



America's Future Foundation Annual Report 2015



Swing Young People Toward Freedom

Together We Can Win a Generation

When I started at AFF in 2011, the organization was in crisis. Due to turnover in leadership, we only held 34 programs that year in 3 chapters and DC. Our staff consisted of 1 full-time member, and 3 part-time colleagues. The budget was \$84,000 and people were wondering if AFF would ever live up to its promise to serve the important market of post-college young people looking to learn, develop their skills, and become lifelong effective advocates for liberty.

Thanks to your generous support, advice, and the hard work of staff and volunteer leaders, not only is AFF thriving 4 years later, but it is making a record impact on young professionals around the country.

However, we cannot rest on our laurels. There is much work to be done. Our progressive competitors are spending more than \$5 million a year to specifically recruit and cultivate young professionals who want to implement large government solutions, redistribute wealth, and regulate business through central planning.



Roger Custer, Executive Director

.....
“This is our chance to swing persuadable young people toward freedom one city at a time.”

This year, with your help, we are implementing a bold strategic plan to continue AFF’s growth and truly inspire the Millennial generation for freedom. Progressives believe they have Millennials on their side, but current polling indicates this age group is confused and searching for the best solutions.

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 By targeting young influencers who can move opinion, investing in their development, and fostering communities for them to thrive, you will help move the dial toward freedom.

This is our chance to swing persuadable young people toward freedom one city at a time. Together and in concert with our partner organizations across the country, we can win a generation for freedom. Thanks again for your support of America’s Future Foundation.

Sincerely,

Roger Custer
 Executive Director

Vision

.....
 America’s Future Foundation’s vision is an American culture permeated with a love of liberty and a society that values free enterprise, personal responsibility, and limited government.

Mission

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 AFF’s mission is to recruit and cultivate young professionals to become effective, lifelong advocates for liberty.



Top: Young professionals in D.C. enjoy hearing networking tips and career advice at the June Welcome to Washington event held at AEI. Whether their careers are in the private sector, nonprofits, or on Capitol Hill, you’re cultivating lifelong liberty advocates.

Bottom: Sloane Shearman practices public speaking by introducing AFF’s event on social media in March. With your help, many more young people will use AFF to build their skills.



Top: Dan Butler (Mercatus) and Melanie Hildreth (Institute for Justice) speak on maximizing stewardship to young development professionals in February 2015. You bring established and aspiring liberty leaders together with your support of AFF.

Right: “Let’s Talk” competition finalists pose for a picture with the judges in July. Your support means young leaders learn to effectively communicate the ideas of free markets.



Programs to achieve the mission of recruiting and cultivating young liberty-minded leaders:

Chapter Program

Networking Events

Member Program

Writing Fellows Program

AFF Mentor Program

Emerging Leaders Fellowship

“Let’s Talk” Communication Series

Capitol Hill Program

Collaborations with state think tanks and partner organizations

Leadership Conference

Job Board

Ambassador Program

From Humble Beginnings

You're Part of a Network with a Unique History

How Your Support of AFF Has Changed Thousands of Lives

The following is a transcribed and edited speech by John Barry, former Executive Director of AFF and former international head of government relations for VISA.

Many of you who have come to DC more recently just kind of assume there should be an organization like America's Future Foundation. But that wasn't the case 20 years ago.

In 1995 when Bill Clinton was in his first term and MTV's "Rock the Vote" was in full swing, it took a lot of creativity, and foresight... to create a group that was focused on young professionals who believed in liberty, tradition, responsibility, but also unabashedly dedicated to doing that work in style. And doing it in a way that attracted people who may not have naturally been attracted to the ideas that the group was founded on.



John Barry, former Executive Director of AFF, toasts AFF founders at the National Press Club on May 27, 2015. Your vision and support has grown AFF from 6 young people in a living room to a thriving organization reaching 20 cities across the U.S.

Fortunately, we had 6 individuals who were able to pull off this very novel idea of creating an organization that in great style, doing it with flair, without ignoring things like the arts and literature and culture, was able to pull together people from the libertarian groups and the conservative groups and offer them a leg up in Washington as they begin their careers.

So on behalf of the thousands of us who got our start with AFF, for those of us who wrote our first article with AFF, our first blog post, those of us who raised our first dollar with AFF, who got our first management experience with AFF...

For those of us who set up our first chapter meetings through AFF, for those of us who, yes, got our first date through AFF or met our spouse, for those of us who gave our first speech at an AFF roundtable, or met lasting friends at happy hours...

For those of us who met great colleagues, who made our first TV appearance, to those of us who learned and challenged our ideas over the past 20 years...

For all of us to who AFF has changed our lives for the better, we want to thank you, the founders of AFF. We raise our glasses for your foresight and your courage for founding such a great organization.

Spreading the Word of Liberty to Thousands

With AFF's Writing Fellows Program, You Give Freedom A Voice

There are many programs for liberty-minded students to learn journalism, get an internship, or gain experience. However, many graduate unable to advocate free market ideas or unaware of how to pitch an op-ed and publish high-quality material.

In 2015, you made it possible for AFF to run a pilot series of the AFF Writing Fellows Program in Washington, D.C. The goal was to target the next generation of influential writers, introduce them to mentors, and improve their writing to get published. Since its inception, you have provided the Writing Fellows Program with 32 graduates, 18 of whom have been published.



Katarina Hall, Writing Fellow alumna, speaks on CNN en Español. You made it possible for her to learn the art of op-ed writing.

Katarina Hall, a recent graduate of the program, grew up following Guatemala's civil war. She has since appeared on *CNN en Español* and published work on *Cap X* and *Dissident*. Through her work with AFF, she realized her passion for advancing freedom.

"We lived in Guatemala as the communists fought for economic control. As landowners, my family was deeply affected by that."

Now she uses this passion to combat communism's harms through writing. As a Writing Fellow, Katarina experimented with different styles and learned from published experts. She had lots of research experience, but was new to op-eds and investigative journalism.

"I had started new writing styles and AFF gave me an amazing foundation. AFF's Writing Program just feels so personal and individualized. Working directly with an established journalist like Stephanie Slade was a unique opportunity."



AFF Writing Fellows celebrate completion of the program in November. You've helped them learn new styles of writing so they can publish widely and influence thousands of readers.

You aren't simply providing a series of training sessions – it's a fellowship and a network. Your continued support will allow AFF to grow this program to reach more aspiring writers, and to connect its graduates with greater opportunities.

Making the Language of Liberty Mainstream

You're Teaching Millennials How to Persuade Their Peers

It can be difficult to convince others about the virtues of free market ideas, especially on emotional topics such as income inequality, the environment, and minimum wage. However, you gave young people a unique opportunity to hone their communication skills in a fun way through AFF's "Let's Talk" series.

In 2015, young professionals came together to listen to topic experts, hear from communication gurus, and practice speaking conversationally about health care, income inequality, school choice, and the environment. Other topics covered in subsequent events were gun control, free speech, and cronyism.

At the end of the four part program, 6 finalists gave 2 minute pitches to judges to win \$500 for best communicating a free market issue in a conversational way.

Your support of AFF and its young leaders is developing communicators who can change the conversation with family and friends on an emotional and engaging level.

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“Too often we get caught up in policy debates that don't change anybody's mind. 'Let's Talk' teaches us to make connections with other people.”
.....

Jason Russell, a finalist from the first competition, says “‘Let's Talk' is great because it emphasizes the communications part of persuading people to free market ideas. Too often we get caught up in policy debates that don't change anybody's mind. 'Let's Talk' teaches us to make connections with other people and use those connections to change their thought process when it comes to free markets.”



Jared Meyer, winner of the inaugural "Let's Talk" Competition, remarked in his opening statement, "There's one proposal that's commonly used to fix income inequality that would actually increase income inequality; I'm going to talk about minimum wage."



NRA-ILA Director of Grassroots Outreach, Glen Caroline, leads a practice group to help young professionals talk about gun control. You're helping young leaders learn to effectively protect constitutional freedoms.

Building Chapters Across the Country

Organic Growth is Just the Beginning



Kathryn Shelton, director of chapter advancement, awards trophies to highest achieving chapters Atlanta, Pittsburgh, and San Francisco at the Leadership Conference in Dallas in October. With your help, Kathryn will discover potential leaders in other cities who feel alone in their free-market beliefs and bring them in to AFF's network.

Young professionals across America are searching for an outlet to discuss free market solutions. Some feel isolated as free market advocates because it is difficult to meet like-minded peers. You make it possible for AFF's director of chapter advancement, Kathryn Shelton, to fill the demand for chapters in cities across the country.

In January, Heather Pfitzenmaier joined the AFF team to manage existing chapters. This allows Kathryn to focus exclusively on looking for new leaders interested in building communities. AFF has seen rapid organic growth, but now Kathryn can build on that momentum and actively recruit young leaders to advocate for limited government in their social circles.

Many young professionals know about America's Future Foundation through involvement in student liberty groups or because they were involved in AFF D.C.

Some chapter leaders, like Joe Morse in New Orleans, moved from an area with a chapter to a city without one. "It was a great experience to be on the board [in Austin] - learning from that was great. The goal is to recreate what we had in Austin. Now the challenge is establishing a network."

.....
“If people don't understand why less government is important, America is in big trouble.”
.....

Brett Bittner, who moved from Atlanta to Indianapolis, had a similar experience. "I enjoyed participating in Atlanta, and I wanted the opportunity for it to happen in Indy. Now AFF Indianapolis is in a rhythm with an active, energetic and creative board."



AFF Indianapolis celebrates School Choice Week with an event on "How Student-Based Funding Works" in January. Brett Bittner, AFF Indianapolis chapter founder, thanks you for creating an opportunity for him to build a free-market community in Indianapolis after he moved from AFF Atlanta.

There are still potential leaders who feel alone in their free-market beliefs that are just waiting for someone to tell them about the opportunities with AFF. You make it possible for Kathryn and AFF's team to invite them to get involved with AFF.

"I truly believe that freedom leads to greater prosperity. It's important for young people to understand, because we're the next politicians and the next voters. If people don't understand why less government is important, America is in big trouble," says Kathryn.

What Does Your Local Chapter Leader Have to Say?

Young Leaders Are Thankful and Excited to Continue the Fight for Freedom



Atlanta

I love volunteering for AFF! I enjoy meeting with and learning from many freedom-loving luminaries who have been at the forefront of the fight for liberty. I also enjoy being at the ground level of the liberty movement with AFF and discussing these ideas with newly discovered liberty-lovers.

-Nick Cooper



Austin

Our consistent approach to delivering on AFF's mission continues to provide people in Austin a platform to discuss the issues of the day, one that will yield a generation of new leaders.

-Arif Panju



Chicago

I've heard from many of our attendees that they really value the opportunity to learn about free market ideas in a city where those ideas so often go unheard. It's your support that makes this possible.

-Alexander Brunk



Dallas

Thanks to your support, the chapter I lead in Dallas has been able to reach more young professionals than ever before. We've been able to educate hundreds of recent graduates on the ideas of liberty and how to advance a free society.

-Alexandra Tooley



Indianapolis

America's Future Foundation far surpassed [my expectations in its] support and access to liberty-oriented thought leaders. In year 1 alone, we had 4 outstanding events. Our goal is to turn this network into a professional and intellectual asset that creates opportunities for our attendees.

-Greg Lenz



Jackson

I've been involved with AFF Jackson since we started the organization locally in 2014. Because of your support the chapter in Mississippi has held important events spreading the message of liberty across the state.

-Nic Lott



Kansas City

This year, I'm excited not just to expand our chapter on a standalone basis but also to build our chapter in a way that fosters partnerships aimed at creating a lasting liberty network right here in Kansas City.

-Patrick Parkes



New York

I'm proud to be a part of AFF, because I get to create an atmosphere where awesome, like-minded people can interact. Facilitating networking and relationship development is something I'm passionate about.

-Amos Schorr



New Orleans

I'd love to thank the donors because they provide a great opportunity for me and others like me to turn a passion into something productive. Without them, I wouldn't be able to make such a difference in the community.

-Joe Morse



Pittsburgh

AFF is unlike any other liberty organization I've encountered. Politics today is so divisive, but AFF is uniquely equipped to unify communities.

-Elizabeth Stelle



Raleigh

I cannot thank you enough for your donations. It is through individuals like you that we have the capability to bring exciting events to young professionals in the surrounding area. In the next year, we plan on expanding our board and providing new and innovative events on issues of regulation, healthcare, and civil forfeiture.

-Caitlin Grimes



Sacramento

Your support has allowed the Sacramento Chapter to spread the message to dozens of young professionals in just the past few months. Thank you for giving me the opportunity to be an advocate for liberty.

-Wen Fa



San Francisco

Being involved with AFF provides endless opportunities to develop my public speaking and management skills, and to meet and network with some of the most interesting, passionate and patriotic people. I feel blessed to have been given the opportunity to start a new chapter and I am so grateful to all of AFF's generous donors. We could not organize to advance liberty here in California and across the country without your support!

-Paul Doherty



Southeast Michigan

Launching and leading the Southeast Michigan chapter has been an incredible experience to bring together liberty-loving young professionals from across our great state. Without your support, we wouldn't be able to make the impact we have – and hope to continue to do so – in our community.

-Heather Pfitzenmaier



Washington, D.C.

I want to foster a strong sense of community among AFF Ambassadors and members. I'm looking forward to [working] with this group of passionate, motivated individuals- and possibly some new faces, too!

-Sloane Shearman

Blazing the Way in Liberal Cities

Your Support Fills a Missing Gap Between College Students and Supporters



Heather Pfitzenmaier, pictured right, at the Southeast Michigan chapter debate on income equality sponsored by the Arthur N. Rupe Foundation. Heather thanks you for filling a huge gap and keeping young people involved in liberty after they graduate!

Heather Pfitzenmaier has been on the front lines of growth of the liberty movement among young professionals around the country for several years – and she’s not stopping now. Formerly the director of the Heritage Foundation Young Leaders Program, and an AFF co-chapter leader herself, Heather now manages the established AFF chapters.

Liberty isn’t limited to Washington, D.C. Heather notes “I had a wonderful career in D.C., but Michigan is home. I think the future of the liberty movement is in the states.” When Heather moved from DC to Ann Arbor, America’s Future Foundation was there to help her start an AFF chapter.

“I’m excited about bringing liberty to other states, helping chapters like mine do a good job. [There’s room to be] more creative, from Austin to LA to Atlanta, and that’s so exciting,” says Heather. AFF chapter events are about bringing young professionals with diverse backgrounds together to build a community excited about free markets and limited government.

.....
“Liberty isn’t limited to Washington, D.C. I think the future of the liberty movement is in the states.”



Joe Morse, chapter leader, is interviewed by local news station WWLTV at the AFF New Orleans launch event in November. Joe thanks you for a successful launch that promises a bright future for AFF New Orleans.

The AFF Southeast Michigan chapter had a bus tour of Detroit in 2015, discussing the city’s local challenges and possible free-market solutions. “Other chapters do reading groups, AFF Pittsburgh hosts a Liberty Ball – each chapter has a unique and individual flavor.”

What is the biggest obstacle chapters face? The reason why AFF is so important is the same reason it’s challenging to start and maintain chapters. “There are countless college liberty groups and lots of membership groups for donors to join, but there is a missing gap in the middle. AFF brings the liberty movement to young professionals after college. Sometimes it’s starting from scratch, especially when the majority of chapter members’ day jobs aren’t policy related. But they want to engage. AFF is blazing the way.”

Heather has this message for you: “Thank you for your support of AFF - you’re filling a huge gap in the movement. You’re keeping young people involved [after they graduate] and bringing fresh faces to discuss free markets. Through AFF, you’re connecting those in academia to private-sector professionals and stay-at-home moms alike. Those connections are going to make a difference in our country’s future.”



AFF Milwaukee hosts a presidential election panel and happy hour in December featuring Brian Sikma of Media Trackers and Jessie Opoien of Cap Times. You’re spreading ideas of personal responsibility in Wisconsin during a crucial time for the country.

Liberty Gains Ground in Austin

An edited 2015 report from AFF Austin sent by Arif Panju on December 31, 2015.

In Austin, Texas, liberty is taking center stage and the message from AFF Austin is clear: join us.

Over the course of one week, and before the holidays kicked into high gear, AFF Austin packed over 100 people into a sold-out theater at the classic Alamo Drafthouse for a special screening of *Peace Officer*. The film chronicles the increasingly militarized state of American police. Three days later, AFF Austin brought people back for a book event on environmental alarmism. While differing in substance, both events left attendees with a familiar impression: more liberty, please.

Importantly, these events highlight the creativity the AFF Austin board employs to advance the argument that liberty is the foundation of a free society. As 2016 gets underway, AFF Austin gets ready to mark its third anniversary in the Lone Star state’s capital. AFF Austin’s board has always focused their efforts on a clear goal of framing topics in compelling terms that advance liberty.

Thanks,
 Arif Panju
 AFF Austin Chair
 Attorney, Institute for Justice

You're Expanding the Liberty Network

AFF Partners with Existing Free Market Organizations for Greater Impact



(Left to right) Supporters Linda Barbo, Artie Buerk, WPC president Dann Mead Smith, AFF executive director Roger Custer, and Charles Barbo gather in September to celebrate the new partnership between Washington Policy Center and AFF.

The Washington Policy Center (WPC) in Seattle and AFF committed to a partnership in the fall of 2015 to expand on WPC's expertise on educating young people about policy and AFF's experience providing effective training to advocate for liberty.

Focusing on each organization's specialty, the two organizations will host new training programs in Seattle for young professionals. AFF will provide training on the skills necessary to advocate or limited government and ultimately move Washington state toward free-market solutions.

.....
“While many of us may think we have it all figured out, we don't... developing useful skills to become lifelong free-market advocates and leaders is massively valuable.”

- Alec Kimble, Seattle entrepreneur

.....

AFF will use its successful model from other chapter cities across the country to supplement WPC's programs and build the liberty movement throughout Washington state.

With further investment from supporters, we can build on our current success and broaden the partnership's reach statewide and in other cities around the country.



Daniel Erspamer, vice president of strategic partnership at the State Policy Network, advises young development professionals at a Cultivation Crew event in June.



Left: Chad Thevenot, executive director of the Institute for Humane Studies, speaks to young professionals interested in one day becoming leaders at nonprofit organizations.



Right: AFF partners with the Heritage Foundation and the Leadership Institute for Welcome to Washington in January 2015 to give young professionals advice that can help them advance their careers in D.C.

AFF was honored to collaborate with the following organizations in 2015 as gala sponsors, program co-sponsors, speakers, and other ways:

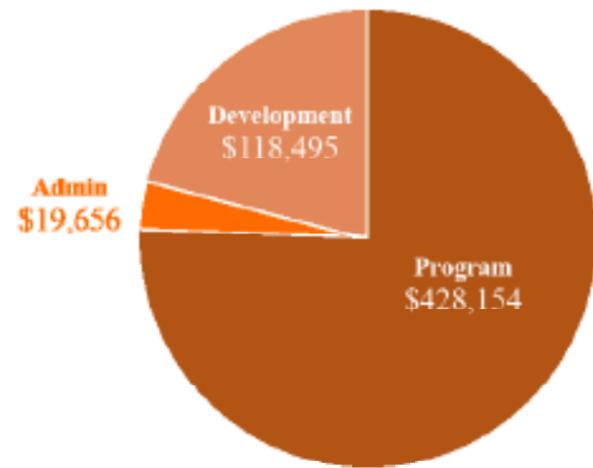
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|---|---|
| <i>American Enterprise Institute</i> | <i>Institute for Humane Studies</i> |
| <i>American Legislative Exchange Council</i> | <i>Institute for Justice</i> |
| <i>Americans for Prosperity Foundation</i> | <i>Leadership Institute</i> |
| <i>Americans for Tax Reform</i> | <i>Liberty on the Rocks</i> |
| <i>Atlas Network</i> | <i>Mercatus Center</i> |
| <i>Ayn Rand Institute</i> | <i>National Review Institute</i> |
| <i>Bastiat Society</i> | <i>National School Choice Week</i> |
| <i>Buckeye Institute</i> | <i>Network of Enlightened Women</i> |
| <i>Capital Research Center</i> | <i>Pacific Legal Foundation</i> |
| <i>Cato Institute</i> | <i>Pacific Research Institute</i> |
| <i>Charles Koch Institute</i> | <i>R Street Institute</i> |
| <i>Civitas Institute</i> | <i>Reason Magazine</i> |
| <i>Competitive Enterprise Institute</i> | <i>Students for Liberty</i> |
| <i>Conservative Book Club</i> | <i>Talent Market</i> |
| <i>Distilled Spirits Council of the U.S.</i> | <i>Texans for Accountable Government</i> |
| <i>Foundation for Economic Education</i> | <i>Texas Public Policy Foundation</i> |
| <i>Friedman Foundation for Educational Choice</i> | <i>The Fund for American Studies</i> |
| <i>Generation Opportunity</i> | <i>The O'Neil Center for Global Markets and Freedom</i> |
| <i>Georgia Public Policy Foundation</i> | <i>Washington Policy Center</i> |
| <i>Heartland Institute</i> | <i>Young Americans for Liberty</i> |
| <i>Heritage Foundation</i> | <i>Young Briton's Foundation</i> |
| <i>Hoover Institution</i> | <i>Young Conservatives Coalition</i> |
| <i>Illinois Policy Institute</i> | |

By the Numbers

AFF Continues the Trend of Record Growth with Your Support

Thanks to your support, AFF is now in more cities than ever, hosting events and building coalitions to cultivate lifelong, effective leaders who share your passion for the principles that make our country great. Below are audited financials from July 1, 2014 - June 30, 2015.

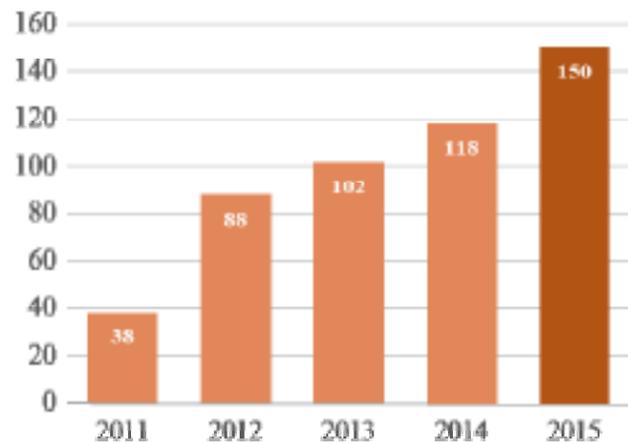
Expenses (\$566,305)



Income (\$608,724)



Events Per Year



Cities with AFF Chapters

14 → 20
in 2014 in 2015

Number of Programs

118 → 150
in 2014 in 2015

Revenue

\$517,895 → \$608,724
in 2014 in 2015

Program Spending

\$234,097 → \$428,154
in 2014 in 2015

America's Future Foundation Leadership

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Principal, Delve
- Kathleen O'Hearn**, *Vice Chair*
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State Policy Network
- Cheryl Miller**, *Secretary*
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Advisory Board

- Arthur Brooks**
- Edwin Feulner**
- Michael Gleba**
- Robert Levy**
- Edwin Meese**
- Gene Meyer**
- Grover Norquist**
- Chad Thevenot**



AFF members and staff attend an exclusive private briefing with Congressman and House Speaker Paul Ryan. It's your support that provides young leaders with opportunities they couldn't get anywhere else.



America's Future Foundation

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