

monitor performance in this area and encourage improvement, the committee recommended that "the Affiliate Parties Committee should regularly, as part of its charge, monitor the Affiliates' satisfaction with HQ performance. They should be prepared to take specific complaints and help the director find ways of satisfying the problem requests. They should bring systemic complaints to the attention of the Chair or the Management Committee."

The APC has always tried to handle state chair complaints as we hear about them, but we will now be handling these more formally. If you or any of your state or local activists have a problem that you have been unable to resolve directly with National staff, please let either Mary Gingell or Steve Dasbach know the details, and we will follow up with the National Director, Nick Dunbar. Nick and his staff are dedicated to handling the many requests and phone calls that come into the national office, but it is a busy place, and sometimes things do "fall through the cracks." If we all work together, we can improve our performance on non-routine requests.

WHERE OH WHERE DO MY MEMBERSHIP LISTS GO? ? ? A practice that has been handled on a case-by-case basis by the National Office is now being institutionalized. Each month, national membership list information is sent to each state chair. But many chairs prefer this information to go directly to their database manager, membership chair, or other state officer. Our system is now set up to handle these requests as a matter of routine. If you would like to divert your membership lists directly to another person in your state party, please call Marc Montoni in the National Office and let him know where to send them. In addition, because list managers have so much interaction with National, these people, as well as the state chair, will now be receiving APC News.

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**THE LIBERTARIAN PARTY**  
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The state or local group will also be asked to write a brief statement outlining the goals of the field organizing visit.

These requirements would differ slightly for other field organizing situations, such as revitalizing a tired but existing state group, or helping an existing group take on a new, ambitious project or campaign.

The APC Chair and the state or local LP chair will then decide which of our available field organizers is the best fit for the particular situation. The chosen organizer will then travel to that state for a one-to-two week stay. The APC will cover the cost of getting the organizer to the state, and will pay the fees for the organizer's services during his or her visit. Longer stays are possible but might require some sort of fee split with the state or local group due to the limits of the national budget.

We are very lucky to have lined up several LP activists who have been very successful organizing in their own states, and are willing to contract with the APC to share their knowledge and experience with groups elsewhere in the country. Several other activists have indicated that they may be willing to make similar trips, for expenses only, as their schedule permits.

Any state or local chairs who feel that they would like to participate in this program during 1991 should contact APC Chair Mary Gingell or APC Vice Chair Steve Dasbach immediately to get more details about the program.

#### INTERSTATE NETWORKING

WELCOME NEW CHAIR . . . Gerald Kosch, Nebraska. Congratulations and thanks for taking on such a crucial job! Thanks also to outgoing chair Harry Jacob Thode for your hard work and dedication during your term.

MEDIA DEVELOPMENT . . . Florida Newsletter Editor Jim Culberson recently sent a packet of favorable newspaper articles, with the attached note: "The main reason (I enclose these clippings) is to show the advantage of putting media people on the mailing list of the state newsletter. I have been (sending our newsletter to) George Ricker (one of the columnists) since he interviewed Andre Marrou in 1988. It would appear that the effort is paying off. . .

NEW MEMBERSHIP/PLEDGE PROGRAM . . . By the time you receive this newsletter, state chairs, membership chairs, database managers and treasurers may already have received a letter from national Membership Chair Karen Allard detailing the specific changes made by the National Committee at its December meeting. Changes will be effective February 1. Start capitalizing on these changes now to increase your state and national membership figures, as well as the funds your state party collects by selling joint state/national memberships. Contact Karen if you have questions about the changes, and to get ideas about effective joint programs being used in other states.

MANAGEMENT COMMITTEE FORMALIZES APC "OMBUDSMAN" ROLE . . . In its draft report to the National Committee on the operational effectiveness of the National Office, the Management Committee, headed by Chair Dean Ahmad, concluded that one of the weakest performance areas in the office seems to be that of responding to non-routine requests from the field. In order to

## DASBACH APPOINTED APC VICE CHAIR

As part of her ongoing efforts to develop and expand leadership in the Affiliate Parties Committee, APC Chair Mary Gingell announced at the December National Committee meeting that she has appointed Campaign '90 Chair Steve Dasbach Vice Chair of the Affiliate Parties Committee. Many of you already know Steve through his work with candidates in your state during the last election.

"Steve is a good communicator, and is very organized and hard working," said Gingell. "I am convinced Steve is as dedicated as I am to improving the working relationship between state and local parties and the national LP. In fact, he has already made suggestions about how to improve our telephone communications, and we will be implementing his ideas over the next four months."

Gingell will be introducing Dasbach to all aspects of the APC Chair's job during the next four months. If he enjoys his increased involvement with the APC, and performs well as Vice Chair of the committee, Gingell plans to recommend that Dasbach succeed her as APC Chair at the April, 1991 National Committee meeting in Atlanta. The appointment of APC Chair is made by vote of the National Committee.

## 1991 FIELD ORGANIZING WILL TAKE NEW APPROACH

At its December meeting in White Plains, New York, the LP National Committee budgeted funds to allow the Affiliate Parties Committee to continue providing field organizing assistance to state parties. We are now in the process of setting up a system that will help us target states that have the necessary critical mass of people and commitment, and that want our help, so our organizing assistance will be most effective.

The first test that a state or local group is ripe for assistance from National is that they actually request our help. Throughout the year we will remind state chairs that this help is available, but the decision to ask National for assistance will have to come from the state.

Secondly, the state (or local) group will be asked to make some basic, specific commitments to National to show their commitment to the proposed organizing effort. For example, a state that lacks a basic statewide organization may be asked to provide the following assurances in order for us to send a field organizer to that state:

1. That they would provide room, board, local transportation and local expenses for the organizer during his or her stay.
2. That they had certain specific, named individuals ready to and capable of taking on basic functions such as
  - a. getting out a newsletter
  - b. maintaining membership records
  - c. keeping financial records
  - d. planning meeting programs,
  - e. handling publicity, and
  - f. managing a specific action project.
3. That all these tasks will not be done by the same one or two people.

The spending categories (offered to the state chair in random order) are:

1. A national media relations program
2. Developing literature and other products for sale
3. Prospecting to other organizations
4. Research, training and financial support for candidates
5. Organizing assistance to state and local parties
6. Nurturing our campus contacts
7. Services to our members, such as LP News
8. Obtaining 1992 ballot status in a high number of states

Only one category could be chosen as "highest priority." If no "highest priority" was chosen, one additional question was asked:

What do you feel is the highest spending priority for the National LP in 1991?

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Survey Results:

	Total Score	1s	2s	3s	4s	5s
Media Relations	27	5	17	5	0	0
Ballot Access	24	6	12	9	0	0
Member Services	20	1	19	6	1	0
Local Organizing	15	5	8	11	3	0
Prospecting	14	1	14	10	2	0
Candidate Support	13	6	7	8	6	0
Literature, etc.	11	1	13	9	4	0
Campus Outreach	9	0	12	12	3	0

Other #1 choices mentioned were a successful national convention; hard-hitting advertisements and other outreach projects; recruiting national and local members and firming up our financial structure with professional managers; forming coalitions to promote individual freedom no matter who gets the credit.

For the most part, when state chairs chose a number 4 ranking for a particular category, they mentioned that this was not a bad thing to do but that they felt it should be done at the state or local level rather than by national.

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Media Relations Chair Gary Johnson was able to use these survey results effectively as part of his successful argument to the National Committee that the Media Relations budget be doubled from the amount originally proposed by the Budget Committee. Ballot access efforts and member services are also budgeted at very high levels for 1991. Thanks to all state chairs who participated in this survey and helped the National Committee focus on concerns of our state parties in the budgeting process.

editor, ads.

Objective - name recognition, issue identification, education and persuasion. (Even a back-page paragraph about an LP-sponsored ice cream social is helpful.)

Do you seek to acquire new resources?

Are you actively involved in recruiting (presentations, events, one-on-one)?

What do you do to raise funds?

Are you willing to spend your money, even if nobody else is? Are you willing to ask others to contribute?

#### RESILIENCE

Have you made a long-term commitment?

Do you maintain your momentum after victories?

Do you bounce back stronger than ever after defeats? Are you TENACIOUS?

#### TEAMWORK

Do you work and play well with others?

Many Libertarians are by nature very independent. Any number of Libertarians can accomplish a great deal by working as individuals, but these efforts can be leveraged by cooperating in group activities. Demonstrations, focused letter writing efforts, and political campaigns are examples of projects that work best when the whole team plays.

Do you use committees?

If your group is so inclined, you may want to specialize and assign outreach, fund raising, campaigning, and other chores to specific committees. Other groups may prefer to involve everybody in every project. The important thing is ACTION - keeping as many as possible as busy as possible. If nobody does it, it won't get done.

#### TRAINING

Have you read any good books on salesmanship? Campaigning?

Have you ever taken a course in public speaking?

Is there a college, university, or branch campus in your area?

Have you used any of the training materials from the Advocates for Self-Government?

Do you believe in learning from experience? Are you getting experience?

#### STATE CHAIRS PROVIDE INPUT TO NATIONAL BUDGET PROCESS

APC Chair Mary Gingell, assisted by Field Coordinator Marla Bottemiller, conducted a survey of state chairs between November 26 and December 7, to find out where state chairs would like to see the national LP concentrate resources in 1991.

We were able to reach 30 state chairs. The survey, rating system, and numerical results are summarized below.

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Survey Questions:

For each of eight categories of expenditures, do you feel:

1. this should be our #1 spending priority? (2 points)
2. this is an important spending category? (1 point)
3. no opinion on this category? (0 points)
4. this is not a good use of national resources? (-1 point)
5. spending here would be counterproductive? (-2 points)

# APC NEWS

Newsletter of the Libertarian Party Affiliate Parties Committee

Volume 2, Number 1

January, 1991

## THE A-R-T OF BUILDING EFFECTIVE LIBERTARIAN ORGANIZATIONS by Joseph Knight

Editor's Note: Joseph Knight is State Coordinator for the Libertarian Party of New Mexico, and is also one of several successful LP organizers who have offered their services to the National Party for 1991 (see article elsewhere in this issue). This article is the outline for what Knight calls "a little pep talk with a few practical suggestions" that he has used in his work in New Mexico, and it is just as applicable to groups around the country. Next month we will feature the outline for another of his talks, entitled "There is no substitute for ACTION."

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A: Attitude, Activity  
R: Resources, Resilience  
T: Team Work, Training

### ATTITUDE

Are you serious?  
Do you intend to eventually win?  
Are you willing to do what needs to be done, even if nobody else is?

### ACTIVITY

Do you personally do something every week to advance our cause?  
Does your group have at least one project in progress at any given time?  
Do you and your group choose projects based on multiple objectives?  
Here are some good reasons to choose projects:

1. I am especially interested in this issue and will be motivated to work hard.
2. Other local Libertarians are interested in this issue and this project may get them interested and active.
3. This issue will win friends in this area and/or offers an opportunity to form coalitions with other groups.
4. This project offers outreach and educational opportunities.
5. This project offers good potential for media exposure.
6. We might actually win on this issue; our participation could make the difference.
7. This project adds weight to statewide or national projects.

### RESOURCES

Do you recognize and utilize existing resources?  
Human Resources: talent and time. (NOTE: It's not accurate to say "I don't have time" as everybody has the same amount of time - 24 hours per day, every day. Be honest. When people say they "don't have time for Libertarian stuff," what they mean is "I choose to spend my time doing something else." See "attitude.")  
Money and material.  
Media: Methods - news releases, interviews, media events, letters-to-