

Libertarian Party of North Carolina  
**Minutes of the Executive Committee**  
Aug. 23, 2014

**Opening**

---

1. The Executive Committee of the Libertarian Party of North Carolina meet Saturday, Aug. 23 at 7 Corporate Center Ct., Greensboro. Chair J.J. Summerell called the meeting to order at 11:17 a.m.

Present: Alex Vuchinich, vice chair; Brian Irving, Communications Director and Acting Recording Secretary; Bjorn Pedersen, Political Director; at-large members Chris Dooley, Ken Penkowski, and Ginny Godfrey, and; Brad Hessel, Executive Director.

Absent: John Caveny, Treasurer, and at-large members Erik Raudsep and Kevin Innes.

2. The committee added two items to the agenda:
  - a) A request from the Students for Liberty to sponsor a table at their Carolinas regional conference
  - b) Vote on accepting the resignations of at-large members Erik Raudsep and Kevin Innes.
3. The committee confirmed these online votes (per bylaws Article IX, Section 2.3.):
  - a) July 20: Bjorn Pedersen moved (Brian Irving second) that the EC allocate \$250 from the general fund to reimburse his costs of attending a Leadership Institute training program July 28-31. (Message #16032) PASSED 4-1 (1 abstention).
  - b) July 27: Mr. Pedersen moved, Mr. Irving seconded, that the Exec Comm allocate \$297 from the general fund to Q3 of a new line item "Information Technology/VoterMapping.com" (Msg #16067) PASSED 3-2
4. The committee noted the online approval of the July 12 minutes.

**Officer Reports**

---

1. Chair. In addition to his report (attachment 1), the Chair commented on the successful and well-attended Henderson County LP convention.
2. Treasurer. Attachment 2, with the note that "Operations Director" should read "Executive Director."
3. Membership Secretary. Attachment 3.

**Director & Committee Reports**

---

1. Executive Director. Attachment 4.
2. Communications Director. Attachment 5
3. Political Director. Attachment 6. In addition to report, noted that many potential candidates he has contacted will probably need administrative and financial support to get started.
4. Outreach Director. No present. No report
5. Acting County Affiliate Development Director. Mr. Pedersen noted the successful Liberty Lunch and Learn sessions held in Fayetteville and Winston-Salem. The Cumberland LP organizational meeting is set for Sept. 6, and a date for an organizational meeting in the Forsyth County area is expected soon..
6. Platform Committee. No report was submitted. However, Mr. Irving, a member of the committee, noted that the committee chair has asked members to review other state platforms.
7. Bylaws Committee . Mr. Irving reported that the committee is still seeking ideas, and outlined some of the ideas already compiled.

## **Old Business**

---

1. Fundraising Letter. Mr. Pedersen reported that the letter was sent in early August. There has been a very low response (1%). The chair is making follow up calls.  
ACTION: Closed
2. Expense Reimbursement Policy. Mr. Hessel said he had not had time to review the comments made regarding the draft policy.  
ACTION: Open
3. Finance Director Recruitment. Mr. Pedersen is still seeking recruit. One possible prospect did not pan out. He also discussed the possibility of training someone on our own.  
ACTION: Open
4. Local Affiliate Policy. No updates. ACTION: Open
5. Report on Leadership Institute Training Program .  
Mr. Pedersen said he had learned some things, but the training was not as productive or good as he had expected.  
ACTION: Closed
6. 2015 State Convention.  
ACTION: Mr. Hessel moved, and Mr. Vuchinich seconded, to change the date to April 10-12. The motion passed unanimously.
7. Strategic Plan Draft.  
Mr. Penkowski presented the report on the findings and recommendations of the Strategic Planning Committee appointed in July.

- a) The primary recommendation was that “the Executive Committee adopt these findings, in their entirety, as our strategic direction moving toward 2020, the planning horizons considered here.”
  - b) In addition, the Strategy Committee recommends that it be made a permanent committee and given the charter to:
    - Define the human resources required to fulfill the findings of the report, and;
    - Periodically review the findings in light of evolving challenges and opportunities.
  - c) ACTION: The Executive Committee will discuss the plan online and vote on adoption in two weeks.
8. The committee recessed for lunch at 1:06 p.m.
  9. The committee reconvened at 1:32 p.m.

## **New Business**

---

1. Information Item: Speaker's Bureau.  
Mr. Irving has received a proposal from Stan Smith, who has moved to North Carolina from South Carolina, to organize an official LPNC speakers bureau (see attachment 7). After discussion, the committee determined that this was not an idea consistent with the goals and objectives of the strategic plan we are considering. Mr. Irving said he would tell Mr. Smith that he is free to pursue the idea on his own, but it would not be an official LPNC program.  
ACTION: Closed
2. Treasurer's Special Report on Funding and LPNC budget. (Attachment 8)  
The committee discussed this report, as well as the revenue and expense spreadsheet provided by the Executive Director in his report. The consensus was that there is an urgent need to do serious fundraising, and that should be our number one priority. Mr. Pedersen agreed to take on that task.  
ACTION: None
3. Extension of Political Director's Contract.  
ACTION: Mr. Vuchinich moved, and Mr. Penkowski seconded, to extend the Political Director's contract for one month. The motion passed: 4-1-0. Voting aye: Mr. Vuchinich, Mr. Penkowski, Mr. Summerell, and Mr. Dooley. Voting nay: Mr. Irving. Mr. Pedersen abstained.
4. Mr. Vuchinich left the meeting at 2:21 p.m.
5. Streamlined membership tiers to encourage additional giving. (Attachment 9)  
Mr. Penkowski presented a proposal to define membership dues and establish a simplified membership tier-structure. Anyone who paid at any of these levels

would be construed as having paid LPNC membership dues. The membership-tiers would be:

- a) \$10/month or \$100 annually
- b) \$20/month or \$200 annually
- c) \$50/month or \$500 annually
- d) \$200/month or \$2000 annually

**ACTION:** The committee unanimously approved the proposal and amended membership-tier structure.

6. Sponsor Lunch for Students for Liberty.

Mr. Summerell told the committee the Students for Liberty had invited the LPNC to sponsor a table at their Carolinas Regional Conference Nov. 1 at Salem College,. The cost is \$2,000 for a table and a speaking opportunity. He said he had contacted the South Carolina LP to share the cost, but they declined. After discussion, the committee determined that, while this was an excellent outreach opportunity, given our current budget shortfall we could not afford to participate.

**ACTION:** Closed

7. At-Large Member Resignations.

Two at-large members, Mr. Raudsep and Mr. Innes, have missed three consecutive meetings. Under the bylaws, that constitutes a resignation, which the Executive Committee may accept or reject. Mr. Pedersen said Mr. Raudsep told him he no longer wished to serve. Mr. Inne's status is unclear.

**ACTION:** Mr. Hessel agreed to contact Mr. Innes and ask him if he wanted to continue on the Executive Committee.

**ACTION:** Mr. Hessel moved, and Mr. Pedersen seconded, to accept Mr. Raudsep resignation. The motion passed unanimously.

8. The next meeting will be held in Raleigh. Mr. Summerell will arrange the venue.

9. The meeting adjourned at 3:04 p.m.

## Attachment 1 - Chair's Report

---

The most promising circumstances are the most challenging. Believe me, we have lots of promise!

Since the last EC meeting our efforts have been focused on strategic plan development, county affiliate development, volunteer development and membership development. See an operative word there? There is a reason why the fundraising office for many nonprofit organizations is called the "development office." The development of each of the above areas is dependent on the development of funding capability. In the immediate term the LPNC needs to focus on financial development – fundraising. In late 2013 we passed a budget which allocated all of our financial resources to some aspect of growing the party. We are now approaching the fourth quarter and our funding will indeed be depleted by year end. However, we have a compelling story to tell prospective donors about the promises and challenges we face and how they can help. To meet our goals on time we need to develop \$ 9,000/month of reliable income for 2015 and \$ 15,000/month in 2016. This is ambitious but doable. It would require:

90 donors at \$100/month

180 donors at \$50/month

360 donors at \$25/month

We can do this!

As you can tell from director reports, we have been busy since the last EC meeting. Two county affiliate organizational meetings were held and Henderson County had a successful convention. I attended the Henderson convention and was impressed by their level of organization and energy.

The number of registered Libertarians in NC continues to grow, now at 24,401. I'm confident that Sean Haugh's bid for U.S. Senate is focusing attention on the LP. Wesley Casteen's candidacy around Wilmington is bringing us regional attention and all of our local candidates represent us well.

J.J.

## Attachment 2 – Treasurer's Report

### Account Balances

General account balance:	\$ 6,819.43 (\$3,087.74 at BB&T and \$3,731.69 at PayPal)
Federal account balance	\$ 1,685.09 (at BB&T)
Public Finance Fund	\$10,026.44 (at BB&T)
Total cash on hand	\$18,530.96

### Other Information

General account: Total income since the 7/10/14 is \$1,187, including \$702 as a result of a fundraising mailing based on lists from National and from Reason Magazine. The rest was from subscribers/recurring donors.

The Public Finance Fund received interest totaling \$0.26 for July.

Total expenses since the 7/10/2014 report were \$9,866.36.

Bank and credit card processing fees	(\$13.41)
Mailchimp	(\$60.00)
Nationbuilder	(\$173.00)
Executive Director's fees and intern	(\$4,750.00)
The Bumper Sticker, Inc.	(\$412.00)
Freedom Creative Designs	(\$4,435.07)
The Advocates	(\$22.88)

Respectfully submitted,  
John Caveny

### Treasurer's Report Detail: As of August 21, 2014

#### Income

Source	Since last report (07/10/2014)	Year to date
Subscribers and contributions	\$1,187.00	\$11,234.59
Convention	0	\$4,038.62
NC PPF funds	0	0
Interest	\$0.26	\$4.82
Other	0	0
<b>Total</b>	<b>\$1,187.26</b>	<b>\$15,278.03</b>

#### Expenses

Type expense	Since last report (07/10/2014)	Year to date
Convention	0	(\$2,936.04)
Legal fees	0	0
Bank and card fees	(\$13.41)	(\$824.94)
Printing and supplies	(\$4,435.07)	(\$4,435.07)
Postage	0	(\$ 128.00)
Advertising	(\$412.00)	(\$412.00)
Outreach/fairs/county affiliates	(\$255.88)	(\$3,141.75)
Insurance	0	0
Office Expense	0	0
Campaign Contributions	0	(\$ 3,048.31)
Executive Director	(\$4,750.00)	(\$19,225.00)
<b>Total</b>	<b>(\$9,866.36)</b>	<b>(\$34,151.11)</b>

### **Attachment 3 -Membership Secretary's Report**

---

Continuing with same procedures as last reporting period: Sending LPNC promo materials with cover letter (via postal mail) to all new LP inquiries coming in to me from the LNC. And likewise, responding to other inquiries, i.e. new volunteer referrals or simply general inquiries, via a welcoming email. Data is entered into NationBuilder and a Point Person assigned – most often, Kristyn Phipps, our Volunteer Coordinator.

Promo materials presently include a “letter of welcome to the LPNC” (whose content probably needs to be reviewed and updated, Brian?), a bumper sticker, a rack card about the organization, two lpnc decals – a large one and a smaller one, a listing of the 2014 Libertarian candidates in North Carolina (I am showing 12), and then one of my personal business cards which identifies me only as an LPNC-EC member.

I welcome suggestive revisions to the content of the promo packet. Any additional enclosures in that particular mailing, however, would probably require additional postage.

Since last reporting period, I have responded in kind to 10 inquiries, for a total of 28 mailings from when these procedures took effect.

New news! I am now the acting Secretary for our county organization, Burke Libertarians. Glad to be of assistance at both the local AND state level.

Respectfully submitted,  
Ginny Godfrey

## Attachment 4 – Executive Director's Report

---

1. 2020 plan. Strategy Committee was created by the EC last month and we elected Ken to be chair; there will be a report submitted separately by him but I believe—pending EC approval and creation of an appropriate level presentation—this is baked enough for us to use as a tool when talking to existing and potential large donors.
2. Fundraising. The fundraising letter (DM1401) went out the first week of August; we attribute about \$1000 of donations to it so far, including \$100 of potentially recurring donations. The overall response—less than 1%—is disappointing, but we plan to follow up with calls to those recipients who did not respond. All the responses came from the LP National list; the Reason list yielded nada. We have also worked most of the way through the LPNC “Whales” list—74 individuals who have contributed \$1000 or more to the LPNC—one time, and eight of those folks have collectively contributed over \$10k in 2014, although not all of it made it into our coffers. We have only crossed three of them off our list and we are hopeful that with the strategic plan presentation and our forthcoming high-roller financial advisory board as tools, we can herd more of them back into the corral in the second half of 2014. We also have a phase 2 for this initiative: chasing the national LP “Whales” (individuals who have contributed at least \$1500 to the national LP in a single year, of whom there are about 50, including a few dupes but mostly folks who live in NC but have not contributed to the LPNC yet. A group of us is also looking at revamping our donation levels and on a semi-related note, I am working to effect LPNC acceptance of bitcoin and credit card donations in order to make the experience of giving us money as convenient as possible for contributors.
3. Finance. Normally not my purview but we are experiencing what in business-speak is referred to as a “cash-flow problem.” This will be discussed in greater detail later in the meeting, but FYI [a] I attach a spreadsheet that compares actual revenue and expenses through mid-way thru 3Q14 with the projections made back in December 2013 and [b] JJ and I are working to obtain bids from accounting services to keep on top of these data.
4. Knowledge management. Jason Melehani has been doing a great job with helping keep the trains running on time with NationBuilder. We now have three active subnations, two affiliates (Wake and Durham-Orange) and one candidate (seanhaugh.com; he has raised over half of his \$6000 in contributions via his NationBuilder website). We did have a nettlesome glitch with events that took about three weeks for the NB folks to address but that seems to be fixed now. We also believe we have solved a persistent mystery wherein we would run across registered Libertarians who should be but for some reason were not in our database. Jason reloaded all 24,000 registered Libertarians and it turned out we were missing 2,000 of them, so this was not a minor problem.
5. County affiliates,. Have almost succeeded in turning this function over to Bjorn although I am temporarily covering this base again while he is on medical leave. In

any event, we have had a great six weeks, with two successful Liberty Lunch & Learn presentations in Cumberland and Forsyth counties, respectively. Bjorn and I owe thanks to all those who participated: six prospective county organizers in Cumberland and nine in Forsyth, and in particular the chief organizers Marty Martin in Cumberland and Marty Hoots in Forsyth, and also to Brian and JJ who between them covered for me at the Cumberland meeting. Cumberland have already set 6 Sep as the date for their formal affiliate organizational meeting and we expect Forsyth—which will likely be a dual county affiliate including Stokes and maybe one or two others in addition to Forsyth—to set a date presently.

6. Miscellaneous. The legal advisory group is up and running under the able guidance of Aaron Michel; Matthew Lawless and C.J. Rohr are the other members so far. In the last few weeks they cooled our jets on the latest constitutional amendment proposal from the general assembly which looked pernicious at first glance but which our legal guys actually think may be a good thing and they have suggested we look at the maneuver our legislators have pulled off to require legal challenges to their legislation to be heard by a three-judge panel in Raleigh rather than in the county where the suit is filed by a judge there, as has been the case up to now. And I have been fielding some outreach opportunities, the most prominent being some preliminary interaction with the NC ACLU concerning possible cooperation on privacy issues. If that looks like it might bear fruit, I will turn it over to some combination of Bjorn, Brian, and the legal advisory group.

## Attachment 5 – Communications Director's Report

---

1. Media coverage.
  - a. Media advisory, July 10 – Haugh to Speak at Wake LP meeting July 17.
  - b. Press release, July 30 – Libertarian Candidates Applaud Same-Sex Marriage Decision.
2. Newsletters. August newsletter was distributed.
3. Brand Channel: Ken Penkowski, Creative Services Advisor, has created an LPNC Brand Channel (<http://lpncbrand.eletrope.net>). This will be an online guide to our brand, communications style and visual identity. Resources on the site include variations on the LPNC logo, a style guide, and our typographical fonts. The LPNC Brand consists of these elements: logo and color scheme (blue/gold), type fonts (Oswald and Lato), style guide, and tagline (Politics. not People.)
4. Banners. Ken is creating banners for the State Fair and other activities using the new logo and type fonts.
5. Spanish Rack Cards. We're creating Spanish-language rack cards specifically for La Fiesta del Pueblo Sept. 21 in Raleigh. These will be clones of the English version of two of our five rack cards (Sacrifice Freedom for Security and Opportunity for Freedom, Peace and Prosperity.)
6. Website/Social Media. Chris Dooley, Content & Social Media Coordinator
  - a. Updated the website top level buttons to look more professional. Please review at your earliest convenience to become familiar with the “new” navigational architecture. Still working through issues with the events page and will update when we receive more information from Nationbuilder on correcting the issue. Not sure if it is a template issue or a result in the change in navigation. Still need to create more banners for the various sections of the website.
  - b. On the social media front, I'm still looking for creative and energetic volunteers to help create and provide fresh content for all of our channels. I find myself more and more using my phone to do a lot of things and sometimes that simply isn't enough, especially with mobile restrictions. My place of business blocks all social media so I can only rely on what I can do on the phone or away from my job now. Need to create more banners, graphics, contests and other incentives to grow our social networks as well.
  - c. As of right now we have 5385 followers on Facebook, 100 followers (with 416 who are reading our updates) on Google+, 667 on Twitter. The YouTube videos (from 2013 and 2014) that I posted need to have their metadata information updated to reference the information provided in the video, otherwise folks probably will not view them. Help in this regard is appreciated.
  - d. I am interested is also doing another Facebook ad, but this time in an attempt to garner donations, a challenging prospect. Maybe a \$200 spend on the ad and analyze its effectiveness and decide if it's worth doing again. Waiting until after the details of the

donation page have been finalized and we can create some graphics and information (we really should open an ecommerce store and sell some T-Shirts, stickers, etc. via the website and also provide them to members based on their status) to entice folks to donate.

7. Communications budget.

Here is a spreadsheet tracking actual and projected communications and outreach (promotion materials) expenses based on the budget approved by the Executive Committee in December 2013. We are taking care so as not to exceed that budget.

<b>LPNC Communications Director Expenditures</b>			
<b>Category/Item</b>	<b>Date</b>	<b>Expense</b>	<b>Budget<sup>(1)</sup></b>
<b>Events</b>			Events: \$100/qtr
La Fiesta del Pueblo		\$100.00	
<i>Subtotal</i>		\$100.00	
<b>Mailing &amp; Shipping</b>			Office Expenses/Postage: \$1,000/qtr
UPS shipping	07/22/14	\$23.64	
USPS mailing	08/08/14	\$12.35	
<i>Subtotal</i>		\$35.99	
<b>Promo Materials</b>			Outreach/Promo Materials: \$3,000/yr
WSPQ Postcards	07/24/14	\$22.88	
LP Pamphlets (200)	08/07/14	\$60.00	
Oval Bumper Stickers (1,000)	08/08/14	\$412.00	
LP Stuff Pamphlets (200)	08/13/14	\$164.84	
Banners	Projected	\$100.00	
Spanish Rack Cards	Projected	\$100.00	
<i>Subtotal</i>		\$836.84	
<b>Msc</b>			
Fayetteville L3 Food		\$22.47	
<b>Grand Total</b>		<b>\$972.83</b>	
Notes:			
1. 2014 LPNC Budget			

## Attachment 6 – Political Director's Report

---

1. Candidates
  - a. 2014
    - a.i. Consistent communication with candidates has been difficult to establish
    - a.ii. SBOE filings for 2<sup>nd</sup> quarter were disappointing
    - a.iii. Developing better training is a top priority
  - b. 2015
    - b.i. Goal is to recruit 25 candidates by end of October
    - b.ii. Current list of around 150 prospects
    - b.iii. Also looking for those involved in politics but not yet consciously Libertarian
  - c. Training scheduled for January 10-11
    - c.i. We must find venue and secure housing for Evan McMahan
  - d. 2016
    - d.i. TJ Rohr is willing to run for governor (including professional campaign) or NC legislature
2. Amendment on Ballot
  - a. Would allow defendant to waive their right to a jury trial
  - b. We should not oppose
  - c. Legal committee is unanimously in favor

## Attachment 7 – Speaker's Bureau Proposal

---

### **American Heritage Speakers Network** (Working title)

*Idea proposed by Stan Smith*

The Libertarian Party of North Carolina will sponsor and recruit and inform the public through its website of a speakers bureau, to be called the **American Heritage Speakers Network**. Said speakers bureau will connect speakers for any occasion to any organization or entity requesting a speech that advances our American heritage of support for life, liberty, property rights, and the free market.

While the LPNC will facilitate the connection, it is the responsibility of the requesting organization or entity and the individual speaker to make any arrangement regarding travel, lodging, scheduling or payment of any fees. If any monies are exchanged, the speaker will provide receipts for actual expenses incurred, deduct said actual expenses from the funds, and give any remaining funds to the LPNC.

Speakers are free to accept or reject any request for a speech, but will inform the Communications Director of any speech they give if the request came through the LPNC and an estimate of the attendance and the receptivity of the audience.

At the discretion of the Communications Director, pamphlets and other literature explaining the Libertarian point of view will be provided to the speaker for the speaker to provide to the organization or entity requesting a speech or to distribute to individual audience members.

1. Since the bureau will be sponsored by the LPNC, the historic speeches delivered by members of the bureau will be listed on the website. Only speeches given by historic figures or extracted from documents cited in Wikipedia or other internet outlets that practice accepted vetting and validation processes will listed on the LPNC website.
2. While elisions and deletions may be applied to speeches by a speaker; it is not the policy or practice of the LPNC to endorse, select, edit, or otherwise censor a speech or a speaker.
3. It is probable that speeches containing views offensive to a formally stated Libertarian position will be included in the set of speeches. These can be presented to satirically and dramatically contrast Libertarian positions with those of others - using their own words.
4. Speakers will accept full liability for copyrights, for accuracy in language, and for any legal consequences resulting from their delivery of a speech. This includes any arrest, fine, or conviction arising from delivery of a speech.
5. Speakers will provide their own funds for costumes appropriate to the historical figure who wrote the speech and for any costs incurred in the delivery of the speech; including travel, lodging, and other expenses; unless the requesting organization or entity subsidizes the speech.
6. The Communications Director will coordinate with the website administrator for the LPNC the posting of announcements soliciting speakers, explaining the program, and enabling speakers to register themselves and list the speeches they intend to deliver.
7. It is expected that speakers will sometimes receive questions and otherwise engage audience members. In these cases the speaker will indicate that the views offered are those of the speaker, and have not been vetted or endorsed by LPNC.
8. The Communications Director will communicate with speakers regarding:
  - a. Training they may elect to attend to be coached in delivery, diction, and dramaturgy.
  - b. Policies and practices of the American Heritage Speakers bureau.
  - c. Requests from organizations and entities for speakers
  - d. Any other matters that the Executive Committee of the LPNC desires to communicate to speakers
9. At events sponsored by the LPNC, speakers may be invited to be part of the “entertainment” of attendees and conventioners may be invited to rate or score or critique speakers or speeches in order for speakers to receive feedback and improve the offerings of the American Heritage Speakers Network.

## Attachment 8 – Treasurer's Special Report on Fundraising Efforts

---

The LPNC currently has cash on hand of approximately \$18,530. We currently receive \$330 per month in recurring donations, including new recurring donations of \$95 per month as a result of recent fundraising efforts. We expect these recurring donations to produce \$1,380 through December, which will give us a total of \$19,910 cash available through year's end unless additional revenue is generated.

Our current monthly budget is \$5,625, broken down as follows:

Operations Director	\$1,750
Political Director	\$3,000
Nationbuilder	\$ 75
Mailchimp	\$ 50
Affiliates	\$ 250
Outreach projects	\$ 500

Operations Director and Political Director expenses have yet to be paid for August, but all other expenses for August have been paid. This projects expenditures of \$27,250 from now through the end of the year if no changes are made, for a shortfall of \$8,720. It is worth noting that our year-to-date expenses of \$34,151.11 are more than double our income, \$15,278.03.

Current fundraising efforts based on mass mailings have been largely unsuccessful, having generated \$702 in donations (of which, the aforementioned \$95 per month should recur). The direct cost of acquiring these donations is \$4,435.07 to Freedom Communications for printing and mailing, plus some undefined portion of the payments to the Operations Director, the Political Director and Nationbuilder. By contrast, JJ made phone calls over a period of a few days in late June and brought in almost \$3,000 with no direct cost.

When the Operations Director was contracted, it was specified that the duties of the position would include fundraising, and that the position should be self-supporting in short order. Other concerns soon pushed the fundraising aspect aside, and it has not been revisited. The same stipulation of self-support was included in the trial contract for Political Director, but no apparent gains have been made there.

The current situation is untenable, and expenses must be reduced until contributions are increased and stabilized. I recommend that the paid position of Political Director be terminated unless there is an immediate and continuing inflow of donations based directly on efforts from that position. I also recommend that the position of Operations Director be revisited to review and revise the duties of that position, to make certain that all duties are oriented toward the best interests of the long-term growth of the LPNC.

Respectfully submitted,  
John Caveny, Treasurer