

2016
Yankee Institute
Partner Prospectus



LETTER *from the* PRESIDENT

A New Era of Prosperity for Connecticut

Connecticut is a wonderful place to call home. With its gorgeous coastline, rolling hills, rich history, world-class schools, and convenient access to all that the Northeast has to offer, our state is truly among the country's best places to live. We have so many reasons to be thankful.

But serious problems have been festering for far too long here in the Constitution State—problems that we can no longer ignore. Put simply, too many in Hartford have spent decades placing their own interests before those of our economy and our taxpayers—with predictable long-term consequences that have been brushed aside in the name of political convenience.

For those of us who love Connecticut, our challenge (and our opportunity!) is that “the long term” is now here, and the bill is due. We see many of our neighbors reluctantly deciding to leave for states that have done a better job of embracing the new economy. As Connecticut falls farther and farther behind, major employers are signaling that they, too,

have had enough. They are moving elsewhere, taking jobs and families with them.

In other parts of the country, we have seen all too clearly where this road ends. Big-spending states like Michigan, Illinois and Maryland have seen their financial wells run dry, at tremendous human cost to the neediest and most vulnerable populations in Detroit, Chicago and Baltimore. Larger states like California and New York continue to ignore basic economic realities, and are racing toward their own financial days of reckoning. We can follow those states all the way to rock bottom—or we can make the choices that will allow Connecticut once again to prosper.

For thirty years, the Yankee Institute has been dedicated to changing lives through freedom and opportunity. And with the unprecedented challenges our state now confronts, more than ever before, our mission has met its moment. At Yankee, we believe in the power of free markets to restore America's greatness and economic dynamism.

The solutions to Connecticut's problems may not be easy—but they certainly aren't complicated. Taxpayers and job creators go where they are welcome—and we are working to build a consensus in favor of the policies that will attract them to Connecticut: lower taxes; a less burdensome regulatory environment; and smart, limited state government. This is the approach that will ensure that our state, and its people, are free to succeed.

“
...we have developed
an exciting plan
to play an even
greater role in state
policymaking.”



I ask you to join us at this crucial time. With our fellow residents and major employers signaling that they have had enough of Hartford's costly economic policies, we have reached either a tipping point—and our state will continue its decline—or a turning point, where forceful action can make a real and positive difference.

The Yankee Institute for Public Policy has developed a dynamic plan to play an even greater role in state policymaking at this unique time in our history. The pages ahead offer a glimpse of how we can restore Connecticut's economic vibrancy by taking a higher profile in the state's public affairs, and by demonstrating the power of limited government and free enterprise to drive positive change.

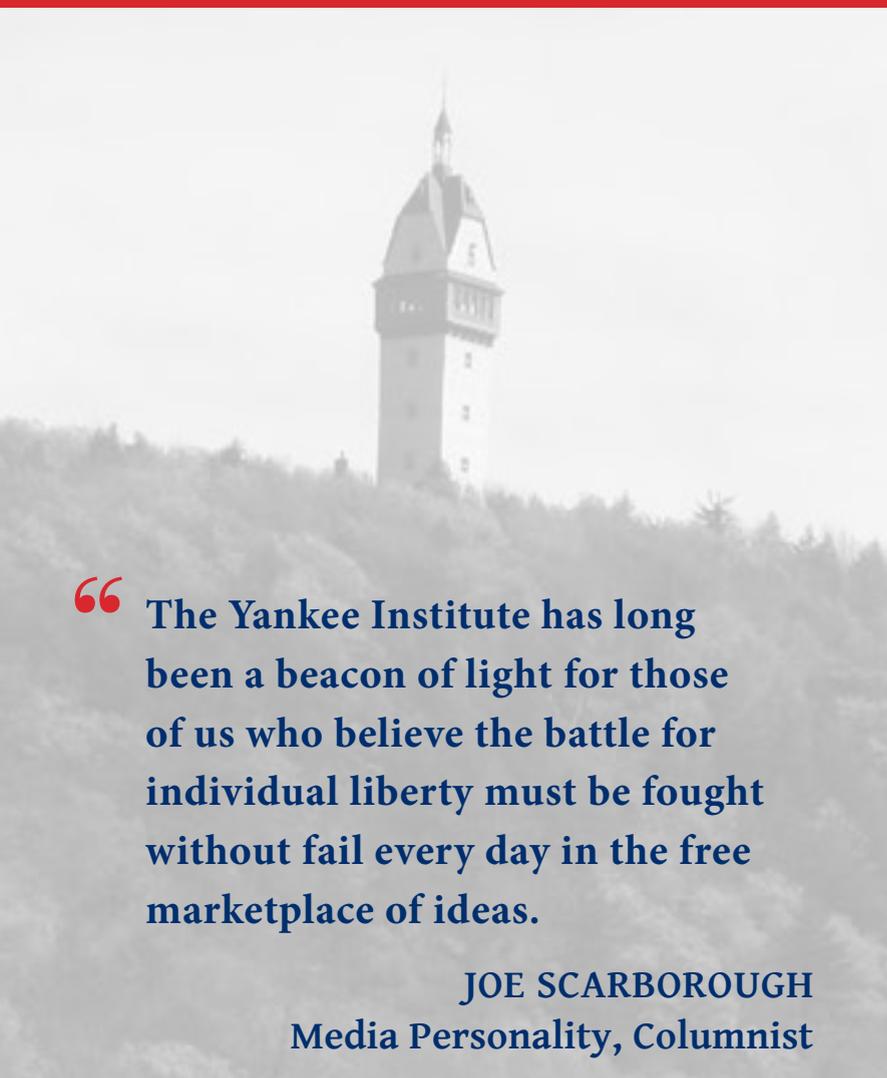
Your partnership is essential to our success; I ask you to join us in building a new era of prosperity for Connecticut. There are many ways you can become involved with our work here at the Yankee Institute. I invite you to contact us to become a part of what we are building in this great state.

Sincerely,

A handwritten signature in blue ink that reads "Carol". The signature is fluid and cursive, matching the name of the person whose portrait is shown next to it.

Carol Platt Liebau
President

The Yankee Institute's Foundational Beliefs



“The Yankee Institute has long been a beacon of light for those of us who believe the battle for individual liberty must be fought without fail every day in the free marketplace of ideas.

JOE SCARBOROUGH
Media Personality, Columnist

- 1 For freedom to thrive, government must be limited to its legitimate functions, with policies conducive to free enterprise and free markets.
- 2 All residents of Connecticut have the right to rise as far as their talents and diligence can take them.
- 3 Honestly-earned success and prosperity should be celebrated.
- 4 Government exists to serve the people.
- 5 Government policy should be devoted to the common welfare, not special interests.
- 6 Government policy should promote and ensure equality of opportunity, rather than attempting to secure equality of result.
- 7 Government policy should seek economic growth.
- 8 Government programs should foster independence.
- 9 “Compassion” shouldn’t be measured by the expenditure of taxpayer dollars; we demonstrate true compassion by ensuring that each citizen has the opportunity to chart his or her own life course and live with dignity and independence.

MISSION

Why Connecticut Needs an Independent Voice for Economic Growth

Yankee Institute's mission is to transform Connecticut into a place where everyone is free to succeed. Founded in 1984, the Yankee Institute for Public Policy develops and advances solutions that offer opportunity, ensure fairness, and promote prosperity for all Connecticut's people. We envision a polity characterized by smart, limited government, fairness for taxpayers, and an open road to opportunity for all. To this end, we:

- Provide an independent free-market voice in the state capitol and across the Constitution State guided by principle, not partisanship.
- Produce authoritative research on public-policy challenges facing Connecticut, including the state budget, taxes, pension debt, health care, the minimum wage, and more.
- Advocate for limited government and free enterprise in the media through public affairs outreach, our award-winning investigative journalism, and our CT Sunlight transparency website (www.ctsunlight.org).



“ More than ever before, Connecticut needs leadership that can develop, explain and promote free-market, pro-growth policies that will benefit every income and geographic sector, large and small businesses, and that will move our state from the bottom of the national list to the top. Fortunately, the Yankee Institute for Public Policy fights the good fight: With studies, legislative outreach, and advocacy of all kinds, Yankee is playing a key role in pushing Connecticut toward essential reforms that will grow the economy.

LARRY KUDLOW

Economist, Radio Personality, Columnist

Over the years, Yankee Institute has been at the forefront of Connecticut's most decisive policy debates, from taxes, to worker freedom, to waste and abuse in government spending. For example:

- In 2016, Yankee Institute opposition forced state employee unions to withdraw a lavish proposed contract—for the first time in two decades.
- Yankee Institute's 2015 study, “Unequal Pay,” changed the debate surrounding Connecticut's ongoing budget crisis—since the study was released, Connecticut's governor and several Democratic lawmakers have conceded that state employee compensation must be reformed.
- Yankee Institute was a leader in the battle to prevent the state from forcibly unionizing Connecticut's home health care workers with an aggressive information campaign and a lawsuit challenging the governor's executive orders on unionization.
- Yankee Institute raised the alarm when then-Governor Jodi M. Rell sought to raise income taxes across the board in 2007, forcing her to withdraw her plan.

By exposing the worst excesses of state government, Yankee Institute is serving as an indispensable brake on the state's runaway growth in taxes and spending.

PROGRAMS

Building a Prosperous Future for Connecticut

Yankee Institute is the go-to organization in Connecticut for sensible, data-based solutions to the state's problems. Its initiatives include:

- **Research and Policy Briefs.** Yankee Institute releases Policy Briefs every other week during the legislative session to provide timely responses to issues raised in the legislature and media, such as: high-speed rail in Connecticut; job-killing regulatory schemes; the connection between high taxes and migration to other states; and Connecticut's spending cap. In addition to responding to issues being debated in Hartford, we also use these briefs to set the agenda and proactively present concrete policy solutions on topics like state civil service reform, tax reform, and government unions.
- **Legislative Outreach.** Good ideas alone are not enough to change our state. For that reason, we leverage our policy research to shape the legislative agenda and bring about positive change for Connecticut's citizens. Yankee maintains a regular presence in the capitol, including the use of staff and outside lobbyists to advance legislation that garners bipartisan support. We forge strategic partnerships with legislators who share our principles and objectives.

“In two short years, Carol Platt Liebau has overseen the growth of Yankee into a vital player in state policy. I am confident that Yankee is now poised to drive meaningful free market reform in Connecticut.

HUGH HEWITT
Radio Personality & Author



- **Media and Public Outreach.** Yankee is building a durable freedom infrastructure in Connecticut by informing citizens about targeted aspects of our agenda and prompting them to contact their legislators. For example, through digital advertising, social media, email, direct mail, and phone calls, we identify identify citizens who are open to our message, and then provide them with the knowledge and tools to contact their legislators and other policy makers. We also advance our mission through candidate recruitment and training, investigative reporting, grassroots action, strategic litigation, and opposition research.
- **As part of our public outreach,** Yankee Institute maintains the CT Sunlight Project as a resource for

Connecticut's taxpayers. This online database allows citizens, journalists, policy researchers, and anyone else with a stake in our state's future to find public employee salary data and pension beneficiary information in an easy-to-search format.

- **Events.** Yankee Institute hosts events near the state capitol in downtown Hartford and around the state throughout the year. These events are tailored to our policy agenda, and are designed to attract new supporters and foster a sense of community among our longtime allies. By bringing together free-market supporters throughout Connecticut and within the policy community, we can build momentum for change, while offering a vehicle for new constituents to get involved.

OUR PLAN

To Revitalize Connecticut



For too long, high taxes, runaway spending, and excessive government regulation have been killing jobs throughout Connecticut and sending our friends and neighbors packing to other parts of the country. Although Yankee Institute has been fending off the worst of Hartford’s government-centered excess for the past 30 years, we have never had the resources to match our opponents blow-for-blow.

With the 2014 arrival of Yankee’s new president, Carol Platt Liebau, our board and executive leadership agreed that it was time to increase Yankee’s profile in the state by significantly expanding the Institute’s staff, annual budget, and operational footprint. As a result, Yankee Institute has reemerged as a time-tested organization reinvigorated by new challenges, new leadership, and a growing statewide consensus that the tax-and-spend policies of yesterday have failed our state’s people.

This mandate for leadership comes at a time of increasing disillusionment with government-centered ideologies and their proponents throughout state government, who for far too long have over-promised and under-delivered. We can do better, and Yankee Institute is committed to leading the way. Accordingly, we must:

1. Create Intellectual Ammunition

For the last three decades, Yankee Institute has been a principled—and often lonely—advocate for free market principles across our state. Now, we must redouble our commitment to this crucial work, and ultimately break the power of big government in Connecticut. States like Wisconsin and Michigan have achieved landmark reforms in recent years to limit both taxes and spending—and we are convinced that we can achieve similar results here, as well. Some of our top research priorities include major studies on: pension reform; tax reform (to coincide with the 25th anniversary of Connecticut’s income tax); and union release time. In addition, we will produce timely policy briefs responding to issues raised in the legislature and media, such as: the minimum wage; the estate tax; the regressivity of union dues; and other issues as they arise.

2. Leverage the Power of Media

To shape public policy, we must first influence public opinion. Today, there are multiple communication channels to reach citizens, and Yankee Institute will use its marketing expertise to disseminate its message broadly throughout the state. Yankee’s communications will focus on three distinct groups: Our base (donors and general supporters); opinion leaders (legislators, lobbyists and the media); and “persuadables” (suburban women, small-business owners, young professionals and “New York-facing” voters). Communications will be tailored to have resonance and salience for each of these three groups. We will market to and communicate with our target audiences through: social media; earned media; email; mail; events; and story-telling videos that offer policy points in accessible, memorable ways.

3. Grassroots Mobilization

Yankee Institute is committed to expanding its base of support in order to promote our vision for Connecticut, rally more individuals to our cause, and fund programs and plans both now and in the future. Yankee will aggressively ramp up new member acquisition programs over the coming two years, using direct mail, social media, in-person cultivation, and other tactics that have demonstrated results across the non-profit sector over many decades. As we expand our footprint among grassroots allies in Connecticut, we will also increase our member benefits and communications programs, including our quarterly newsletter and e-mail updates. This work will allow committed free-market supporters to engage in the policy debates shaping the future of our state, and keep them abreast of specific developments in the state capitol that are relevant to their concerns.



Yankee has a presence at every important public hearing, every key vote in the statehouse, every noteworthy event. You make robocalls, you work with the media, you call [big government] policies out directly in a way that legislators can't always duplicate.

REP. GAIL LAVIELLE (WILTON)

Putting It All Together: Yankee Institute's Strategic Vision

We envision building the Yankee Institute for Public Policy into a vibrant organization that can achieve concrete results in Hartford and across the state—advancing policy ideas among leaders in the state capitol, mobilizing grassroots activists on behalf of those policies throughout Connecticut, and championing those ideas in the media. By building an energetic and respected policy organization equipped to achieve important policy objectives, we can begin to revitalize this state within a few short years. It will then be time to undertake a much more ambitious goal: building a lasting free-market infrastructure that can win the debate over the proper size and scope of government in Connecticut for a generation to come.



Yankee Institute is a critical ally for state leaders who are committed to pro-growth, limited government policies. Whether testifying on legislation at the capitol or releasing widely-respected and influential research, Yankee's work makes an impact. The more Yankee Institute expands and flourishes, the more likely it is that Connecticut's government will adopt policies that make our state freer, fairer, and more prosperous for everyone.

SEN. SCOTT FRANTZ (GREENWICH)

Hartford  Courant

Yankee Institute Study Finds That State Employees' Compensation Outpaces Private Sector

HEADLINE
OCTOBER 9, 2015

Republican and Democratic leaders ought to embrace Gov. Dannel P. Malloy's invitation to help him figure out how to—once again—trim the state budget in the face of declining revenue. They should convene a meeting at the Capitol next week and invite...the Yankee Institute, the conservative think tank that has been studying public-sector compensation in Connecticut.

STAFF EDITORIAL
OCTOBER 20, 2015

LEADERSHIP

Carol Platt Liebau

Carol Platt Liebau is the President of the Yankee Institute. She has worked as an attorney, author, political and policy advisor, and media commentator. In addition to practicing law, she has served as legislative assistant to Senator Christopher “Kit” Bond of Missouri; as a consultant to the US Senate campaigns of John D. Ashcroft (1994) and Congressman Tom Campbell (2000 and 2010); and as law clerk to Reagan appointee Judge David B. Sentelle of the US Court of Appeals for the DC Circuit. Carol has been a guest radio talk show host for programs including the nationally-syndicated “Hugh Hewitt Show” and for KABC radio in Los Angeles. She is also the author of *Prude*, published by Hachette Book Group (formerly Time Warner) in 2007, and has contributed to the editorial pages of major newspapers including *The Hartford Courant*, *The Los Angeles Times*, *The Washington Times*, *The Orange County Register*, *The Sacramento Bee* and *The St. Louis Post-Dispatch*. She has appeared on PBS, CNN, the Fox News Channel, and MSNBC. Carol is a graduate of Harvard Law School—where she served as the first female managing editor of *The Harvard Law Review*—and Princeton University, where she was editorial chairman of the *Daily Princetonian*. She lives in New Canaan with her family.

Board of Directors

Ken Boudreau
Investor; former owner,
CGS Staffing Services

Judith Freeman
Former Connecticut state senator

Daniel Gressel
President and founder, Teleos
Management, LLC

Gerald Gunderson
Shelby Cullom Davis Professor of
American Business and Economic
Enterprise, Trinity College (Hartford)

Andrew Jones
Founder, North Star Partners, LP

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advocate and health policy expert;
former Lt. Governor of New York

George W. Schiele
President, 4003 Corporation

The Honorable Rob Simmons
Former Congressman and
retired U.S. Army Colonel

Penelope Young
Secretary, New Canaan Town
Council and member of Connecticut
Commission on Aging

Andrew R. Jones

Andrew R. Jones, CFA, is the Chairman of the Yankee Institute’s Board of Directors. He was elected Board Chair in May 2015, having begun his board service in May 2010. Andy is the founder and Chief Investment Officer of North Star Partners, a Westport, CT-based investment management firm. Prior to forming North Star, he was a Managing Director at Tweedy, Browne Company, LP and a Securities Analyst at Glickenhau & Company. He has also served on numerous corporate boards over his investing career. Andy is a Chartered Financial Analyst and a member of the New York Society of Securities Analysts. He received a B.S. in Finance from Ithaca College and an MBA in Finance from the University of Chicago. He lives in Westport with his wife, Jill, and two daughters.

SENIOR STAFF



Tamara Tragakis Barry

Tamara Tragakis Barry serves as Yankee Institute's Director of Development. In this role, she fosters relationships between Yankee and its thousands of individual donors. Before coming to Yankee, she served as executive director of an emerging children's museum, and prior to that she had been engaged in fundraising activities for more than seven years, including as director of development for the Housatonic Youth Service Bureau. In addition, Tamara served as Finance Director for State Senator Andrew Roraback's 2012 5th District Congressional Campaign, Co-Finance Director for Penny Bacchiachi's 2014 campaign for Lt. Governor, and Managing Director at PierceZappi Fundraising Group. She holds an undergraduate degree in pre-law from Pennsylvania State University, and now lives in Harwinton with her husband.

Suzanne Bates

Suzanne Bates is the Policy Director at the Yankee Institute. Before coming to Yankee, she was a journalist for over a decade. Her career has spanned several states, including covering the Wyoming legislature for the Associated Press; working as a news assistant for *Good Morning America Weekend*; and covering the 2008 presidential primary for the *New Hampshire Union Leader*. Suzanne earned a graduate degree in journalism from Columbia University. She now oversees Yankee's policy and legislative outreach efforts. Suzanne lives in South Windsor with her family.

Yankee's Distinguished Authors Include:

Andrew G. Biggs, Ph.D.
Resident scholar at the American Enterprise Institute (AEI).

J. Scott Moody, Ph.D.
Tax policy economist and CEO of State Budget Solutions.

Ryan Murphy, Ph.D.
Research Assistant Professor at Southern Methodist University.

Anthony Randazzo
Director of Economic Research for Reason Foundation. Adjunct lecturer at The King's College, New York City.

David G. Tuerck, Ph.D.
Director of the Beacon Hill Institute. Professor at Suffolk University.

Wendy P. Warcholik, Ph.D.
Past positions held: Economist at the Bureau of Economic Analysis; Chief Forecasting Economist for the Commonwealth of Virginia's Department of Medical Assistance Services.

Zachary Janowski

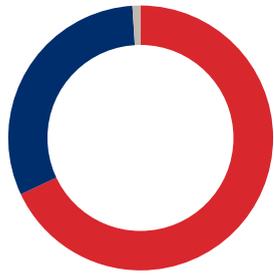
Zachary Janowski is the Director of External Affairs at the Yankee Institute. He joined Yankee in 2010 as its investigative reporter, uncovering waste, fraud and abuse in state government and creating Yankee's "Raising Hale" blog, which has won multiple awards from the Connecticut Society of Professional Journalists. He has also served as a visiting member of the editorial board of the *Hartford Courant*. As director of external affairs, Zach coordinates Yankee's communications and develops strategies to share its ideas most effectively. In 2012, he explored how government contributes to the rising cost of healthcare as a Robert Novak Journalism Fellow. He lives in Plantsville with his wife, daughter and son.

Matthew Fox

Matthew Fox is Operations and Events Director at the Yankee Institute. He brings to this position over 25 years of experience as an operations manager and owner of an award-winning small business. He graduated with a degree in communications from Dean College in Franklin, Mass., before moving to Canterbury, N.H., where he purchased and expanded a family business specializing in the New England tradition of curing and smoking meats and cheese. He comes to the Yankee Institute with a first-hand knowledge of the crippling effect that high taxes and government regulation have on small businesses and hardworking employees. He lives in Simsbury with his family.

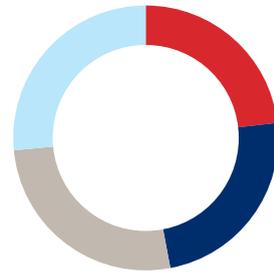
FINANCES

A Sound Investment in Connecticut's Future



REVENUE

- 68% Individual Donors
- 31% Foundations
- 1% Corporations



EXPENSES

- 23.18% Create Intellectual Ammunition
- 23.84% Target Advocacy and Lobbying
- 26.49% Leverage the Power of the Media
- 26.49% Expand Membership

ANNUAL OPERATING BUDGET



Introducing Our New

CHARTER OAK SOCIETY

Legend has it that Joseph Wadsworth secreted the original Royal Charter of 1662—a document asserting Connecticut's colonials' right to "all liberties and immunities" of the English realm—in the hollow of a massive white oak tree known ever after as the "Charter Oak." The tree fell in the 19th century, but its scions flourish all over Connecticut.



In that spirit, we invite you to embrace the cause of freedom and reaffirm the belief that government still belongs to the people by becoming a member of Yankee's Charter Oak Society.

Yankee members are invited to deepen their level of commitment by joining the new Charter Oak Society with a gift of \$1,000 and up.

- **\$1,000**—Covers the cost of distribution, PR and media outreach on release of a policy brief. *Members at this level also receive a copy of our Annual Report and invitations to all Yankee Institute events.*
- **\$5,000**—Keeps CT Sunlight transparency website in operation for one year. *In addition to the above, members receive special communications from the President and Board Chair.*
- **\$10,000**—Yankee Fellowships are made possible with gifts of \$10,000. *In addition to the above, members receive VIP access and complimentary tickets to exclusive events.*
- **\$25,000**—Underwrites a research project that can influence public opinion and change policy. *In addition to the above, members receive invitations to insider strategy sessions/conference calls and opportunities for special recognition (at donor's discretion).*

YOU CAN HELP

Together, we can build a free-market future in Connecticut

Yankee Institute is supported by the generosity of Connecticut residents like you. If you want to become a financial supporter of our work or would like more information about ways to partner with Yankee, please contact our development director, Tamara Barry, at 860-282-0722.

We would be delighted to answer any questions you might have or provide you with more information about our mission and programs.

The Yankee Institute for Public Policy Studies is a 501(c)(3) research and citizen education organization that does not accept government funding. All donations are tax-deductible.



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