

# LNC Executive Committee Meeting

## Teleconference November 22, 1999

Present: David Bergland, Chair  
Hugh Butler, Vice Chair (joined the meeting during discussion of making information available and was absent for a brief portion of the goal setting discussion)  
Steve Givot, Secretary  
Mark Tuniewicz, Treasurer  
Joe Dehn

Staff: Steve Dasbach, National Director  
Ron Crickenberger, Political Director

Also None  
present:

The meeting was called to order by Bergland at 6:10 PM EDT.

### **Item: Making Information Available Upon Request by a Member**

Tuniewicz requested guidance from the Committee regarding a request he had received for copies of LNC, Inc. financial documents.

Bergland said that he understands that the current policy is for the national headquarters office to provide copies of period-ending financial results or adopted budgets upon request.

Dasbach said that he believes that LNC members should be able to provide copies of working documents on request. He said that he believes that LNC members should carefully mark such documents as working documents to avoid confusion.

Bergland said that if LNC regional representatives want information or feedback from people in their regions, they should be free to distribute working documents to serve that purpose.

Bergland said that his guidance to Tuniewicz would be to wait at least until the working document is at the point where it is to be included in the LNC agenda.

## **Item: Arizona Affiliate Update**

Dasbach provided interim results of the Arizona affiliate balloting. He said that about 735 ballots were mailed, and between 350 and 400 ballots were returned. He said that at the present time, about 350 ballots have been tallied and -- based only on those tallied to date -- the vote totals show about 65% favoring ALP Inc. and 35% favoring ALP as the affiliate.

Dasbach said that he was contacted by one of the applicants and asked whether or how those voting would be able to change their votes. He reported that he told the caller that if letters were received requesting a change of vote, he would pass those along to the LNC for its consideration. He said that fewer than 20 such letters had been received to date.

Bergland asked the Committee how it would like to proceed given this information.

Givot said that, in his opinion, the vote was sufficiently decisive to proceed with the telephonic LNC meeting that had been tentatively scheduled for 9:00 PM EST on November 30.

Dehn said that perhaps the Committee should look into the campaigns, their content, and how they were conducted.

Tuniewicz said that both sides have had ample time to do all the campaigning they want. He said that he agreed that the November 30 telephonic meeting should proceed. He asked what will constitute a quorum at that meeting.

Dasbach said that the quorum would be a majority of LNC members, which is 10. He said that -- like any other LNC meeting -- alternates can attend the meeting regardless of whether their regional representative is present. He said that alternates may vote if their region's representative is not present.

Bergland said that the regular rules applicable to an in person LNC meeting would apply to this telephone meeting since there is nothing to dictate otherwise.

Consensus was reached that the meeting would be called for 9:00 PM EST on November 30, 1999.

## **Item: Goal Setting**

The Committee reviewed each of the goals discussed at the November 15, 1999 meeting, acting as follows:

The Committee recommends adoption of the following goal by the LNC:  
**To achieve 50 state plus DC ballot access for the presidential ticket in 2000, either on a party or independent-basis.**

The Committee recommends adoption of the following goal by the LNC:

**To field at least 2,000 candidates for all levels of office, running for both partisan and nonpartisan offices, in the year 2000.**

The Committee recommends adoption of the following goal by the LNC:

**To field at least 218 candidates for the U. S. House of Representatives in 2000.**

There was a lengthy discussion of the goal:

To develop and approve a completely revised Libertarian Party Program that our congressional candidates can support no later than the March 2000 LNC meeting.

Crickenberger said that he is not sure that candidates will sign onto the Program.

Dasbach said that this is why the goal does not quantify the number of congressional candidates doing so. He said that the intention of this language is to stress that it is important to get input from candidates in the process of developing the new Program.

Tuniewicz asked Crickenberger why he felt that candidates might not sign on to the Program.

Crickenberger said that he feels it would be difficult to get 218 Libertarians to agree on a package.

Tuniewicz said that he is still has the concern he expressed at the prior meeting about soliciting a sign off on the Program similar to the Republican "Contract with America." He said that although he does not think that having candidates sign on is a good idea, he does support development of a new Program as proposed. Tuniewicz asked Dasbach what how he intended to implement this goal if it is approved.

Dasbach said that staff would solicit candidate views on important issues as well as relying on outside research. He said that he would expect to contact candidates during plank development and ask them if they would support the viewpoint taken in the plank. He said that doing so would help to produce a document that our candidates will find valuable.

Dehn said that almost any wording of this goal relating to use of the Program by candidates might be problematic.

Givot said that he expects that achieving this goal would require a major investment of staff time and effort.

Bergland said that he expects that the Program Committee will do most of the work.

Dasbach said that he strongly disagrees with Bergland. He said that achieving this goal will require considerable effort by both staff and the Program Committee. He said that he would not have proposed this goal were he not about to hire someone to fill the position of LP News reporter.

After this discussion the Committee recommends adoption of the goal by the LNC:

**To develop and approve a completely revised Libertarian Party Program that our congressional candidates can support no later than the March 2000 LNC meeting.**

There was discussion of the goal:

To purchase at least \$1 million worth of television air time to show advertisements during 2000.

The discussion centered around how specific the goal should be regarding whether the advertisements were on television, radio, print, the Internet or other media.

Dehn expressed concern that absent some specification of which media were included in this goal, that the funds might be used for direct mail advertising.

There was consensus that the intention of this goal is not to fund direct mail advertising. As a result, the language of the goal was modified.

After this discussion the Committee recommends adoption of the goal, as revised, by the LNC:

**To purchase at least \$1 million worth of television and other public media advertising during 2000.**

The Committee recommends adoption of the following goal by the LNC:

**To breakeven on the 2000 convention excluding fundraising revenue from the banquet.**

There was discussion of the goal:

To complete initial development of and launch the new Internet site by no later than February 18, 2000.

Tuniewicz questioned whether progress to date on the web site redevelopment project indicated that it would be complete by February 18.

Dasbach said he expects the site to launch by February 18. However, he thought it would be reasonable to provide a slightly longer time frame in the goal to allow for unexpected delays.

After discussion the Committee recommends adoption of the following goal, as revised, by the LNC:

**To complete initial development of and launch the new Internet site by no later than March 11, 2000.**

There was discussion of the following goal:

To retain party ballot status in at least \_\_\_\_\_ states.

Dasbach said that, historically, the number of states in which party ballot was retained in the last four two-year election cycles is:

YEAR	STATES RETAINED
1992	20
1994	26
1996	24
1998	28

After discussion, the Committee recommends adoption of the following goal, as revised, by the LNC:

**To retain party ballot status in 28 to 31 states.**

There was discussion of the following goal:

To provide financial help to achieve presidential ballot access in 2000 in no more than \_\_\_\_\_ states.

Dasbach recommended that the appropriate number to quantify this goal would be fewer than 15 states.

Dehn expressed concern that in working to achieve this goal, that staff may compromise the 50 state plus DC ballot access goal.

After discussion, the Committee reached consensus not to recommend adoption of a goal relating to financial assistance to affiliates for the purpose of securing ballot access in 2000.

There was discussion of the following four goals:

To achieve a paid membership level of at least \_\_\_\_\_ members by June 30, 2000.

To achieve a contributor level of at least \_\_\_\_\_ contributors by June 30, 2000.

To achieve a paid membership level of at least \_\_\_\_\_ members by December 31, 2000.

To achieve a contributor level of at least \_\_\_\_\_ contributors by December 31, 2000.

The Committee reached consensus that member and contributor goals for each time period should be combined resulting on one goal for June 30, 2000 and another goal for December 31, 2000.

Dasbach recommended setting aggressive levels given what is currently known.

Bergland agreed with Dasbach.

Tuniewicz asked whether the Committee had discussed setting a range for each of these support levels.

Dasbach said that the Committee had not done so.

Dasbach presented recommended levels for each of the four support levels being measured and answered questions about how they were set.

Dasbach said that for purposes of measuring performance, "members" will be the number of dues-paid members on each date and "contributors" will be the number of

persons who would be dues-paid members on each date had they all signed the membership certification.

After discussion, the Committee recommends adoption of the following two goals, as revised, by the LNC:

**To achieve a paid membership level of 50,000 members by June 30, 2000 and a contributor level of 60,000 contributors by June 30, 2000.**

**To achieve a paid membership level of 80,000 members by December 31, 2000 and a contributor level of 100,000 contributors by December 31, 2000.**

There was discussion of the following goal:

To achieve gross revenues of between \_\_\_\_\_ and \_\_\_\_\_ during calendar year 2000.

Dasbach recommended that the range in this goal be set from \$5 million to \$6 million dollars.

After discussion, the Committee recommends adoption of the following goal, as revised, by the LNC:

**To achieve gross revenues of between \$5,000,000 and \$6,000,000 during calendar year 2000.**

There was discussion of the following goal:

To provide campaign and activist training at the national convention, state conventions, and other events

Bergland said that he believes there should also be a goal of introductory training in libertarian beliefs for newcomers.

Givot said that, although he agreed with Bergland, this was a separate issue and should be address with a separate goal.

Bergland agreed. He asked the Committee whether it was interested in establishing a separate goal regarding this?

Dasbach said that he strongly urged that if there is to be a new goal, it be discussed and drafted elsewhere and brought back to the Committee for consideration.

Bergland agreed. He said that he would draft something and distribute it by email.

A discussion ensued on how to measure achievement of this goal. Consensus was reached to measure activist-hours of attendance at these training session.

Dasbach said that he would develop a recommended number and bring it back to the Committee for consideration.

**Action was deferred on this item pending Dasbach's recommendation.**

There was discussion of the following goal:

To produce a half-hour television outreach program suitable for home viewing, public access television, or cable television.

Dasbach said that he had attempted to be responsive to requests at the November 15 Committee meeting to quantify this goal. He said that this goal is difficult to quantify, largely because there is no historical data.

Givot proposed that since no benchmark data is available, the best way to quantify the results is to require that they be measured. He said that doing so would help develop base data for reasonable future goal setting.

Dasbach said that by listing the desired results and specifying that they be measured, staff would tend to be driven to optimize the measured values. He said that the number of times shown with purchased time should be added to the things measured.

Dasbach said that LNC will also get data from the presidential campaign if it produces a similar program. He said that this additional data will help formulate reasonable goals in future years.

Dehn said he is uncomfortable that we are not specifying the number of times we want people to see it.

Givot said that the media where it is most likely to be shown do not provide good demographic data about number or nature of viewers in various day part. He said that, as a result, the number of people seeing the program may be impossible to measure with any degree of accuracy. He said that if the program is shown on media where viewership can be accurately quantified, then such data may prove helpful in future planning efforts.

Dasbach agreed.



After discussion, the Committee recommends adoption of the following goal, as revised, by the LNC:

**To produce a half-hour television outreach program suitable for home viewing, public access television, or cable television and measure the following:**

- **the number of copies sold**
- **the number of copies distributed for airing on public access or cable channels**
- **the number of copies given as a premium for contributions solicited specifically to produce the program**
- **the number of times aired using purchased time**
- **any other helpful distribution or airing information.**

There was discussion of the following goal:

To end calendar year 2000 with LNC, Inc. with cash exceeding accounts payable by no less than \$\_\_\_\_\_.

Dasbach asked for committee input in setting this value.

Givot said that he believes the correct value to be somewhere between \$150,000 and \$200,000. He said that two years ago the LNC had broad consensus that a surplus of about \$200,000 was a good target. He said that the organization had grown substantially in size since then, and he saw no reason that this would reduce such a target.

Dehn said that he believes the correct value to be \$200,000.

Tuniewicz said that he believes the correct value to be \$100,000. He cited that fact that 2000 is an election year in which spending may be of greater value than in non-election years.

Bergland said that he believes that the correct value to be \$100,000.

Dasbach asked what the purpose of achieving a level of net worth is.

Givot said that he believes the purpose is to assure an adequate reserve. He cited past financial problems and compared this figure with the \$200,000 target surplus from two years earlier.

Dehn agreed with Givot.

Consensus was reached that the best means to measure financial performance of this sort was cash minus accounts payable.

Dasbach also introduced a concept he had been developing to perhaps substitute for the current reserve fund. He said that in the past, the LNC had gotten into financial difficulties when its quick ratio was below 2:1 or its net cash position (total cash - accounts payable) was low.

Dasbach said that the normal maximum for accounts payable was about \$150,000. To maintain a 2:1 quick ratio with accounts payable of \$150,000 would require total cash of \$300,000. Thus, he said having net cash of at least \$150,000 seemed reasonable to him.

Butler asked Dasbach what the likely year end 1999 results would be.

Dasbach said that LNC should be in black at year end, but that this is irrelevant to setting this goal. He said that the goal should describe where we want to be at the end of 2000, not where we start out the year.

Tuniewicz asked Dasbach how the staff measures accounts payable.

Dasbach said that upon receipt by the office, each invoice is entered into the bookkeeping system as of the date on the invoice, rather than the date of receipt or the date due. He said that this gives the most complete information about liabilities.

Tuniewicz said that if this were not an election year, he would want a much larger target.

Dasbach noted that the Executive Committee members have diverse views on the dollar level to set. He suggested that perhaps the Committee could agree on the goal in general and set a compromise dollar level to present to the LNC, leaving individual Committee members free to discuss their individual preference to modify that dollar level at the LNC meeting.

Bergland agreed that it would be appropriate for Committee members supporting a consensus recommendation to the LNC to express differing personal views at the LNC meeting.

After discussion, the Committee recommends adoption of the following goal, as revised, by the LNC:

**To end calendar year 2000 with LNC Inc. having an excess of cash over accounts payable of at least \$150,000.**

Givot said that the current "interim" reserve policy would expire in December, leaving the LNC with no reserve policy. He suggested that Tuniewicz develop a goal setting a time frame for developing a permanent policy as well as a recommendation to the LNC as to what, if any, reserve policy should be in place until a permanent policy is adopted by the LNC.

Dasbach said that goals relating to media coverage and contacts were not yet ready as Bill Winter had just returned to work.

### **Item: Year 2000 Budget**

Dasbach introduced the proposed budget.

Committee members asked a variety of questions about the proposed budget.

Dasbach encouraged Committee members to contact him directly with questions or feedback as soon as possible.

The meeting was adjourned at 8:59 PM EDT.