphere of inclusion and professionalism at all times. In short, we can't afford to scare off new prospects who fall in to our lap.

**To Be Continued**

**Stand Up for Liberty!**

**George Phillies** on Political Strategy  
*Read how Local Organization  
can save the Libertarian Party*

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a new book by **George Phillies**  
**Party of Principle or Party of Principal?**  
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**Worcester County  
Libertarian Association**

Founded 1996.

Meetings (except December) the Third Sunday at Tweed's,  
Grove Street, Worcester. Contact George Phillies, 508 754  
1859 [phillies@4liberty.net](mailto:phillies@4liberty.net) for future meeting plans

**Pioneer Valley Libertarian Association**

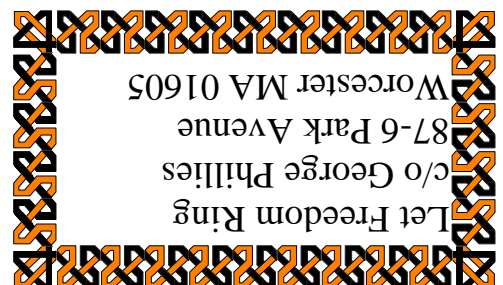
Meets the Second Wednesday of the Month  
7PM, Bickford's Family Restaurant, Springfield  
Corner of Old Boston Highway and Pasco Roads  
(Mass Pike, Exit 7, south on 21 to Old Boston Highway, and  
three blocks to the Right)

**Our Web Pages**

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# Libertarian Strategy Gazette

## The Electronic Edition

### Massachusetts Libertarian Party By-Laws

#### This is a *Draft Proposal* for a Revised Set of Party Bylaws

And when I say draft, I mean draft. One section requires amending the Party Constitution. Another changes how we spend money. Others are undoubtedly imperfect, but perhaps better than alternatives.

#### Article I. General

**Section 1. Objective.** The Objective of the Libertarian Party of Massachusetts is to create political change in the libertarian direction via electoral politics. The Party By-Laws and Party State Committee exist solely as a path for reaching the Party Objective.

#### Section 2. Definitions.

The following definitions apply to these Bylaws:

A. **"Party"**, unmodified, is the Libertarian Party of Massachusetts. The **"National Party"** is the Libertarian Party of the United States or its successor organization.

B. A **"Party Member"** is a person who is:

(a) a Massachusetts registered voter who has enrolled in the Libertarian Party, or

(b) a Member of the Libertarian Party of the United States or its successor organization, whose dues are current, and who legally and actually resides in Massachusetts, or

(c) a Member of the Libertarian Association of Massachusetts or its successor organization, whose dues are current, and who legally and actually resides in Massachusetts.

C. The **"State Committee"** is the State Committee of the Libertarian Party of Massachusetts.

D. A **"Libertarian"** (capital "L") is a Party Member. A **"libertarian"** (noun, small "l") is a person who supports the platform, goals, and principles that the Party espouses. The adjective **"libertarian"** refers to the nature of Party's platform, goals, and principles.

E. The **"Party Newsletter"** is the regular newsletter published by the State Committee.

**Section 3. Rules of Order.** All State Party Meetings, including meetings of the State Committee, Local Committees, and State Conventions, shall be run under Roberts' Rules of Order except as elsewhere provided by the Party By-Laws. The State Committee and its Working Groups are defined to operate as "small" Committees in the sense of Roberts' Rules of Order: The Chair votes and participates in debate.

#### Section 4. Contents.

The remaining Articles of these By-Laws are:

Article II. The State Committee

Article III. State Committee Officers

Article IV. Working Groups

Article V. Local Groups and Regions

Article VI. State Committee Meetings and Votes

Article VII. Election of State Committee Associate Members

Article VIII. Conventions and Delegate Selection

Article IX. Organization and By-Laws

Article X. Transitions.

#### Article II. The State Committee.

##### Section 1. Charge of the State Committee.

A. The State Committee, its Members, Officers, and Staff, and its Working Groups will, to the limit of their abilities and resources, work to achieve the Party's Objective. To do so, they will:

a. Encourage, support, and develop Local Organizations, including Local Committees, and local and regional libertarian organizations that support libertarian candidates and other libertarian political actions;

b. Recruit, help, advise, and support Party Members who run for political office; recruit, help, advise, and support activists who assist libertarian political campaigns;

c. Incite, recruit, advise, and support Party activists who engage in non-electoral political activity, such as referenda, public policy questions, petitioning, lobbying, and litigation;

d. Recruit and motivate Party Members to support the Party's political activities;

e. Engage in Internal Outreach with Party Members, inciting them to participate actively and effectively in the political process; engage in External Outreach with the body politic, persuading them to support our positions;

f. Raise, disburse, and account for funds needed to help carry out these aims;

g. Elect the members of the Judicial Council.

h. Authorize, when it judges necessary, State Committee Members, Officers, and Staff Members to carry out particular tasks related to this work, and direct, as it judges necessary, how the tasks are to be carried out; and

i. Perform other necessary operational functions;

##### Section 2. Members.

A. **Duty and Responsibility.** Each State Committee Member is an elected representative of the Libertarians of Massachusetts. By accepting election, each State Committee Member accepts a personal commitment to work zealously, diligently, and ethically, both alone and in cooperation with other Libertarians, to create political change in the libertarian direction via electoral politics. Each Member of the State Committee shall be an active member of at least two Working Groups.

B. **Members.** Members of the State Committee are of two sorts, Regular and Associate.

1) The Regular Members of the State Committee are one State Committeewoman and one State Committeeman from each State Senate District, elected pursuant to G.L. c. 52 sec. 1, or appointed by the Regular Members to fill unoccupied positions. Regular Members must be enrolled as members of the Libertarian Party of Massachusetts and must reside in the District that they represent.

2) The Regular Members of the State Committee elect Associate Members, from the groups specified below. Associate Members are persons willing and able to serve on the State Committee and to accept the Duty and Responsibility of State Committee members. The groups are:

(a) Stakeholder representatives of the Party's donors, chosen as specified in Article VII, Section 2.

(b) Stakeholder representatives of the Party's officeholders, chosen as specified in Article VII, Section 2.

(c) Each Party Member who holds Federal Elective Office as President of the United States, Vice President of the United States, United States Senator, or United States Congressman.

(d) Each Party Member elected to a Statewide Constitutional Office.

(e) Each Party Member who is an elected member of the Governor's Council or the Great and General Court of the Commonwealth.

**C. Voting.** Each Member of the State Committee has one vote on the State Committee. Members of the State Committee under (c), (d), and (e) above are not counted for the purpose of determining a quorum.

**D. Term of Office.** Each Regular Member, whether elected at the Presidential Primary or to fill a vacancy, shall hold office until the thirtieth day after the date of the next Massachusetts Presidential Primary. Each Associate Member holds office for two years from date of election, until their replacement is elected, or until the thirtieth day after the date of the next Massachusetts Presidential Primary, whichever occurs first.

### **Section 3. Restrictions on the State Committee.**

**A) Spending.** Only the State Committee may authorize the expenditure of Party funds. Authorizations are by majority vote of the State Committee.

**B. Obligations.** The State Committee may make no contract, lease, or other binding agreement that obligates the State Party to disburse funds on a continuing basis for more than three months after the next Presidential Primary. The State Committee may not borrow money. The State Committee may not commit itself for a future payment, except by obligating funds already in hand, except that:

(a) Multimonth agreements for publication of the Party Newsletter may be made by obligating a cautious anticipation of future income from Members;

(b) A contract for a state convention site may be made by obligating a cautious anticipation of the State Convention's income;

(c) A contract for web site hosting may be made by obligating a cautious anticipation of future income from members.

Obligated Funds must be sequestered in the Party's Accounts.

**C. Neutrality.** The State Committee as a body and its Chair and Facilitators as individuals shall remain neutral in contested party primaries and contested elections for the State Committee and its Officers, except that

(a) Individuals who are themselves candidates may campaign for their own election; and

(b) a Party Member, whose primary is being contested by a person who is not a Party Member, may be given support by the State Committee.

Individual Members, Officers, and Staff Members of the State Committee and of Local Committees shall not endorse, support, or aid candidates of other political parties or party designations. Failure to comply with these standards shall subject violators to such sanctions as may be imposed by the State Committee, which for the purposes of sanctioning the violator is not subject to this By-Law.

**D. Citizenship.** All State Committee Members, Officers, and Staff Members must be citizens of the United States of America.

## **Article III. State Committee Officers**

### **Section 1. Officers.**

**A. Elected Officers:** The Elected State Committee Officers are the Political Facilitator, Operational Facilitator, Treasurer, Membership Secretary, Editor, Secretary, Chair, and Assistant Treasurer. The Treasurer, Secretary, Chair, and Assistant Treasurer must be State Committee Members. State Committee Officers receive their authority from the State Committee and these Bylaws and have no other authority. State Committee Officers who are not State Committee members are entitled to participate in debate during State Committee meetings on matters related to their responsibilities but may not vote or make motions.

**B. Election of Officers.** The State Committee elects its officers by plurality vote or, if there are more than three candidates, by instant run-off voting. The Term of Office of each State Committee Officer is one year. All State Committee Officers may be re-elected. State Committee Officers serve at the pleasure of the State Committee, which may remove them by majority vote.

**C. Officers Pro Tem.** If an elected office becomes vacant, the Chair after discussion with the Nominations Working Group appoints an officer pro tem, who serves no longer than the next meeting of the State Committee. No agreement for salary or other compensation shall be made except by vote of the full State Committee. All agreements for salary or other compensation shall be made for a definite period. No agreement for salary or other compensation shall extend more than 60 days beyond the date of the next Presidential Primary.

**D. Ad Hoc Officers.** The State Committee may appoint ad hoc

Officers to perform specific tasks. In appointing an ad hoc officer the State Committee shall specify the Duty, Responsibility, and Authority of that ad hoc Officer. On appointment, each ad hoc Officer shall be given a specified, non-renewable term of no more than one year.

**E. No Chief Executive Officer.** Each Officer receives from the State Committee and By-Laws a specific and limited set of Duties, Responsibilities, and Authorities. No Officer is or may claim to be the State Party's "chief executive officer" or to have any other like title or position.

**F. No Executive Staff.** No Staff Member shall be given a title "Executive Director", "State Director", "Executive Secretary", or any like title, or be given the responsibility or authority commonly associated with such a title.

## Section 2. Individual Offices.

**A. Political Facilitator:** The Political Facilitator has the most important and substantial charge of the State Committee's Officers. She or he actively leads and inspires the Party's Members, the State Committee, and its Working Groups toward reaching the Party's Objective. She or he is a member of the Working Groups on Local Organization, Elections, Political Action, Membership, Outreach, and Fundraising. Within the limits imposed by the Bylaws, the Political Facilitator plays such a role on each Working Group as she or he finds will be most effective in performing her or his mission.

The Political Facilitator reports at least monthly to the State Committee on her or his activities and matters related to her or his mission.

**B. Operational Facilitator:** The Operational Facilitator oversees and supports the non-political activities of the State Committee, as represented by the Working Groups for Operations, Budget and Finance, Conventions, Rules, Audit and Compensation, and Nominations.

The Operational Facilitator reports at least monthly to the State Committee on her or his activities and matters related to her or his mission.

**C. Treasurer:** The Treasurer is the Custodian of the State Party's Funds, and maintains detailed records, consistent with State and Federal Law, directives of the State Committee or its designees, and orthodox accounting principles, of the State Party's finances. The Treasurer is responsible for compliance with all campaign and political finance laws, including filing all required reports and disclosures, and for compliance with all Party Bylaws and Rules on spending. At each regular meeting of the State Committee, the Treasurer shall make a full financial report.

The Treasurer shall disburse funds as authorized by the State Committee, within the limits set by these By-Laws. For disbursements for a given purpose totaling more than \$1000, the Assistant Treasurer or the Chair must co-sign the financial in-

struments of the disbursements.

The Treasurer reports monthly to the State Committee all income, disbursements, assets, and obligations of the State Committee.

**D. Membership Secretary:** The Duty of the Membership Secretary is to maintain the Membership Records of the Party and to distribute them as directed by the State Committee or its designees. The Membership Secretary is responsible for maintaining records of current members, members whose dues are not current, persons who have contacted the party, donors to the party, and volunteers for the party. The Membership Secretary reports regularly to the State Committee.

**E. Editor:** The Editor edits and publishes the State Newsletter, which may have print or electronic editions. The Editor may recruit assistants. The Editor may pay for technical services as authorized by the State Committee. The State Committee or its designees may direct that certain content be carried or not be carried in the Party Newsletter.

**F. Secretary:** The Secretary keeps the Minutes of all State Committee meetings that she or he attends. If the Secretary is absent, the person chairing the meeting appoints an ad hoc replacement. The Secretary promptly forwards draft minutes to State Committee members, maintains a record of corrections, makes corrections, sees that the approved minutes appear on the State Party Web Pages, and reports to Party Members via the Newsletter on significant State Committee news. The Secretary maintains a master calendar electronically accessible to all Party Members showing all meetings of the State Committee and of each Working Group. The Secretary files required reports with the Secretary of the Commonwealth or as otherwise legally required. The Secretary maintains lists of current State Committee Members, Officers, and Staffers, and lists of Libertarians currently holding elective or appointive office, and ensures that these lists are regularly used to update the Party Newsletter and Party Web Site.

**G. Chair:** The Chair presides at State Committee Meetings and State Conventions at which he or she is present. The Chair leads the State's Delegation to Libertarian Party National Conventions, and represents the State Party to the National Party and the Associated State Chairs of Libertarian Parties. The Chair calls State Committee meetings at least quarterly, and proposes the agenda for State Committee meetings, subject to approval by the State Committee. The Chair presides at Working Group meetings at which he is present, if neither the Working Group Facilitator nor any other Working Group officer is present. The Chair has no authority except as specifically granted by these By-Laws or by the State Committee.

The Chair or his designee represents the Party to the Press and to other groups. The Chair represents the State Committee to Party Members via statements in the Party Newsletter. The Chair recruits and incites Party Members to become activists, candidates, and donors. It is the Chair's responsibility to assure that his statements represent Party positions accurately and ef-

fectively.

The Chair is a co-signatory on the Party's accounts but may not sign or co-sign checks unless explicitly directed by the State Committee or these By-Laws.

**H. Assistant Treasurer:** The Assistant Treasurer holds a duplicate set of the State Party's financial and membership records. The Assistant Treasurer is a signatory on State Party financial accounts, but does not write checks unless the Treasurer is dead or incapacitated, or as specifically so directed by the State Committee or its designees. The Assistant Treasurer is on record with government Campaign Finance agencies as being the assistant treasurer, but does not file campaign finance reports unless the Treasurer is dead or incapacitated, or as specifically so directed by the State Committee or its designees. The Assistant Treasurer checks the Treasurer's work and advises the Treasurer on issues arising.

A single person may not serve simultaneously as more than one of Treasurer, Chair, and Assistant Treasurer.

**I. Appointed Officers:** The Chair may, if she or he feels the need, appoint a parliamentarian to assist her or him in performing his duties. The State Committee may if it sees fit retain legal counsel. The State Committee may appoint or retain additional representatives or lobbyists, in addition to or instead of the Chair, to appear before the General Court, its Committees, or other state, county, or local commissions or bodies, to represent the Party's positions. An appointment may include an appropriate title or honorific for the appointee. The State Committee may appoint a webmaster to maintain the Party's electronic presence and mailing lists.

**J. Staff Members:** A State Committee Staff Member is a person paid by the State Committee, or serving in a volunteer capacity, to perform particular clerical or repetitive tasks for the State Committee. State Committee Members may not be paid as staff members, but may be reimbursed for reasonable expenses if funds had previously been approved for the purpose by the State Committee. Firms owned by State Committee Members may do business with the State Committee, but in all such cases the State Committee or its designees will confirm and demonstrate to the Party Membership that the State Committee is paying no more than that firm's normal commercial rates for the goods or services involved, and that the normal rates are no more than would plausibly have resulted from a competitive bidding process.

**K. Over-riding Responsibilities:** References herein to fixed reporting periods, such as 'monthly', do not excuse Officers or Staff Members from the duty to report, in an urgent way, unusual or exceptional circumstances to the State Committee, its Officers, or its Working Groups, as appropriate.

**L. Reports.** When a person reports to the State Committee, Officers, or Working Group, the recipients of the report are entitled to ask reasonable, germane questions and receive honest answers.

## Article IV. Working Groups

### Section 1. Purpose

**A. Working Groups.** Working Groups exist to do work, namely the work needed to achieve the State Party's Objective. Working Groups are created to focus State Committee and Party Members on the most important tasks that need to be done.

**B. Types of Group.** Working Groups are of two types, Permanent and Ad Hoc. Permanent Working Groups are created in the By-Laws. Ad Hoc Working groups are created by vote of the State Committee for a fixed term, which may not be longer than two years or thirty days after the date of the next Presidential Primary, whichever comes first. Working Groups may report directly to the State Committee, or may report in the first instance to other Working Groups, but the State Committee may always direct a Working Group to make a report to the State Committee.

**C. Membership** in a Working Group may include State Committee Members and Officers, and other libertarians who volunteer to serve. Some Working Groups have further restrictions on their memberships.

### Section 2. Structure

**A. Permanent Working Groups.** The permanent Working Groups are Local Organization, Elections, Political Action, Outreach, Fundraising, Membership, and Operations. The Operations Working Group has component permanent Working Groups for Budget and Finance, Conventions, Audit and Employee Compensation, and Nominations.

**B. Facilitator.** Each Working Group has a Facilitator. Each Facilitator is responsible for seeing to it that her or his Working Group performs its duties as best as it can within the limits of human and material resources. Facilitators chair meetings of their Working Group; they report as directed to the State Committee. Facilitators have no independent executive decision-making authority.

**C. Officers.** Each Working Group shall appoint a Secretary, who shall make available through the Party Newsletter, and electronically to all Party Members, a report of its activities. Each Working Group may elect such other officers as appear most likely to make the Working Group more effective.

**D. Appointments.** It is the prerogative of the State Committee to remove a person as a member, officer, or Facilitator of a Working Group, but it is understood that frequent use of this prerogative is not always in the best interests of the Party.

### Section 3. The Permanent Working Groups

#### A. Local Organization

The Local Organization Working Group performs substantial acts that encourage and support the formation and growth of local organizations. It solicits volunteers to act as local organiz-

ers, aids them in organizing their groups, and gets them local contacts of potential group members. It supports, assists, and publicizes local groups and advises them on alternative choices of action. It develops resources that local groups can use to strengthen themselves.

The Facilitator of the Local Organization Working Group is elected by the State Committee. Membership in the Local Organization Working Group includes the Political Facilitator, State Committee Members elected or volunteering to serve on the Working Group, and any other libertarians who volunteer for the Working Group and contribute in a positive way to its activities.

#### **B. Elections.**

The Elections Working Group performs substantial acts that help libertarians to win elections. It recruits and trains candidates and volunteers, assists and supports ballot access drives, assists candidates with publications, fundraising, and Get Out The Vote drives, and maintains and distributes records of information useful to candidates. It assists Party Members and Local Organizations in maintaining the honesty of the election process.

The Facilitator of the Elections Working Group is the State Political Facilitator. Membership in the Elections Working Group includes State Committee Members elected or volunteering to serve on the Working Group, and any other libertarians who volunteer for the Working Group and contribute in a positive way to its activities.

#### **C. Political Action.**

The Political Action Working Group performs and assists substantive political activities, other than electioneering for elective office, that move the Party closer to its Objective. It assists with Referenda and Public Policy Questions, and supports rallies, demonstrations, protests, letter writing campaigns, litigation, and other peaceful petitions for redress of grievances.

The Political Action Working Group elects its own Facilitator, and receives as members State Committee Members elected or volunteering to serve on the Working Group, and any other libertarians who volunteer for the Working Group and contribute in a positive way to its activities.

#### **D. Outreach.**

The Outreach Working Group performs internal and external outreach. The Outreach Working Group supports the Editor in editing and publishing the Party Newsletter. It operates or supports the operations of the Party Web Pages. It operates the State Party email lists, which shall include a periodical announcements list, a moderated Activists list, and an unmoderated General list, as well as other special-purpose lists for reaching targeted libertarian audiences. Moderation of the Activist list shall not be used to forward the internal political agenda of the moderator. In each case in which a message

other than obvious commercial spam is rejected for publication to the Activist List, the rejected message and the reason for the rejection shall be sent to the message's author and to the State Committee.

The Outreach Working Group seeks to inform the public about the Party Platform. It develops and supports statewide publicity and advertising drives, prepares press releases, responds to press inquiries, assists members with letter-writing drives, and prepares, produces, and distributes outreach materials.

The Outreach Working Group includes the Editor, the Webmaster if one has been appointed, and receives as members State Committee Members elected or volunteering to serve on the Working Group, and any other libertarians who volunteer for the Working Group and contribute in a positive way to its activities.

#### **E. Membership.**

The Membership Working Group works to recruit and retain State Party Members. It contacts new members to welcome them to the Party. It contacts inquirers to invite them to become Party Members and activists. It encourages social events, public lectures, and other activities that attract the interest of prospective and current Party Members. It contacts persons who have ceased to be State Party Members to determine why they left and to invite them to renew.

The Facilitator of the Membership Working Group is elected by the State Committee. The Working Group receives as members the Membership Secretary, Political Facilitator, State and Local Committee Members elected or volunteering to serve on the Working Group, and any other libertarians who volunteer for the Working Group and contribute in a positive way to its activities.

#### **F. Fund Raising.**

The Fund Raising Working Group raises money for the Party, its campaigns, and its other activities. The Fund Raising Working Group cultivates individual donors, conducts large scale fund raising campaigns, and encourages residents of the Commonwealth whether Party Members or not to give generously to the Libertarian Party, its candidates, and its other political activities. The Fundraising Working Group is scrupulous in promising members how their money will be spent, and in reporting to members how their money was spent so that the truth of the promises is confirmed. The Working Group reports to the State Committee and to Party Members cases in which funds were raised within the Commonwealth by libertarians, but were not spent in ways that had been promised during the fundraising campaigns.

The Fund Raising Working Group includes as Members the Political Facilitator, Operational Facilitator, Treasurer, Assistant Treasurer, State Committee Members elected or volunteering to serve on the Working Group, and any other libertarians who volunteer for the Working Group and contribute in a positive way to its activities.

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**G. Operations.**

The Operations Working Group carries out the policies and directives of the State Committee while the State Committee is not in session. It inquires if the Permanent and Ad Hoc Working Groups are carrying out their Missions and any particular charges that have been laid on them, and reports to the State Committee on the Working Groups' operations. It makes routine administrative actions that carry out explicit existing policies. It temporarily resolves jurisdictional disputes between Working Groups, and advises the State Committee on its temporary resolutions. The State Committee at its next meeting or by vote makes a final resolution. The Operations Working Group does not create new policy. It has no Executive authority.

The Operations Working Group has as internal Permanent Working Groups the Budget and Finance, Convention, Audit and Compensation, and Nominations Working Groups. The Operations Working Group consists of the Elected State Party Officers, the Facilitators of its Permanent Working Groups, and such other persons as the State Committee may elect to it.

**H. Budget and Finance.**

The Budget and Finance Working Group prepares the draft budget and financial plan for the State Committee. It reports the final budget to all Party Members. It monitors State Party spending for deviations from the budget and financial plan, and reports as appropriate to the State Committee. It analyses financial outcomes and the historical record to find ways in which the State Party's business might be conducted more effectively or efficiently within the limit of available resources.

The Budget and Finance Working Group includes the Treasurer, Assistant Treasurer, State Committee Members elected to serve on the Working Group, and individual libertarians elected to the Working Group by the State Committee. All members of the Budget and Finance Working Group are Members of the State Committee or were chosen for their unusually deep understanding of financial issues related to State Party Operation.

The State Committee will use the calendar year as its fiscal year.

**I. Convention.**

The purpose of the State Convention is to conduct the party's business and to support interactions between State Party Members.

The Conventions Working Group is in charge of scheduling, organizing, and advertising the yearly State Convention and such other conventions as the State Committee shall run. The Facilitator of the Convention Working Group is elected by the State Committee. The Convention Working Group includes a member of the Budget and Finance Working Group, selected by that Group, persons elected by the State Committee, and any other libertarian who volunteers for the Working Group and contribute in a positive way to its activities.

**J. Audit and Compensation.**

The Audit and Compensation Working Group annually and in addition on request of the State Committee reviews the State Party's financial accounts and records, to ensure that they are complete and accurate, and that requirements of State and Federal Law have been met. It compares the Party's financial actions with appropriations and authorizations of the State Committee to ensure that moneys have been received and spent in accord with Party By-Laws, State Committee actions, and relevant legal requirements. It reports to the State Committee on irregularities, deficiencies, and deviations, and their causes, and recommends corrective measures.

The Audit and Compensation Working Group reviews all proposals for paying persons and personal corporations as employees, consultants, or independent contractors. It receives and reviews all competitive bids from potential vendors. It recommends to the State Committee affirmatively or negatively on each such proposal or bid.

The Audit and Compensation Working Group is elected by and from the Members of the State Committee. The Assistant Treasurer is its Facilitator. No other Officer of the State Party may be a member of Audit and Compensation Working Group.

**K. Nominations.**

The Nominations Working Group is tasked with recruiting State Committee Members, Officers, and other Party Members to serve on the State Committee, as a State Committee Officer, or on the State Committee's Working Groups. The Working Group takes note of volunteers for Party service, and tries to find opportunities for those volunteers to serve the party. If there is already a candidate or a contested election for a post, the recruitment task has been performed, and the Working Group plays no role in the contest.

The Nominations Working Group has the Chair as Facilitator, and includes such other persons as the State Committee elects to it.

**L. Meetings.**

Working Group meetings are called by the Group Facilitator or 25% of the Working Group's membership. The call to the meeting, which is to be sent except in emergencies at least two weeks in advance, includes the meeting location, time, date, identification of the principal agenda items, and supporting documents. Each Working Group chooses a Clerk to minute its discussion and decisions. The Minutes are forwarded as appropriate to the remainder of the Working Group, the State Committee, and the Party Members.

The purpose of Working Groups is to do work, not to have meetings for the sake of having meetings, so Working Groups are expected to transact many of their activities without staging formal meetings under parliamentary procedure.

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## Article V. Local Groups and Regions

**Section 1. Types of Group.** Local Groups are of three types: (i) Party Local Committees, (ii) Unaffiliated Libertarian Organizations, and Affiliated Libertarian Organizations. Party Members, Local Committees, and libertarian organizations are the foundation on which the Libertarian Party of Massachusetts will attain its objective. The State Committee will assist and support all Local Committees. The State Committee will cherish and aid libertarian organizations in Massachusetts.

### Section 2. Party Local Committees.

**A. Structure.** Local Committees are created in accord with State Law and these By-Laws, and include Ward Committees, City Committees, and Town Committees. A properly organized Local Committee has a Chair and a distinct person as Treasurer. Under Roberts' Rules of Order, on a small committee it is appropriate for the Chair to function as the Secretary.

**B. Duties.** Party Local Committees, as their primary duty, work for the attainment of the Party's Objective by

- i) recruiting Party Members as candidates for partisan and non-partisan local, state, and federal office and for appointive boards;
- ii) supporting candidates by inciting volunteers, assisting with petitioning, campaigning, sign standouts, palm card delivery, lawn sign placement and removal, and get-out-the-vote drives, organizing registration drives, rallies and meetings, and other electoral activity;
- iii) raising money to further Local Committee efforts and support Party Members who are candidates;
- iv) providing press releases and letters to the editor;
- v) meeting regularly with reasonable notice of all meetings to all members; and
- vi) conducting themselves in accord with State and Federal law.

**C. Money.** The State Committee, its Officers, and its Staff have no control over the campaign contributions of any Local Committee. Local Committees raise their own funds and are responsible for choosing how to spend them. The State Committee may spend money to create or strengthen Local Committees.

**D. Notice.** Local Committees will advise the State Committee or its designee of their meetings, so that interested State Committee members may attend the public portion of those meetings. A Local Committee is said to be active if it meets at least once per season and has done so for the prior two seasons.

### Section 3. Unaffiliated Libertarian Organizations

Unaffiliated Libertarian Organizations are created by the willing and voluntary agreement of individual libertarians, perhaps having no political content or intent, and arranged as its members see fit. Unaffiliated Libertarian Organizations are not under the legal control of the Party State Committee. An organization is libertarian if its activities seek to move society in a libertarian direction or if they present or reflect a libertarian point of view on

issues of concern to the organization.

### Section 4. Affiliated Libertarian Organizations

**A. Nature.** Affiliated Libertarian Organizations are local or regional libertarian organizations other than Local Committees that have requested and been granted Affiliation with the State Party.

**B. Requirements.** As requirements for affiliation, a libertarian organization must have been in existence for at least one year, must have regular public meetings, must be democratically organized, must be supportive of the aims and Objective of the Party, must not support, endorse, or assist the candidates of other political parties, and must not in other ways be a potential embarrassment if identified to the public as an Affiliated Libertarian Organization. As a requirement for affiliation, a libertarian organization must for the purposes of affiliation be identified with a precisely defined geographic area. It is understood that the actual area from which the organization actually draws members may differ in part from the area with which it is identified for the purposes of affiliation. There is no requirement that a single geographic area be identified with no more than one Affiliated Libertarian Organization. The State Committee will consider and by majority vote approve requests for affiliation from local or regional organizations that satisfy these requirements. So long as the Affiliated Local Organization supports the aims and Objective of the Party, the Party does not interfere with the Affiliate's internal affairs. If the Affiliate ceases to satisfy the requirements for affiliation, the State Committee will so advise the Affiliate. Following a procedure in which the Affiliate is offered reasonable due process to defend or alter its actions or circumstances, the State Committee may by majority vote revoke the Affiliation.

**C. Vacancies.** If there is a vacancy for a State Committeewoman or State Committeeman within the geographic area of one or more Affiliated Libertarian Organizations, and there are no Party Local Committees in the district that has the vacancy, the State Committee will attempt to fill the vacancy under the procedures of Article VII Section 2 with the Affiliated Local Organizations of the District playing the role of the Local Party Committees.

**D. Regions.** For the purpose of these By-Laws, Massachusetts is divided into eight Regions, defined by the State Senate Districts that they contain, namely

(a) Region One: Berkshire, Hampden, Hampshire, and Franklin; Hampshire and Franklin; Hampden; First Hampden and Hampshire; Second Hampden and Hampshire;

(b) Region Two: First Worcester; Worcester, Hampden, Hampshire, and Franklin; Second Worcester; Worcester and Middlesex; Worcester and Norfolk;

(c) Region Three: First Bristol and Plymouth; Second Bristol and Plymouth; First Plymouth and

Bristol; Cape and Islands; Plymouth and Barnstable;

(d) Region Four: First Essex; Second Essex; First Essex and Middlesex; Second Essex and Middlesex; Third Essex and Middlesex;

(e) Region Five: Norfolk and Plymouth; Bristol and Norfolk,

Norfolk, Bristol, and Plymouth; Plymouth and Norfolk; Second Plymouth and Bristol;

(f) Region Six: First Middlesex; Second Middlesex, Third Middlesex; Fourth Middlesex; Middlesex and Essex;

(g) Region Seven: First Middlesex and Norfolk; Second Middlesex and Norfolk; Middlesex, Suffolk, and Essex; Middlesex and Worcester; Norfolk, Bristol, and Middlesex;

(h) Region Eight: Second Middlesex; First Suffolk; Second Suffolk; First Suffolk and Middlesex, Second Suffolk and Middlesex; Suffolk and Norfolk.

## Article VI. State Committee Meetings and Votes.

### Section 1. Face To Face Meetings.

**A. Meeting Schedule.** The State Committee will meet at least once in each quarter. Regular Meetings are called by vote of the State Committee or, if the State Committee has set no schedule, by the Chair. At the Organizational Meeting, and at the last regular meeting of each year, the Chair will propose a schedule of meetings for the forthcoming year for the approval of the State Committee.

**B. Notice.** At least ten days before the day of each regularly scheduled meeting, the Chair will mail a notice of each meeting to each State Committee Member. State Committee members who individually agree to electronic notification may be sent this notice by email. The Call to the meeting shall include a substantive agenda for the meeting.

**C. Special Meetings.** Special Meetings are called by the Chair or by petition of 25% of the Members of the State Committee. Special meetings must be held within three weeks of the day on which they are called. At least fifteen days before the day of each special meeting, the Chair will mail a notice of each meeting to each State Committee Member. State Committee members who individually agree to electronic notification may be sent this notice by email. The Call to the special meeting shall include the substantive agenda for the meeting. The quorum for face-to-face meetings of the State Committee, its Working Groups, and Party Local Committees is a simple majority of the Committee membership.

### Section 2. Mail Ballots.

**A. Mail Ballots.** The State Committee may conduct votes by mail balloting.

**B. Motions.** A motion for a mail ballot may be proposed by any two members of the State Committee. The Secretary will transmit the text of the motion to each member of the State Committee, using paper mail, or electronic mail if so authorized by the individual State Committee member. The transmission shall include the date of mailing. The transmission shall not include arguments for or against the motion. Motions voted by mail are not open to amendment once the motion has been transmitted. State Committee Members will have up to two weeks from the date of mailing of the ballot question to debate the question and transmit their vote to the Secretary.

**C. Voting.** In voting by "mail", State Committee members may use postal mail, courier service, fax, electronic mail, hand, or other delivery to cast their ballot, so long as their ballots are received by the Secretary within 21 days from the date of mailing by the Secretary of the original motion. The Secretary will report the votes, by name, to the State Committee. If no voter objects within 3 days that her or his ballot was not correctly recorded, the vote stands and is carried out.

## Article VII: Election of State Committee Associate Members; Vacancies.

[This Article Requires a simultaneous Constitutional Amendment, to replace the 8 Regional Representatives and 7 at-Large representatives with 16 regional representatives. Also, as an anti-takeover precaution and to end discrimination against those who must work on Saturday, single parents, and those whose religions forbid that to transact business on Saturdays, the State Convention would include nominating speeches, but the election would be by mail ballot of all stakeholders.

### Section 1. Stakeholder Representatives.

**A. Donor and Officer Holder Representatives.** There shall be up to sixteen stakeholder representatives of the party's donors, hereinafter Regional Representatives, up to two from each Region. Regional Representatives must be Party Members who reside in the Region that they represent.

**B. Nomination of Regional Representatives.** Party Members who reside in a Region may nominate Regional Representative from their Region. Nominations for Regional Representatives are made from the floor during the Business Meeting of the State Convention, or by paper or electronic mail received by the Secretary at least two days before the convention. The call for nominations for Office Holder Representatives shall appear in the Party Newsletter, shall be posted to the State Party Web Page, and shall be broadcast electronically to known open Massachusetts Libertarian email lists in Massachusetts, specifying that written nominations must be received by the Secretary two days before the date of the next State Convention. The Secretary shall report to the Convention the names of the nominees that she or he has received, and the names of their nominators. Nominees who are present at the convention shall be given two minutes each to address the Convention. The Convention may schedule breakout sessions so that each Nominee only addresses Party Memers from his or her Region.

**C. Ballots.** Ballots for elections of Regional Representatives shall appear in the first issue of the Party Newsletter to be prepared and mailed after the State Convention. Regional Representatives are selected by a vote of the Party Stakeholders whose legal residence is in their district. A Party Stakeholder is a person who (i) has donated at least \$25 to the State Party within the past year, who resides in Massachusetts, and who is not enrolled in a Political Party or Party Designation other than the Libertarian, or (ii) who is a member whose dues are current, either in the Libertarian Party of the United States or its successor organization, or the Libertarian Association of Massachusetts or its suc-

cessor organization, and who is not enrolled in a Political Party or Party Designation other than the Libertarian.

**D. Election of Regional Representatives.** In each election for Regional Representative, each Party Stakeholder shall be eligible to cast two votes for the election in her or his Region. The person or persons receiving the most votes, up to the number of persons to be elected in the election, shall be elected. Write-in votes for persons who would have been eligible to be on the ballot, if they had been nominated, are allowed.

**E. Office Holder Representatives.** A Party Office Holder is a Party Member who holds elective or appointive political office in Massachusetts. Party Office Holders elect Office Holder Representatives to the State Committee. The number of Office Holder Representatives is one for each 20 Party Office Holders, up to a maximum of 10, based on a count of Office Holders using the best information available to the State Committee. Only Party Office Holders may nominate candidates or vote in the selection of the Officeholder Representatives. Any Party Member may be nominated or elected as an Office Holder Representative.

**F. Nomination of Office Holder Representatives.** During a business session at the annual state convention, the chair will call for nominations of Office Holder representatives. The call for nominations shall be repeated in the Party Newsletter, posted to the State Party Web Page, and broadcast electronically to known open Massachusetts Libertarian email lists and to Libertarian Office Holders with known email addresses in Massachusetts. Nominations are accepted up to four weeks after the date of the State Convention. Nominations for Office Holder Representatives are made by mail sent to the Secretary; the State Committee may specify additional means of making nominations. The list of nominees shall appear in the next available issue of the State Newsletter, is posted to the State Party Web Page, and is broadcast electronically to known open Massachusetts Libertarian email lists and to Libertarian Officeholders with known email addresses in Massachusetts.

**G. Election of Office Holder Representatives.** Party Office Holders vote by transmitting to the Secretary a sealed, signed envelope labelled with their office and containing the names of up to five nominees. The envelopes are verified, opened in the presence of the State Committee or its designees without revealing the ballots within, and then counted. The nominee or nominees receiving the most votes, up to the number of persons to be elected, are elected. It is a possible consequence of these rules that no Party Office Holder could vote for a majority of the winning candidates.

**H. None of the Above.** In all elections conducted by the State Committee, NOTA (None Of The Above) shall be a legal vote. No candidate who receives fewer votes than NOTA may take office. If as a result of votes for NOTA there are vacancies for a position, a fresh election for that position shall be held, in which the person(s) who just received fewer votes than NOTA is (are) not eligible for nomination or election.

**I. Election.** In accord with State Law, the Regular Members of the State Committee ascertain that the persons chosen above to be

Associate Members are Party Members who are libertarians and who are willing, able, and eligible to serve as Associate Members, and elects the Associate Members.

## **Section 2. State Committee Vacancies.**

**A. Regular Member Vacancies.** The Secretary maintains a list of Regular Members and the Districts that they represent. A position is vacant if no Committeewoman or Committeeman was elected at the Presidential Primary, or if the Committeewoman or Committeeman resigns, dies, becomes permanently incapacitated, changes party enrollment, is no longer a registered voter enrolled in the Libertarian Party, is no longer resident in his or her state senatorial district, or otherwise ceases to be a Committeewoman or Committeeman. On request of any State Committee Member, the State Committee makes a determination of fact of whether a Regular Member has ceased to be a Regular Member, taking into account any reasonable evidence made available to it by the Member or former Member in question or other persons. When a Committeewoman or Committeeman position is vacant, Part B of this Section is followed.

**B. Filling Vacancies.** A Regular Member vacancy is filled by vote of the Local Committees or Affiliated Local Organizations within the District having the vacancy. If there are active Local Committees within the District, the State Committee sends a written notice to each such Local Committee, advising them that there is a vacancy for State Committeeman or State Committeewoman, and soliciting nominees for the post. A similar announcement is made in the Party Newsletter and on the State Party web pages. Between 30 and 45 days later, each Local Committee is advised of the names of all nominees willing to serve and eligible to serve. The names of the nominees also appear in the State Newsletter and are posted on the State Party web pages. To be eligible, the nominee must be enrolled as a member of the Libertarian Party of Massachusetts, must reside in the District, and must agree to serve if elected. Members of active Local Committees then have 30 days to vote for a nominee by sending their ballot in a sealed, signed envelope to the Party Secretary or his or her designee. If there are no Local Committees within the District, Affiliated Local Organizations within the District are asked to play the role of the Local Committees. The ballots are verified, opened in the presence of the State Committee or their designees, and counted. The nominee receiving the most votes wins. In either case, in accord with State Law the State Committee receives the name of the winner and fills the vacancy. If the State Senate District has no active Local Committees or Affiliated Local Organizations, the State Committee may by majority vote of the Regular Members fill the vacancy with a Party Member eligible for election to the position.

## **C. Associate Member Vacancies.**

An Associate Member position is vacant if no one was elected to fill it, or if the Associate Member dies, becomes permanently incapacitated, otherwise ceases to have the qualifications required for election to office, or is removed by the Regular

Members for failure to perform the duties expected of Associate Members. On request of any State Committee Member, the State Committee makes a determination of fact of whether an Associate Member has ceased to be an Associate Member, taking into account any reasonable evidence made available to it by the Member or former Member in question or other persons.

If one or more vacancies arise for Associate Member positions, the existence of the vacancy shall be announced in the State Party Newsletter, posted to the State Party Web Site, and broadcast electronically to known open Massachusetts Libertarian email lists. For a vacancy for a Party Office Holder Representative, an email message will be sent to Libertarian Office Holders with known email addresses in Massachusetts. Eligible voters as specified in these By-Laws then have 30 days to send their nominations to the Secretary. The names of all nominees willing and eligible to serve are then announced via the means used to announce the vacancy. Eligible voters then have 30 days to vote for a nominee by sending their ballot in a sealed, signed envelope to the Party Secretary. The ballots are verified, opened in the presence of the State Committee or their designees, and counted. The nominee receiving the most votes wins. If there are no nominees, the vacancy remains unfilled until such time as an eligible person is nominated, at which time eligible voters are advised of the nominees and given the chance to vote. In accord with State Law, the Members of the State Committee ascertain that the persons elected to be Associate Members are Party Members who are libertarians and who are willing, able, and eligible to serve as Associate Members, and elects the Associate Members.

#### **D. Local Committee Vacancies.**

1. If there are vacancies on a Party Local Committee, whether because members were not elected, or because members have died, moved out of district, or ceased to be members of the Party Local Committee, either Regular Member or either Regional Representative whose District or Region includes the area of the Local Committee may fill the vacancies. If a Party Local Committee has ceased to be active, either because it never organized as specified by State Law or because it has not met in the past six months, it is deemed to have vacancies. If the State Committee Members eligible to fill the vacancies disagree as to who is to fill them, the Nominations Working Group selects which of the proposed persons fills the vacancies.

2. To fill the vacancies, the State Committee Member first contacts the Local Committee Chair, asking him to fill the vacancies. If he does not do so within 60 days, or if he does not respond within 30 days, or immediately if there is no Chair or Organized Local Committee, then the State Committeeman, State Committeewoman, or either Regional Representative whose District or Region includes the area of the Local Committee may appoint Party Members who are willing and able to fill the vacancies, and shall notify the State Committee and the Secretary of State's Office of such appointments pursuant to M.G.L. c. 52, sec. 5.

3. If there is no Local Committee Chair, Regular Member, or

Regional Representative to fill a vacancy, the Nominations Working Group may appoint Party Members who are willing and able to fill the vacancies, and shall notify the State Committee and the Secretary of State's Office of such appointments pursuant to M.G.L. c. 52, sec. 5.

#### **Section 3. Exhaustion.**

In the event that all State Committee positions become vacant, the former State Committee Members who most recently served on the State Committee and who are willing and qualified to be Members of the State Committee shall constitute themselves as the Interim State Committee. They shall promptly act as described in this Article to fill positions on the State Committee. Until it is replaced via Elections, the Interim State Committee shall have all powers and bear all responsibilities of the regular State Committee. If all Regular Member positions become vacant, the remaining Associate Members shall assume the duties and responsibilities of the Regular Members until such time as new Regular Members are chosen.

#### **Article VIII: Conventions and Delegate Selection.**

##### **Section 1. State Conventions**

**A. State Conventions.** The State Committee may hold conventions of the Massachusetts Libertarian Party with such frequency and for such purpose as the State Committee may determine. The State Committee shall elect the Working Groups and personnel necessary for the conduct of the convention. The State Committee shall fix the nominal number of delegates and the assignment of delegates to each town or city. Every Party Member holding partisan elected office shall be seated ex officio as a delegate.

**B. Notification.** The State Committee shall announce that a State Convention is being held, distributing the announcement via publication in the Party Newsletter, posting on the State Party Web Site, transmission to all libertarian open electronic mailing lists in the Commonwealth, and email to all State Committee Members and Libertarian Office Holders having known email addresses. Notice shall be sent at least two months in advance of the Convention.

**C. Local Party Elections.** Local Party Committees may elect delegates and alternates to the convention. The number of delegates and alternates assigned to each city or town shall represent a pro rata distribution of the nominal number of delegates to cities and towns, in direct proportion to the number of enrolled Libertarian voters in each city or town, with all computed fractions of a delegate rounded up to the next whole number of delegates. The actual number of delegates assigned to each city or town shall be posted on the Party web site.

**D. Eligibility.** Only persons who were Party Members and resident in a particular city or town 30 days prior to the date of the convention may serve as delegates or alternates or de facto delegates or alternates to a State Convention from that city or town.

**E. De Facto Delegates.** If a town or city committee fails to elect delegates prior to the State Convention, or prior to the State Convention fails to notify the Secretary of the names and addresses of its delegates, or if the town or city has no Local Political Committee, or if the number of elected delegates and alternates at the State Convention from a city or town is fewer than the number of delegates and alternates allotted to that city or town, any Party Member eligible to serve as a delegate from such town or city who attends the State Convention shall be a de facto delegate or alternate. De facto delegates and alternates are seated in the order of their arrival at the State Convention. If there are more de facto delegates and alternates than the city or town has allocated delegates and alternates, the de facto delegates and alternates may caucus during the State Convention, elect their delegation from among their number, and make any other rules necessary for their delegation's conduct during the State Convention. A written statement of the caucus proceedings signed by the caucus members, or at least members if they number more than three, must be delivered to the Secretary before the caucus's decisions are put into effect. If elected delegates or alternates from a city or town arrive after the start of business, and as a result of the presence of de facto delegates or alternates the delegation has been filled, the elected delegates or alternates shall in order of arrival be seated as additional alternates.

## **Section 2. Delegate Selection for the Libertarian Party National Convention.**

**[This Section is an incomplete rewrite to bring the party bylaws into compliance with the National Party Bylaws as well as state law.]**

**A. Rules.** The State Committee shall issue Rules for selecting Delegates to the Libertarian National Convention. These rules shall be consistent with the By-Laws and Convention Rules of the Libertarian Party of the United States, in particular the rule "Use of the unit rule or unit voting is prohibited at national conventions". It is the individual and personal duty of each and every Massachusetts National Convention Delegate to call the attention of the National Convention and its Credentials Committee of any violations of Article IX, Section 2.A.

**B. Eligibility.** No person other than a Party Member as defined in the Prefix to these By-Laws may at any time serve as a Massachusetts Delegate or Alternate at the Libertarian National Convention. It is the individual and personal duty of each and every Massachusetts National Convention Delegate and Alternate to protest each and every violation of Article IX., Section 2.B to the Full National Convention and its Credentials Committee .

**C. Selection.** Delegates to the Libertarian Party National Convention shall be chosen at the State Convention held immediately prior to the national convention.

**D. Call to Meeting.** The State Committee shall announce by publication in the Party Newsletter, posting on the State Party Web Site, transmission to all Libertarian open electronic mailing lists in the Commonwealth, and email to all State Committee Members and Libertarian Office Holders having known email

addresses, that a State Convention is being held for the purpose of selecting National Convention delegates. Notice shall be sent at least two months in advance of the Convention. The notification shall include the names of all known candidates for election as delegate. All State Party Members who notify the State Committee that they wish to be elected as delegates shall be considered to be candidates.

[D.' Other Bylaws pertaining to the Selection of Delegates to the next Libertarian Party National Convention current at the time of adoption of these Bylaws remain in effect.]

The rest of this section is a bit of a mess.

## **C. Election of Delegates and Alternates.**

a. The time between which nominations are closed and ballots are accepted shall be at least two hours.

b. Before any votes are taken, each nominee may speak to, and be questioned by the delegates. Every nominee shall be identified by the congressional district in which that nominee resides. Any nominee may pledge to support a particular candidate for president; a nominee may pledge to vote for "none of the above."

c. The balloting shall proceed as follows: all delegates and alternates shall be chosen on a single ballot. Every State Party Member who is present shall be eligible to vote for delegates. Everyone entitled to vote shall have as many votes as the number of delegates authorized by the national party. Each person voting may cast multiple votes for any nominee. Write-in votes shall be counted.

d. If the number of delegates authorized by the national party is equal to or fewer than two for each congressional district, then the delegates chosen shall be ranked in each district according to the total number of votes cast for each delegate by eligible voters from his district ("delegate district votes"). Those elected delegates having rankings beyond the number authorized shall be designated as alternates for their respective districts. Such ranked alternate delegates shall serve as substitutes for vacancies occurring in the delegation, in order of their rank, for each district delegate vacancy. In no case shall an elected alternate delegate be appointed to fill a district vacancy where such delegate received no votes cast by eligible voters in that district.

e. If the number of delegates authorized by the national party is greater than two for each congressional district, then the excess elected delegates shall be termed "at-large," and the delegates thus chosen shall be ranked in each district according to the total number of delegate district votes, and by the total number of at-large votes cast across all districts for each delegate ("delegate at-large votes"). The delegates receiving the greatest and second-greatest numbers of delegate district votes for their respective districts (i. e., those delegates ranked as numbers "one" and "two" for each district) shall be designated as the district delegates; all other delegates shall be determined to be at-large delegates in order of preference according to their ranking by the delegate at-large votes, up to and including the total number of delegates authorized. Those delegates ranked beyond the greatest number authorized shall be designated as alternates, according to their ranking by the delegate district votes or the delegate at-large votes, as appropriate, and shall be substituted for

vacancies in order of their rank. Substitutions for district delegates shall be made in order of delegate district vote ranking; substitutions for at-large delegates shall be made in order of delegate at-large vote ranking. Each congressional district shall have two designated district delegates. An alternate may only be appointed to fill a district delegate vacancy if she or he received votes cast by eligible voters in that district.

f. All voting ties and other unresolved voting outcomes shall be broken by vote of State Committee.

g. The total number of alternates chosen at the convention shall not exceed the total number of delegates authorized by the national party. If after the close of the state convention, there are alternate positions unfilled, or if vacancies occur, the state committee may choose additional alternates up to the maximum number allowable, and determine their relative ranking, provided that any additional alternates chosen by the state committee shall rank after all other alternates.

h. Ballots shall be open for inspection by the delegates for at least two hours following the balloting.

#### 4. Vacancies

In the event that any delegate is unable to attend the national convention, that delegate's name will be deleted from the delegate list, and that position will be filled by an appropriate district or at-large alternate, as appropriate, in order of ranking. Questions regarding the relative ranking of alternates will be resolved by the state committee.

#### 5. Ranking on the first Presidential vote.

a. If a Presidential candidate, including "no preference" or "none of the above" carried a congressional district by more than 50% of the votes cast, including those for "no preference" or "none of the above," but excluding blanks and voids, then that candidate shall be entitled to both district delegate votes on the first ballot. In any other case, the two candidates, including "no preference" or "none of the above" with the highest and second highest votes in that district shall be entitled to one vote each.

b. In those cases when a ranking delegate's stated preference is contrary to the apportionment in (a) above, that delegate shall be substituted on the first ballot, and only the first ballot, by a delegate or ranking alternate whose preference accords with (a). Delegates so substituted in their own districts vote as at-large delegates, ahead of all alternates, if an opening is available for an at-large delegate.

### Article IX: Organization and By-Laws

**Section 1. Organizational Meeting.** On the first Saturday between 31 and 40 days after the date of the Presidential Primary, the newly elected State Committeewomen and State Committeemen will meet and organize the State Committee. The previous state committee will procure a centrally located site, date, and time for this meeting, and advise all candidates for State Committeeman and State Committeewoman so soon as their candidacy is known. At the Organization Meeting, the first order of business is the election of a Chair by majority vote of the newly elected Regular Members. If after two ballots a majority

cannot be obtained, the three leading candidates will draw lots to select a Chair pro tem. The second order of business is ratification by majority vote of Party By-laws, including votes on such amendments or replacements as may be offered and approved. All substantial and procedural votes relating to By-Law ratification require a simple majority of those voting to pass. The third order of business will be adoption of an agenda, election of Acting State Party Officers to hold office until the Regional Representatives and Party Office Holder Representatives are elected, and such other items of business as the State Committee then wishes to consider. Motions to adjourn will not be in order until a Chair has been selected and By-Laws have been ratified.

Within ten days after the meeting, the Secretary will file with the Secretary of State's Office a list of the State Committee's Members and Officers. The Secretary will within ten days of their occurrence file with the Secretary of State's Office a report of any changes in the list of Members and Officers. The Secretary will ensure that a current list of the State Committee's members and officers, and a method for contacting each of them, appears in the Party Newsletter and on the Party Web Pages.

**Section 2. Effective Dates** These by-laws become effective by majority vote of the State Committee. They remain in effect until the adoption of by-laws by a majority vote of the successor State Committee.

**Section 3. Amendments.** Any of these By-Laws may be amended by a valid two-thirds vote of the State Committee. The text of the proposed amendment shall be distributed to the State Committee at least 30 days before the meeting. Amendments to the text must be germane to the text's contents. The State Committee may not vote to suspend the By-Laws. No parliamentary move having the effect of reducing the two-thirds vote requirement is valid, except as provided under Article X. Transitions. Challenges to the validity of a By-Laws Amendment, either on substantial or procedural grounds, may be made for up to six months after the Amendment was nominally adopted.

### X. Transitions

**Section 1. Changeover.** In effecting the transition from the former By-Laws to these By-laws, the State Committee may by majority vote set rules governing the transition. These rules will have the intent of giving Party Members reasonable additional time to perform actions that they would have performed in a timely way, had these Bylaws always been in effect, and giving the State Committee, and its Members, Officers, and Staff Members reasonable additional time to come into compliance with these Bylaws, or granting other allowances of a like nature.

**Section 2. Severance.** If the Libertarian Party of the United States severs its relationship with the Libertarian Party of Massachusetts,

(a) Persons who are members of the National Party cease to be able to use that membership as a basis for being Members of the State Party,

(b) The Party By-Laws on sending delegates to the National Convention will cease to apply, except that the State Party

may choose to select and send a partial or full delegation to the next National Convention for the purpose of restoring the State Party's association with the National Party,

(c) The State Committee will use the full force of public opinion and law to recover from the National Party all funds held by the National Party for the Libertarian Party of Massachusetts, the Libertarian Association of Massachusetts, or their successor organizations, including funds held under the Unified Membership Program.

(d) The Libertarian Party of Massachusetts will after a reasonable period for resolution of differences with the National Party work with other Libertarian Parties and libertarians in other states to create a successor National Party organization.

(e) The Libertarian Party of Massachusetts will appoint Electors sworn to vote for a Presidential and Vice Presidential candidate as chosen by the State Committee, who may be the candidate nominated by the Libertarian Party of the United States.

(f) Members of the Libertarian National Committee who vote for a resolution to sever relations of the National Party with this State Party will be considered to have permanently and irrevocably revoked their membership in the Libertarian Party of Massachusetts.

**Section 3. Distribution.** In all cases in which these By-Laws require that a particular notice is to be distributed by a particular means, if the means is unavailable the By-Laws shall be taken to have been satisfied. For example, a requirement for distribution via the State Party Web Site is deemed to have been satisfied if the State Party does not have an operational web site.

From the Pages of *Liberty for All!* <http://www.libertyforall.net> and reprinted by permission, we give Sean Haugh's reports on the success of the Libertarian party Strategic Plan.

## Is the Strategic Plan Still Viable? by Sean Haugh

On August 18, 2001, the Strategic Planning Team issued their report, entitled "A Strategic Plan for the Libertarian Party, Affiliated State Parties, and their Affiliates." The process and the created are all now simply referred to as "SPT." It can be found at <http://www.dehnbase.org/lpus/library/spt/>

Seventeen people from a broad spectrum of the party met seven times over the course of six months to develop the Strategic Plan. (There were more involved, but these were the ones who attended at least six of seven meetings.)

SPT recommended that the LNC adopt a multi-year Strategic Plan for the purpose of achieving progress toward six Goals in support of the LP's mission:

Goal 1: Increase the number of Libertarians holding public office.

Goal 2: Strengthen Libertarian Party state and local organizations.

Goal 3: Increase the Libertarian Party's support base (members,

contributors, and volunteers/activists).

Goal 4: Increase the Libertarian Party's market share among youth.

Goal 5: Increase public awareness of, acceptance of, and support for Libertarian ideas.

Goal 6: Remain the Party of Principle as we grow.

SPT also detailed 20 specific Strategies to further the six Goals, and a host of tactics in support of each Strategy. It also mandated an annual review of SPT by the LNC, to review the metrics, monitors, and priorities, and tweak them to conform to experience and current circumstances.

The purpose of SPT was to create an organized toolbox for the long term, continuous, and ongoing process of building a major political party in the United States. It was meant to last us for several years, possibly even a few decades. And while I do not have the budget numbers handy, it was produced at a significant cost of money, time, and resources.

Much has happened since the final report was published. It arrived with much hope, was strongly embraced by the membership, and been inconsistently applied since. A few Strategies have been effectively carried forward, but most have seen little to no action.

The first distraction, 9/11/01, was less than a month later. Then the LNC took a financial nosedive immediately after the 2002 convention, from which we have only recently begun to completely recover.

In the last year, even if there was desire by the LNC to implement various parts of the plan, there was no money to back it up. The metrics established by the LNC during its annual SPT review in March 2003 were almost entirely devoted to addressing financial and infrastructure issues in the national office.

Also in that review, on a 9-7 vote the LNC chose to eliminate Strategy 14 (develop and implement an internal program of ideological education). Later we reintroduced similar language as a tactic under Strategy 13 (provide training to Libertarian candidates and activists at all levels of our organization).

We also added a new Strategy 21, "Track the performance of core and critical activities in the national party and implement a plan to remediate performance shortfalls." This addition made more universal sense to the board, as it mirrored expectations placed on the state parties, and was approved by a voice vote.

Since that time, the members of the LNC have continued the discussion about the wisdom of eliminating a Strategy from a consensus document by such a close vote. However, it does not appear that anyone has changed their position, meriting a formal revisiting of that particular Strategy.

A major review of SPT, setting the metrics, monitors, and priori-

ties for the next four-year election cycle, is scheduled for early next year. We'll be addressing the ground rules for future SPT reviews at our December meeting in St. Louis.

While no one has shifted position on the removal of internal education as a full fledged Strategy, some who voted in favor of removal still have expressed concerns that the LNC can make such major changes to the plan with one narrow vote.

In the discussion about these proposed ground rules, many differing attitudes about the purpose, meaning, and value of SPT have arisen. Some members of the LNC have stated that the LNC owns SPT, and so has full authority to change it at will. Others, myself included, have pointed out that SPT was given not just to the LNC. Rather, various parts of it were entrusted to four parts of the party structure - the LNC, national staff, and the state and local parties - and so all of them responsible for the parts entrusted to each.

Although no one has come right out and said so, it is apparent that some LNC members want to junk the SPT entirely. They see it as too incoherent to be valuable, or too canonical and top-down to be useful to the party. (I hope my interpretation is fair to that view.)

And frankly, they have me thinking they may be right. After all, SPT can only work if people get behind it and make it work. Simply paying lip service to SPT is not enough.

I've fought vigorously for the restoration of the internal education Strategy, and for advancing SPT in general. I am also the cosponsor, with SPT facilitator Steve Givot, of rules proposed by SPT participant Dan Karlan to require a higher standard for amending or deleting any of the Goals or Strategies.

But I have to ask myself, why? These positions are only valuable to the members I represent if these members find value in SPT. If the membership is turning its back on SPT, then I'd be wasting my time and theirs to continue to fight for it.

Some of my fellow regional representatives claim that no one has contacted them in response to the LNC's actions during our last SPT review. This could be for any number of reasons. Maybe we have been too distracted by events to put effort behind it. Maybe people just don't know what is happening with SPT, and so it's just out of sight, out of mind. Or maybe it is true that SPT has lost its juice and is no longer considered relevant by the membership.

I, for one, would like to know the answers to these questions. If we're going to do anything with SPT, it's about time to fish or cut bait.

Please contact your regional representative (listed below) and tell us what you think about SPT. Should we put new vigor behind SPT, or should we just write it off as yet another half-baked grand scheme? For good or ill, I want to know, and the rest of the LNC needs to know if they are going to make appropriate decisions about SPT's future.

If I am not your rep, then please copy me with your feedback. I really want to know.

Another option is that the national convention can take control of the process. In fact, that would probably be the most appropriate venue. The convention could affirm the SPT, in whole or in part, and can direct the LNC any way it likes.

Thanks in advance for your feedback. Here's the list of regional reps, their states and email addresses:

Region 1 (Alaska, Colorado, Idaho, Montana, Oregon, Utah, Washington, Wyoming): Ed Hoch [edsway@sprynet.com](mailto:edsway@sprynet.com)

Region 2 (Arizona, California, Hawaii): Joe Dehn [jwd3@dehnbases.org](mailto:jwd3@dehnbases.org), George Squyres [gsquyres@earthlink.net](mailto:gsquyres@earthlink.net)

Region 3 (Indiana, Kentucky, Michigan, Ohio): Mark Rutherford [rutherfordlaw@prodigy.net](mailto:rutherfordlaw@prodigy.net)

Region 4 (Alabama, Florida, Georgia, North Carolina, South Carolina): Sean Haugh [seanhaugh@mindspring.com](mailto:seanhaugh@mindspring.com)

Region 5 (Delaware, District of Columbia, Maryland, New Jersey, Pennsylvania, Virginia, West Virginia): Fred Childress [fchildress@fastmail.fm](mailto:fchildress@fastmail.fm)

Region 6 (Connecticut, Massachusetts, Maine, New Hampshire, New York, Rhode Island, Vermont): Mark Cenci [mcenci@mindspring.com](mailto:mcenci@mindspring.com)

Region 7 (Arkansas, Louisiana, Mississippi, New Mexico, Nevada, Oklahoma, Tennessee, Texas): Steve Trinward [sttrinward@comcast.net](mailto:sttrinward@comcast.net)

Region 8 (Iowa, Illinois, Kansas, Minnesota, Missouri, North Dakota, Nebraska, South Dakota, Wisconsin): Mark Nelson [lpinachair@mchsi.com](mailto:lpinachair@mchsi.com)

## A Year in the Strategic Plan by Sean Haugh

The responses to my last column, "Is the Strategic Plan Still Viable?" were most enlightening, and I thank you for them. Some were critical of the Strategic Plan (SPT), and some were highly supportive.

No matter the perspective, most all the replies highlight two key obstacles that prevent SPT from being successful. SPT needs to be aggressively marketed to the state parties and local activists. We can't just publish the report, put it on the shelf, and expect it to do its magic. Whether enthusiastic or skeptical, my article was the first time the majority of respondents apparently had heard about SPT.

SPT could also benefit from some serious attention to prioritization. One of the biggest criticisms was the sheer size of the final report. Hardly anybody wants to sit down and read 202 pages. Such a weighty tome is overwhelming to all but the most dedicated LP internal policy wonks. We have failed to articulate one

coherent objective, about which the rest of the plan neatly falls into place. One response put it most succinctly, "We don't have a plan - we have a wish list."

It is expected that the LNC would take the lead role in the refinement and marketing of SPT. However, as I noted last issue, the final report was published three weeks before 9/11/01, and since then we've been distracted by one crisis after another. It's taken all of our attention just to keep the doors open.

And when we have turned our attention to SPT, the LNC has made a mess of it. Eliminating a strategy - any strategy - on a 9-7 vote displays an open contempt for the consensus-building process that is the whole basis of the plan. Now we have LNC members putting forth the preposterous theory that the LNC "owns" the Strategic Plan, and thus can do whatever the heck it wants with it.

If the SPT has one glaring failure, it's that it didn't go far enough. SPT didn't adequately refine the six goals and twenty strategies into one coherent package. Even worse, SPT blithely assumed that the LNC would take up the task as primary caretaker of the plan.

Now that is a big disconnect. SPT takes great pains to represent a grassroots movement. It is stated repeatedly within the final report that the plan can only be of value if the individual members and supporters of the party find it useful. Indeed, some of the initial resistance to SPT comes from the mistaken, yet perfectly natural, assumption that it is some grand pronouncement from above.

So, why the heck did we entrust the further development of SPT to the LNC? Is it really the LNC's problem if it doesn't have a clue of how to run the whole SPT show? For SPT to be successful, it has to be taken out of the hands of the LNC.

If anybody's going to "own" SPT and expect it to prosper, it has to be us, the members and supporters of the Libertarian Party. It's not just a national level initiative. All levels of our party organization, right on down to each individual grassroots activist, have their distinct voluntary roles in putting SPT to work.

So, who will take responsibility for the next required steps in the development of SPT? Well, I'll take a crack at it. Heck, why not?

I am grateful that with LFA, we have a way of communicating with the membership beyond the national party structure. My intent is to publish a new column every issue that addresses each goal and strategy until we have put together a full primer on SPT. What with six goals and (now) 21 strategies, that will take just over a year.

Several of the goals and strategies have official Champions, and I'll ask them to contribute. As the project rolls out, I am hoping to find ways to make it more interactive than simply me running my mouth at you, so we can discover some of those necessary refinements. Many of us check the LFA message board daily, so please feel free to make use of that forum for this purpose.

All the while, I'll be interested in hearing from you about your experiences with SPT. What works for you, and what doesn't? What priorities did you set, and what were the results?

Of course, if the response from the members and supporters is a resounding silence, I reserve the right to cancel the series, chalk up SPT as another grand and noble waste of time, and put my energies into more productive ways to grow this party.

That's what I can do to address the marketing obstacle. I can counter the other main obstacle right now. The one coherent principle, the ultimate purpose of all this strategizing and planning, is the Libertarian Party's Mission Statement:

"The mission of the Libertarian Party is to move public policy in a libertarian direction by building a political party which elects Libertarians to public office."

If we ain't doing that, then I don't see the need to have a political party. Each article in this series will have to not only describe the particular goal or strategy, it will have to clearly demonstrate how that plank supports the Mission Statement in order to justify its place as part of the plan.

## **Electing More Libertarians is Goal One A Year in the Strategic Plan: Part 1 of 27**

by Sean Haugh

*Goal 1: Increase the number of  
Libertarians holding public office.*

"The mission of the Libertarian Party is to move public policy in a libertarian direction by building a political party which elects Libertarians to public office."

I put that at the top, because the Mission Statement is the cornerstone of any effective strategic planning undertaken by the Libertarian Party.

If you are one of those who believe SPT is more of a wish list than a coherent plan, Goal One is the goal for you. Electing more Libertarians is certainly the most direct and effective method of implementing Libertarian public policy. If you just want to focus on one activity, you couldn't do better than getting more Libertarians in office. And if you stop there, you will hear no complaints from me.

This is what the SPT final report has to say about Goal 1:

"SPT believes that the mission statement of the LP makes it clear that the LP should place primary emphasis on electing candidates to public office. Running effective election campaigns happens to produce a number of beneficial side effects including educating the public about libertarian ideas and creating name and brand awareness.

"However, the primary purpose of running Libertarians for public office is to attract voter support and, hopefully, elect as many Libertarians as possible. At the present time, the greatest opportunities to elect Libertarians to public office are at lower levels of

government. While particular, unique opportunities may arise to elect Libertarians to progressively higher levels of office, as a rule, higher levels of office do not offer the best prospects for electoral success today.

"As a direct result of this, the role of state and local LP organizations in the prerequisites of electing candidates - recruiting qualified candidates, training them, getting them on the ballot, and supporting their campaigns - is absolutely critical. While the national party can offer some assistance to such campaigns, the success or failure of local campaigns is inherently rooted closer to home."

Longtime readers of this column know that I am an ardent supporter of running as many candidates as possible. Quantity creates a quality all its own. Plus, as they say about the lottery, you have to be in it to win it.

Some are critical of running top of the ticket candidates, where the chances of victory are slim to none. But I can tell you from experience as a recent candidate for US Senate, in that election there were only three people in the entire state that could have possibly won that race. One of them was me, a Libertarian.

But it is true that we have even better chances of winning lower level offices. For example, here in NC, in that same election where I got all of 1.5% of the vote, we won six races. One was for County Surveyor, the other five were for Soil and Water District Supervisor, a county level nonpartisan office.

This year, we elected three more to city and town councils across the state. We scored our biggest win to date in Lenoir, where Libertarian T.J. Rohr came in second for three seats on a council of a city of about 20,000 people.

And while I am justifiably proud of our success in NC, you have to look to Michigan to see this year's biggest success story. There they elected at least four Libertarians to city councils, in hard fought contests. Many have claimed they intend to get Libertarians into their State House real soon now. Those Michigan folks are the first ones I actually believe.

These wins may seem like small potatoes to some, but they are the necessary first step to accomplishing our first goal. These elected Libertarians break through two major barriers.

First, they are now government insiders. They are the face of the Libertarian Party to the establishment. They become known, as people who can be trusted. Perry Willis labeled these pioneers our "farm team," the Libertarians that would rise up through the ranks and be the state reps or congressmen of the future. When those blessed Michigan guys actually do elect their first state reps, I expect they will bear the names I have heard this year.

This works not only for themselves personally, but for all of us. When we present them with real faces instead of ideological texts, their fear of us diminishes. They learn that Libertarians are nice, responsible people that make better allies than opponents. They figure, hey, if that T.J. Rohr guy is so nice, and does

such a good job, well maybe that next Libertarian down the pike is worth my vote too.

I'm proud of my service as a candidate for US Senate. And I do believe that in my own way I helped get our six winners into office. Every time someone heard me on TV or on the radio or in the newspaper, that's a positive message they could apply to every one of our 145 candidates.

But next year, I am almost certainly going to go from the top of the ballot to the bottom. I have a hankering for the State House seat, but I think it would be better if I become the second Libertarian on our Soil and Water District board.

So, if you count yourself as an SPT supporter, I have to ask, what are you running for next year?

## **Goal 2: Many People, One Party A Year in the Strategic Plan: Part 2 of 27**

by Sean Haugh

"The mission of the Libertarian Party is to move public policy in a libertarian direction by building a political party which elects Libertarians to public office." (Adopted in national convention in 1993.)

I put that at the top, because the Mission Statement is the cornerstone of any effective strategic planning undertaken by the Libertarian Party (LP).

Goal 2: Strengthen Libertarian Party state and local organizations.

The beauty of the Libertarian Party is that it is a grassroots organization. And that makes perfect sense. Since respect for the rights of each individual is the essence of Libertarianism, we above all types of ideologues are prepared to be a movement of individuals.

Our grassroots nature positions us for long term success more than any other new party in this country. Those which operate from a bottom up foundation have staying power, while those which are run simply from the top down fade into quick obscurity. You need both to become a truly national organization.

Take the Reform Party, for example. What did they ever have? Some famous guy running for President. They never showed much interest in running local candidates or developing local organizations. They did elect a Governor, who promptly cast them aside as soon as he was done with the ballot access they gave him.

And where are they now? Nowhere. Dead in the water. History.

Even the Green Party suffers from this same principle. They are only strong where they took the effort to develop a grassroots network. In most states, the only candidate they ever ran was Ralph Nader. And now they face a dilemma. If they run him for

President again, they won't be seen as a party, but rather as the Cult of Nader. And if they don't, it's game over for them.

Those Green activists who remain are wedded to bottom up strategy. But they are so focused on only that strategy that they reject the value that some occasional top down organization lends. They are teaching us the hard lesson that to be a successful national political party, you need to work in both directions simultaneously.

We spend a lot of time worrying about the Greens, when we really should only keep our competitive focus on the Demopublicans. The Greens are already at the point where they are merely a small handful of unconnected state parties. Some are growing, some are stagnant, most are what they always were - nothing. That lack of cohesion will eventually drag down the rest of their structure.

The history of the Libertarian Party is moving from top down to bottom up. We developed a strong national organization first, when the grassroots were weak. Now, as the local and state organizations are gaining strength, the national office fades in importance. It still plays a very valuable role, but it now understands that our plan will only work if it serves, and not dominates, local organization.

That's one of the reasons why I am such a strong supporter of SPT. This plan allows for something other than simply a national party office to be the source of necessary top down organization. It is something new to provide coherence all across the country for developing grassroots groups to grow together as one Libertarian Party.

This is what the Strategic Planning Team's final report had to say about Goal 2:

"Winning large numbers of campaigns for state and local office will require strong state and local LP organizations."

"SPT recognizes that its 51 affiliates are in various stages of development and that the range of their sizes and capabilities is very wide. (SPT recognizes that not all affiliated state parties have LP organizations under them. In this report, the term 'affiliates' in the context of affiliates of a affiliated state party includes chapters, districts, regions, affiliates, clubs, and any other LP organizations established beneath affiliated state parties.)"

"This goal seeks to strengthen each of our 51 affiliates and their affiliates, building on their current level of development."

"Where affiliates have already begun to build lower level LP organizations such as county or city organizations, this goal seeks to strengthen those LP organizations and extend the process down."

"Where affiliates have yet to begin development of lower level LP organizations, this goal seek to promote that activity when the state party has developed to a point where lower level development is appropriate."

"While primary responsibility for strengthening Libertarian state and local organizations clearly exists at the state and local level, the national party can provide various forms of assistance in instances where affiliates would like it. SPT believes that the best results can be achieved through cooperative efforts between state affiliates and the national LP."

"SPT employed the concept of core and critical activities."

"Core activities are basic and recurring activities which a proficient state or local party needs to do on a routine basis. Examples of core activities might include fundraising, issuance of news releases, recruiting candidates, and working to obtain ballot access. Each of these activities can easily be measured."

"Critical activities are key activities which move the state or local party to the next level in its development. Examples of critical activities might include opening a state or local office, hiring full or part time staff, or successfully lobbying to reduce ballot access hurdles for candidates."

Note in that description, the national office has been given only one task, giving help where help is desired.

Given that a sense of personal responsibility is at the core of Libertarianism, it is natural to say that local and state organizations are primarily responsible for their own welfare. We realize that the only way our party can be effective at the local level is if local people make it happen. There is no white Libertarian horse that will ride into town and set everything right. We tried that. It didn't work.

But there is help available. SPT attempts to organize the toolbox, and set some common standards, so that local activists are not totally on their own. And it does it in a new way, doing an end run around the hierarchical trap of a strong national office that naturally would compete for control with the other levels of our organization. It is a servant, not a master.

You can use SPT as you wish. But if changing local public policy in a Libertarian direction by electing local Libertarians to public office is your objective, you should find a lot of use for it.

### **Goal 3: It's All Good**

#### **A Year in the Strategic Plan: Part 3 of 27**

by Sean Haugh

"The mission of the Libertarian Party is to move public policy in a libertarian direction by building a political party which elects Libertarians to public office." (Adopted in national convention in 1993.)

I put that at the top, because the Mission Statement is the cornerstone of any effective strategic planning undertaken by the Libertarian Party (LP).

Goal 3: Increase the Libertarian Party's support base (members, contributors, and volunteers/activists).

This goal, in my view, is the soul of SPT. The simple fact is that all activities which advance Liberty benefit the party, and all assist in our ultimate mission to change public policy by electing Libertarians.

Some people can only give us money. Some can only give us time and effort. Some help us by running for office, others help by taking on special projects that show the practical connection between Libertarian ideals and community activism. It's all good, and all necessary to our eventual success.

The value of any strategic plan for the LP is in taking all of these disparate activities and coordinating them so that they all serve to advance our mission.

We need to grow in all directions, and keeping this goal front and center helps us do that. We need to get more people on board, we need to get more people to support us on issues where we agree, and we need to encourage those who are already with us to do more to advance Liberty.

This is what the SPT Final Report has to say about Goal 3:

"SPT believes that building the support base of the LP requires more people supporting the LP to a greater extent and in a growing number of ways.

"SPT recognizes that there are at least two components to a given individual's support for the LP:

"In what ways does an individual support the LP? (Breadth of support)

- Contributing money
- Becoming a member
- Working as a volunteer

"How much does an individual support the LP? (Depth of support)

- Amount of financial contribution
- Amount of volunteer/activist work

"SPT recommends that the LP focus on increasing breadth and depth of support. This goal includes strategies that focus on increasing the number of volunteers/activists, members, and contributors in two ways.

"(Goal 5 includes strategies to attract greater voter support. SPT believes that increased Libertarian registration will be an outgrowth of success in achieving Goal 3 and Goal 5, and that expending resources to increase voter registration (except where ballot access is the reason) is not a cost-effective use of limited resources.)

"First, it seeks to attract new individuals to support the LP. Sec-

ond, it proposes efforts to encourage existing supporters to expand the breadth of their support by becoming volunteers/activists, contributors, and members.

"This goal also seeks to increase the depth of support of existing supporters. In the case of financial support, this plan seeks to increase the amount of funding contributors are providing for LP organizations and Libertarian candidates. In the case of volunteer/activist work, this plan seeks to increase the number of hours that people volunteer in support of the LP or its candidates.

"(Those supporting the LP by voting or registering Libertarian are discussed under Goal 5.)"

To be successful, we not only need to give our members and supporters incentive to do more for the party, we must also establish strong connections between each individual's activities and the sum of our efforts. If you are doing for the cause of Liberty, you have the undying gratitude of myself and the party as a whole. Know that whatever you are doing, it adds to the collective efforts of all Libertarians. More would be even better, and more would be appreciated!

Sean Haugh is the Executive Director of the Libertarian Party of North Carolina. Sean is married to longtime Libertarian Pam Adams, and they have a family of three dogs and five cats. Besides them, Sean loves God, Liberty, and Oklahoma Sooners football. Write to Sean at [seanhaugh@mindspring.com](mailto:seanhaugh@mindspring.com).