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*Setting the Stage
for the*

Future

*From President
to Board Chairman*

◉ *Chip Mellor Looks Back Over 24 Years* ◉

By Chip Mellor

Over the past 24 years, the Institute for Justice has grown into a formidable force for freedom. And—considering the size and scope of government power that we continue to fight at every level—it is a good thing we built IJ to last. So, as I transition from IJ's president to its chairman of the board, I look back with a sense of achievement but, even more, with a sense of optimism for the future of this organization and the ideas and ideals it embodies. Let me share the institutional building blocks that made IJ what it is today.

FINDING THE BEST TALENT

The cornerstone of IJ's success has always been hiring talented people: People of character, good judgment and creative energy who are joyous and genuine. They must be tireless, willing to grind through the tedium because they know it is often the only way to achieve the miraculous—one victory after another against the all-powerful institutions of government. From the start, I put a premium on finding people I thought had a special spark along with a combination of commitment and skill to build an organization around. Candidates

“I look back with a sense of achievement but, even more, with a sense of optimism for the future of this organization and the ideas and ideals it embodies.”

Freedom's Future continued on page 2

Building Blocks of the National Law Firm for Liberty

Freedom's Future continued from page 1

endured notoriously long and repeated interviews. Soon-to-be IJ President Scott Bullock mopped sweat from his forehead as I grilled him during his first IJ interviews; Vice President for Communications John Kramer came back five times for separate interviews before he was hired; and Senior Vice President and Director of Litigation Dana Berliner underwent an exhausting four-hour marathon interview before joining our merry band of litigators. But it paid off. Each of these three became—and remains—a dynamic leader within IJ. Scott, surrounded by our strong and experienced management team, is ready to lead IJ to even greater heights as its new president.

BUILDING THE BEST BOARD

The board of directors for any nonprofit has a vital job in setting policy and overseeing finances. But that job takes on monumental importance in a fledgling organization dedicated to securing long-term national change in a principled way. I looked for board members who were deeply committed to liberty, who would make IJ a major priority with respect to their time and philanthropy and who could provide wise counsel, always with IJ's best interests at heart. Our board has been and remains IJ's backbone. And any great board needs a great chairman who deeply understands the mission and personifies integrity. Dave Kennedy has been that chairman for the past 24 years.

A FOCUSED MISSION AND MISSION-FOCUSED

Since our founding, IJ has adhered to one organizational mission that spells out clearly the goals and scope of what we do. The core of that mission has stayed the same over more than two decades, so much so that donors who supported us when we first opened our doors would certainly recognize the Institute for Justice today. Only our work now is done writ large and has expanded beyond litigation, communications and training to include activism, strategic research, lobbying and other activities designed to help us challenge the status quo on behalf of those whose rights are being violated by the government. That focused mission enables us to direct our activities to best effect and has kept us from drifting into issues that would blur our institutional identity and sap our precious resources.

What's more, before we take on any new case, publication, conference or large project, IJ brings together representatives from across the organization to create customized missions for each of these endeavors. These mission statement meetings are instrumental to IJ's success because they ensure all IJ team members have a clear roadmap of what is expected of them as these projects progress. The missions give everyone across the organization a clear and united vision of what we seek to accomplish with each new lawsuit or project.



Above, **Chip Mellor** speaking to the media after an IJ U.S. Supreme Court argument. Below, **Chip** honors current IJ Chairman of the Board **Dave Kennedy** at the 2014 Partners Retreat.

As a result, IJ remains tightly focused on our mission for the long haul, and our staff remains mission-focused in their daily work.

DEVELOPING AND APPLYING EXPERTISE

For much of our first decade, we learned as we went along, each case offering an opportunity to improve on the previous one. Then things began to change as experience and hard work

Freedom's Future continued on page 14

Since our founding, IJ has adhered to one organizational mission that spells out clearly the goals and scope of what we do. ... IJ remains tightly focused on our mission for the long haul, and our staff remains mission-focused in their daily work.

Dear Kentucky: You Can't Censor Speech.

Sincerely, IJ

By Jeff Rowes

A federal court in Kentucky gave the state psychology board some useful advice in September: Respect the First Amendment. That advice was part of an outstanding free-speech victory for IJ client John Rosemond, a nationally syndicated parenting columnist whose February 2013 column caught the attention of Kentucky psychology regulators.

That column, which ran in the *Lexington Herald-Leader*—as well as hundreds of other newspapers across the country—contained John's answer to a frustrated parent about her "slacker" teenage son. Using the common sense approach that is his trademark, John suggested that it was time to deliver the boy a "wake-up call" by taking away his privileges.

A Kentucky-licensed psychologist who thought that John's advice was too glib filed a complaint with the state psychology board, which ordered John, who is a resident of North Carolina, to stop publishing his column in Kentucky. The board decided that it could censor a newspaper column because the "Dear Abby"—style format of John's column involved a specific question from a specific person, which the board deemed to be the equivalent of practicing psychology in Kentucky without a license. The board also objected to the tagline of John's column, which called him a psychologist, because he is not a *Kentucky-licensed psychologist* (he is licensed in North Carolina).

IJ swung into action to defend John in 2013, making his case part of our strategic First Amendment initiative to establish that individual advice is a form of speech protected by the U.S. Constitution. Over the past few years, we have litigated a number of cases involving state boards that use occupational licensing laws to prevent people from giving each other advice on the theory that giving advice is the practice of a profession.

Senior Attorney Paul Sherman delivered a masterful oral argument in August 2015, explaining to the judge that occupational licensing laws cannot be used to suppress advice on the common topics of life. Importantly, Paul framed the case as an abuse of

occupational licensing laws and not simply a case of newspaper censorship. Both our client and IJ wanted a judicial ruling that would protect the free-speech rights of everyone, not just professional newspaper columnists.

The judge declared the board's action unconstitutional, stating that "to permit the state to halt this lawful expression would result in a harm far more concrete and damaging to society than the speculative harm which the State purportedly seeks to avoid, and perhaps that is the 'wake-up call' best drawn from the facts of this case."

In pushing back against the board's "regulatory zeal," the judge came down on one side of an important disagreement among the federal courts about the constitutional status of advice. Some courts treat it as speech, whereas others treat it as the equivalent of occupational conduct and hence outside the protections of the First Amendment. The U.S. Supreme Court is presently considering whether to hear another IJ case involving the individualized advice of a Texas veterinarian. We hope to use that case to settle the question in favor of freedom, once and for all.

In the meantime, we will continue giving overreaching governments the IJ wake-up calls they so often need. ♦

Jeff Rowes is
an IJ senior
attorney.



IJ Client **John Rosemond**

MEAN STREETS

IJ CHALLENGES SAN ANTONIO'S TACO TRUCK TAKEDOWN



IJ client **Rafael Lopez**



IJ client **Regino Soriano**



By Arif Panju

No one should need a competitor's permission to operate a business. But for more than a decade, San Antonio has forced food trucks to do just that. The city bans food trucks from operating within 300 feet of any restaurant, convenience store or grocery store in the city. As a result, there are thousands of government-created "no-vending zones" spread across the city that make it difficult to open or operate a food truck.

To have any chance at vending in a restricted area, food trucks must get notarized permission slips from every brick-and-mortar competitor within a 300-foot radius. And if that were not enough, San Antonio's rule also forces existing food trucks to shut down anytime a new restaurant or other food establishment opens within 300 feet of them.

IJ client Rafael Lopez ran afoul of the 300-foot ban, even though he operated his food truck, El Bandera Jalisco, on private property. Earlier this year, government agents showed up and gave him two options: Shut down or face fines of up to \$2,000 simply because he was vending within 300 feet of a Chinese restaurant. The restaurant owner did not give Rafael permission to open, so now his food truck is collecting dust in storage. If Rafael opened a brick-and-mortar restaurant, his business would be legal. But because Rafael oper-

ates a *food truck* on that property, San Antonio has put him out of business.

The government cannot use its power to decide who may stay in business and who should be shut down. This June, the Texas Supreme Court handed down a landmark ruling in IJ's challenge to the licensing of eyebrow threaders. That decision made clear that economic liberty—the right to earn an honest living free from unreasonable government interference—is a vigorously protected right under the Texas Constitution.

Food truck entrepreneurs operate their vending businesses to support themselves and their families, but San Antonio shuts them down for no reason other than to protect restaurants and other businesses from food truck competition. That is why, in October, IJ teamed up with Rafael and three other San Antonio food truck owners to fight back and challenge the constitutionality

UPWARDLY MOBILE

Street Vending and the American Dream

New Strategic Research Reveals Big Contributions by Small Vending Businesses

Every day, tens of thousands of entrepreneurs make their livings selling hot dogs, pretzels and other foods and goods on America's streets and sidewalks. But reliable data about vendors and their economic contributions have been hard to come by—until now. This fall, IJ released a new strategic research report, *Upwardly Mobile: Street Vending and the American Dream*, which reveals the challenges vendors face and the economic contributions they bring to their communities.

IJ Director of Strategic Research Dick Carpenter surveyed licensed vendors in the 50 largest U.S. cities and found that vending is an effective path for entrepreneurship to create jobs: 96 percent of licensed vendors own their own businesses and 39 percent are employers. Vending requires relatively little money and little to no specialized training—just a lot of hard work—making it an ideal fit for bootstrap entrepreneurs.

Upwardly Mobile also examines vendors' economic impact through a case study in New York City. In 2012 alone, New York City vendors contributed almost \$293 million to the city's economy and paid more than \$71 million in local, state and federal taxes. They also supported nearly 18,000 jobs. And that's despite the fact that the city imposes low, arbitrary caps on vending permits.

Through new data and the stories of vendors, *Upwardly Mobile* shows how cities like New York that restrict or ban vending are denying themselves economic benefits and blocking vendors' pursuit of the American Dream. Like our earlier studies, *Streets of Dreams* and *Street Eats, Safe Eats*, the new report dispels myths often used to justify protectionist restrictions on the industry. And IJ's National Street Vending Initiative is already putting the findings to use, working to persuade lawmakers in New York, Los Angeles, Miami and elsewhere to roll back restrictions and let vendors get to work. ♦

Download the report:
ij.org/upwardly-mobile



“To have any chance at vending in a restricted area, food trucks must get notarized permission slips from every brick-and-mortar competitor within a 300-foot radius.”



Watch the IJ video, “Running a Food Truck Shouldn't Be This Hard.”

of San Antonio's 300-foot ban under the Texas Constitution. As you will read in the adjacent sidebar, IJ also released a new report in conjunction with the lawsuit that shows food trucks, food carts and other street vending operations are more than just a pit stop for a tasty taco—they are vital economic engines that foster vibrant streets, create economic opportunity and support jobs.

Our lawsuit against San Antonio will defend economic liberty and build on the precedent IJ set on behalf of eyebrow threaders. Customers—not the government—should decide where to buy lunch. ♦

Arif Panju is an IJ attorney.



A Monumental Step Forward In Civil Forfeiture Research

By Lisa Knepper

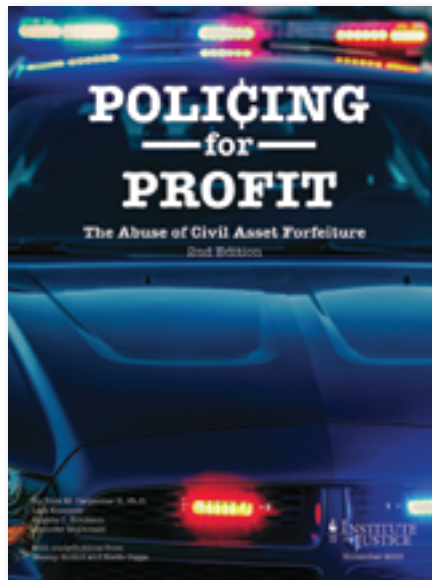
Five years ago, IJ's strategic research program set the standard for civil forfeiture research with *Policing for Profit: The Abuse of Civil Asset Forfeiture*. That report helped put the issue on the map and quickly became the go-to source for journalists, advocates and policymakers.

Now we have raised the bar. The second edition of *Policing for Profit*, released in November, is more than just updated. It is vastly expanded, assembling data from more than 200 public records requests that generated 1.5 million pages of forfeiture documents. Stacked, those documents would rival the Washington Monument in height. It is the most comprehensive report of civil forfeiture law statistics yet compiled.

Like the first edition, the updated report breaks down exactly what is wrong with civil forfeiture—a legal fiction that allows law enforcement to take property from people without convicting or even charging them with a crime and then, in most places, to keep some or all of the proceeds. But this edition makes an even stronger case for reform with new and expanded features:

- **State profiles and law grades** describe each state's civil forfeiture laws and provide the best data available on how those laws are used. The profiles also explain how states stack up on equitable sharing, the controversial federal program that allows state and local law enforcement agencies to circumvent their own states' laws and forfeit under federal law instead.

- Extensive data enables deeper analysis of **national trends**, including comparisons of civil and criminal forfeiture (the U.S. Department of Justice prefers easier civil procedures that don't require a conviction to criminal procedures that do by a remarkable margin of 87 percent to 13 percent) and an examination of a new federal policy on equitable sharing (spoiler: it is unlikely to change much).



Read *Policing for Profit* at ij.org/policing-for-profit.

- A new breakdown of forfeiture reporting laws documents the appalling lack of **public transparency** regarding law enforcement's use of forfeiture and expenditures from forfeiture funds.

Creating this report took much toil by many at IJ, most notably my co-authors, Director of Strategic Research Dick Carpenter, Senior Research Analyst Angela C. Erickson and Research Analyst Jennifer McDonald; IJ attorneys Wesley Hottot and Keith Diggs; Research Editor Mindy Menjou, and Production and Design Associate Laura Maurice.

Yet for all that is new and improved with this edition, the national picture for civil forfeiture looks depressingly familiar.

Forfeiture use continues to explode, fueled by laws that reward law enforcement for taking property. At the federal level, annual revenue grew from less than \$500 million in 2001 to more than \$5 billion in 2014—a tenfold increase in just 14 years. Fourteen states' combined forfeiture revenue more than doubled from 2002 to 2013. And when it comes to protecting property owners, most civil forfeiture laws fail to make the grade: 35 states earn a D+ or worse, and the federal government earns a D-.

Momentum is certainly shifting, though, against civil forfeiture, making real reform within reach. New Mexico and the District of Columbia earn high marks thanks to new laws that boosted property rights protections and eliminated the profit incentive. Indeed, this second edition comes at a critical time, when interest in civil forfeiture—from the public, media and lawmakers—is stronger than ever. And now we have a better tool than ever to show the dire need for reform and point the way toward getting it done. ♦

Lisa Knepper is an IJ director of strategic research.



“The second edition of *Policing for Profit*, released in November, is more than just updated. It is vastly expanded, assembling data from more than 200 public records requests that generated 1.5 million pages of forfeiture documents. Stacked, those documents would rival the Washington Monument in height.”

Read
Policing for Profit
ij.org/policing-for-profit

—  —
**IJ RECEIVES
CHARITY NAVIGATOR’S
HIGHEST RATING**
— *14 Years Running* —

This November, for the 14th consecutive year, IJ earned Charity Navigator’s highest rating—four-stars—for financial health, accountability and transparency. As Charity Navigator puts it:

“Less than 1% of the charities we rate have received at least 14 consecutive 4-star evaluations, indicating that Institute for Justice outperforms most other charities in America. This ‘exceptional’ designation from Charity Navigator differentiates Institute for Justice from its peers and demonstrates to the public it is worthy of their trust.”

Everyone at IJ takes seriously our responsibility to be good stewards of the resources our donors entrust to us. Our exceptional rating from Charity Navigator is one more indication that your investment in IJ is secure and that it is paying dividends for individual liberty, making possible the kind of success you see in this and every issue of *Liberty & Law*.

Charity Navigator is the world’s largest and most utilized charity rating service, assessing more than 8,000 nonprofits every year. ♦

For more information, visit
www.CharityNavigator.org.



Small Town Uses Code Enforcement Laws For Big Payoffs

IJ clients **Vincent Blount** and **Valarie Whitner** are Pagedale residents who have accumulated \$2,800 in fines for minor things like chipped paint and overgrown grass.



By Bill Maurer

Pagedale, Missouri, is a lower-income city outside St. Louis with about 3,300 residents. For many in Pagedale, trying to stay afloat is an everyday struggle. But the local government's budget relies heavily on revenue from fines and fees levied against its residents for harmless activities, such as having a barbecue in their front yard or letting their kids play on the street in front of their homes.

The amount of money Pagedale has raised from fining its residents is astounding. In 2013, Pagedale's total revenue was \$2,016,430. Of this amount, \$356,601 came from fines and fees—the second-largest source of income for the city.



“RATHER THAN ENSURE THAT THE PUBLIC IS PROTECTED AND WRONGDOERS PUNISHED, PAGEDALE SETS A REVENUE GOAL AND THEN USES ITS CODE ENFORCEMENT POWERS TO ACHIEVE IT.”



BREAK THE RULES AND FACE FINES:

- Residents may not walk on the left side of crosswalks.
- Residents may not conduct a barbecue in their front yard except on national holidays, and they cannot have more than two people gathered around the grill.
- Children may not play on residential streets in front of their homes.
- Cars must be within 500 feet of a lamp or other source of illumination during nighttime hours.
- Windows in houses facing the street must have drapes or blinds “which are neatly hung, in a presentable appearance, properly maintained and in a state of good repair.”
- All doors or windows opening to the outside must have screens.



Join IJ on a trip to Pagedale, in our latest video: ij.org/pagedale-municipal-fines.

Pagedale is a small town, but for 2014–2015 it budgeted to receive \$353,000 in fines and fees.

Missouri limits how much money local governments can get from traffic tickets, so about 40 percent of the tickets Pagedale issued are for non-traffic-related offenses. In 2014, the city issued 2,255 non-traffic-related tickets. That is roughly two tickets per household.

The harm to Pagedale residents is significant, perpetual and completely overwhelming. Many find themselves being fined because they have not kept their homes up to the city's unrealistic standards and then being unable to fix their homes because they are spending so much money paying off their tickets.

This is what has happened to long-time partners Vincent Blount and Valarie Whitner, two Pagedale residents IJ represents. Vincent and Valarie accumulated \$2,800 in fines. Paying the fines off prevented the couple from making the improvements the city sought, leading to more fines and ultimately a threat from the city to demolish

their home—even though it is not dangerous to live in. When Vincent lost his job,

the couple fell into more debt and was forced to help pay off the fines by taking a payday loan with nearly 100 percent APR. Vincent has even spent time in jail as a result of the fines.

Pagedale's policy of raising revenue by ticketing, convicting, fining and even jailing its residents turns policing on its head. Rather than ensure that the public is protected and wrongdoers punished, Pagedale sets a revenue goal and then uses its code enforcement powers to achieve it.

Arbitrarily using code enforcement to raise revenue is unconstitutional. That is why the Institute for Justice is representing Pagedale residents in a class-action civil rights lawsuit to stop the city from continuing to use its code enforcement powers to turn its residents into ATMs. ♦

Bill Maurer is the managing attorney of the IJ Washington office.





IJ Clients from left are **Steven Freenor, Jean Soderlind, Michelle Freenor,** and **“Savannah Dan” Leger**

VICTORY!

Tour Guides in Savannah are Finally Free to Talk

By Robert Everett Johnson

Good news for free speech in Savannah. Regular readers of *Liberty & Law* may recall that IJ filed suit almost one year ago on behalf of Savannah tour guides, including “Savannah Dan” and “Savannah Belle,” challenging the requirement that guides obtain a government license before telling their stories. In response to our lawsuit, Savannah has repealed the law.

One city council member explained his change of heart at a recent council meeting, saying: “When you come up against the U.S. Constitution, you lose.”

Savannah’s newfound respect for the First Amendment demonstrates the power of IJ’s work to educate even the most recalcitrant government officials.

Before IJ came to town, Savannah officials were openly contemptuous of tour guides’ First Amendment rights. For years, Savannah had subjected guides to licensing. To get a license, guides had to pass a multiple-choice history test, even if they had no interest in talking about history—for instance, because they wanted to tell ghost stories.

Tour guides even had to undergo a physical examination by a doctor, to prove that they were “qualified” to talk.

After a federal court in Washington, D.C., struck down the District’s tour guide licensing law in response to another IJ suit, government officials in Savannah publicly declared that they had no intention of following that decision.

What a difference a year makes.

“When you come up against the U.S. Constitution, you lose.”

—Savannah City Council member

As IJ’s lawsuit moved forward, Savannah’s defense steadily fell to pieces. As its primary justification for licensing, Savannah argued that licensing was necessary to maintain the city’s “brand” by preventing unsuitable individuals from talking to tourists. By the time the city’s lawyers realized that such blatant censorship is not in fact a legitimate government interest under the First Amendment, it was too late to retract those admissions.

Meanwhile, IJ attorneys obtained a sworn declaration from the author of Savannah’s tour guide licensing exam—a local university professor—explaining that she did not believe a multiple-choice test was an effective way to promote

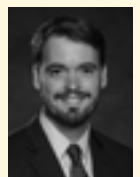
quality tours. The professor testified that she herself could not pass Savannah’s test, which focuses on obscure details of Savannah history, even though she had written the questions.

But the real kicker came when Savannah officials were forced to admit that they were unaware of *any* problems that had arisen in cities that do not license tour guides. If so many other cities are able to dispense with tour guide licensing, what justification could there possibly be for imposing that burden on Savannah’s guides?

Of course, it would have been better if officials in Savannah had thought about these kinds of questions before IJ filed its lawsuit.

Still, Savannah officials are certainly thinking about the Constitution now. And we expect a favorable ruling from the court that our clients’ rights were violated by the prior law. Perhaps other cities across the country will get the same message: Repeal your unconstitutional laws today or deal with IJ tomorrow. ♦

Robert Everett Johnson is an IJ attorney and the Institute’s Elfie Gallun Fellow for Freedom and the Constitution.





IJ Clinic Serves Economic Liberty To Street Vendors in Chicago

By Stacy Massey

Street vending in Chicago is finally legal. Three years ago, the IJ Clinic on Entrepreneurship started tirelessly mobilizing vendors across the city and meeting with city leaders to find a way to bring food cart vendors out of the shadow economy and turn aspiring vendors into successful entrepreneurs. It was illegal for pushcart vendors to sell any food other than whole produce or packaged frozen desserts. But the IJ Clinic's hard work paid off in September when the Chicago City Council unanimously passed our ordinance to legalize food carts.

The new law legalizes the thousands of popular tamale, fruit, bagel and hot dog food carts around the city. It also opens the door for aspiring food entrepreneurs looking to reinvent street food.

Before the new law passed, Chicago's vendors pleaded for decades with the city to legalize them. For the majority of vendors, food carts provide a low-cost way to earn an honest living. But until recently, sidewalk vendors lived in fear of the police, who issued fines or

threatened to arrest vendors if they did not stop selling to the public.

At September's licensing committee hearing, vendors, their family members, supporters and IJ Clinic staff packed City Hall to show their support. We held a rally in Daley Plaza and a press conference inside City Hall packed with media. Vendors held up handmade signs demanding that they be allowed the right to earn an honest living for their families. Claudia Perez, a local vendor, spoke passionately about her desire to vend, free from persecution by the police. Vicky Lugo, from Chicago's vendor association, spoke about vending as a livelihood.

During the hearing, vendors shared heartfelt testimonies, calling for their chance to operate their growing businesses legally. Beth Kregor, IJ Clinic director, called on city council to respect the vendors as business owners, stating that the woman who scrapes her pennies together and wakes up at 2 a.m. to put a pot on the stove should have the same right to start a business as startups with venture capital funding. These impas-

sioned testimonies set the terms of the debate for the hearing, which concluded with unanimous support for our ordinance.

The IJ Clinic is just getting started. Although the new law is an important first step to give entrepreneurs the freedom they need to start their own businesses, vendors are still banned from preparing food on their carts—a common practice done safely in almost every major city with a thriving vending industry. For now only food prepared in a licensed kitchen can be sold by food carts. IJ is still also fighting in court against the ban on food trucks operating within 200 feet of a restaurant while forced to use GPS equipment that lets the city track their every move. The IJ Clinic will continue to work hard for all Chicago vendors until the city gets rid of all burdensome vending regulations. ♦

Stacy Massey is the office and community relations manager for the IJ Clinic on Entrepreneurship.



Photos by Michelle Kamaar



Brooke Fallon, IJ's activism manager, speaks to the media about the struggle of food cart entrepreneurs. Vendors came from across Chicago to support the new law that legalizes food carts in the city.



IJ client Achan Agit

Untangling Hair Braiders From Iowa's Irrational Licensing Laws

By Meagan Forbes

Iowa's licensing laws are among the worst in the nation. From athletic trainers to travel agents to makeup artists, Iowa licenses a larger share of its workers than any other state. It is no surprise then that when it comes to African-style hair braiders, Iowa has the most burdensome licensing laws in the nation.

Liberty & Law readers are familiar with IJ's almost 25-year history of leading the fight for braiding freedom and know that we have proven time and time again that hair braiding regulations are onerous. African-style hair braiding is safe and common. It is completely natural and does not involve chemicals, heat or other artificial styling techniques.

But before braiders may braid hair for a living in Iowa, they must first obtain a cosmetology license, which requires 2,100 hours of irrelevant training that can cost as much as \$22,000. This training teaches braiders nothing about hair braiding and forces them to waste time and money learning skills that they will never use in their career.

Enter IJ. We teamed up with Aicheria Bell and Achan Agit, hair braiders in Des Moines, to challenge the law in state court.

Aicheria is a single mom who has been braiding hair most of her life. She first learned to braid hair from her mother at age 3. She wants to open her own braiding salon and school in Iowa, but she cannot afford to take time away from working and raising her daughter to spend thousands of dollars for training that is completely irrelevant to her trade.

Achan fled the region of war-torn Sudan that is now South Sudan. Like Aicheria, she too has been braiding hair since she was a child. Throughout her life (until moving to Iowa), Achan has relied on hair braiding to support herself and her family. She wants to open her own braiding salon, but in Iowa she is forced to braid hair out of her home. She works in fear that the state will one day shut her down and she will lose her livelihood.

The government cannot license something as safe and common as hair braiding. As long as these irrational licensing laws stand, IJ will fight tirelessly to protect the

right of braiding entrepreneurs to provide for themselves and their families through honest work. As *The Des Moines Register* editorialized the day we filed the lawsuit, "These women are among the thousands of victims of Iowa's job licensing laws. Now the state of Iowa will be forced to defend these bad laws. And if this case goes to court, the state will likely lose. The Institute for Justice has sued numerous states over their hair-braiding laws. In every resolved case, the judge either declared the challenged law unconstitutional or the lawsuit prompted a change in state law before a ruling."

But this case is not just about hair braiding. Our braiding litigation also helps pave the way for all workers who are affected by burdensome and irrational occupational licensing laws. A victory here will help protect the ability of Aicheria, Achan and all Iowa entrepreneurs to turn their American dreams into reality. ♦

Meagan Forbes is an IJ attorney.



"Before braiders may braid hair for a living in Iowa, they must first obtain a cosmetology license, which requires 2,100 hours of irrelevant training that can cost as much as \$22,000."

INTRODUCING THE NEW IJ.ORG



By Justin Wilson

Since 1996, IJ.org has served as the digital home of the Institute for Justice. Since then, millions of people have visited IJ.org to find out about our cases, watch our award-winning videos, download our strategic research reports and support our activism projects. In 2010, we even won a prestigious Webby People's Voice Award, often called the Oscars of the Internet, for our cutting-edge online presence in the law category.

Although the website has seen a number of facelifts over the years, until this year we have never undertaken a complete overhaul. In March, we began assessing our strengths and weaknesses and defining the different groups of users that access the site. From the start, our goal was to make the site more intuitive and informative, while effectively communicating the human face of our clients, who are the core of IJ's mission.

Overhauling a website that has been around for nearly 20 years is no small task. IJ.org has served

as the institutional archive of IJ's nearly 200 cases. It housed more than 2,000 press releases and thousands of other articles, reports and activism projects. All told, as part of the redesign, we overhauled more than 10,000 separate pages.

After working all summer, we launched the new website in early October. The new design puts a human face on nearly all of the work we do. It works seamlessly between desktop and mobile devices, and it makes learning about IJ's work engaging and informative.

To check out the new website, visit IJ.org. ♦

Justin Wilson is IJ's director of communications.



VISITORS

Since 2008, when we first started tracking website visitors, nearly three million users have accessed over six million pages on IJ.org. Over the past seven years, the number of visitors to the site has nearly tripled.

BY THE NUMBERS

Almost all of the work to overhaul IJ.org was done in house, by IJ's communications team.

We wrote 21,424 lines of code.

We input 10,487 different articles, press releases and other pages.

We selected and uploaded 3,084 images and 906 PDFs.

We organized 139,644 distinct data points ("metadata"), such as a case's filing date or the name of a client.

We created a mesh of connected pages totaling 10,657 connections.



Over the years, President **Chip Mellor** has addressed IJ friends and supporters at Partners Retreats, fought in the courtroom for entrepreneurs like taxi drivers in Colorado and built the donor base that enabled IJ to grow from a five-person start-up to the 95-employee National Law Firm for Liberty.

Freedom's Future continued from page 2

led to expertise that catapulted us to the pinnacle of our profession, so much so that, today, IJ is recognized by members of the media, legal advocates, government officials and many others as the expert on issues we have litigated.

Certainly that expertise involves legal matters, like school choice and eminent domain, but it also involves expertise in communications, fundraising, strategic research and activism. Across the board, IJ is now filled with knowledgeable and experienced experts at the top of their craft who, together with our attorneys, seamlessly weave their knowledge into each and every one of our cases.

This multifaceted expertise enables us to pursue a uniquely integrated approach to public interest law. We are always confident and willing to take on long odds, but with this hard-earned expertise, we now regularly mount multiple and sometimes simultaneous challenges across our four pillars and do so with alacrity and success. Among our most notable achievements are the five U.S. Supreme Court cases we have litigated, winning four of them (including two in the same year), and winning the fifth in the court of public opinion and follow-up litigation and legislation.

With this affinity for hard work and a constant desire to learn and to improve, IJ makes its own luck.

SECURING THE BEST DONOR BASE

Long-term IJ success has depended on having financial resources to hire and retain talented people and to take on cutting-edge litigation knowing we can see it through to the end. That means we have had to develop a broad base of donors who will stick with us through thick and thin. But it was never just about raising money. Our fundraising mantra at IJ is, "It's not how much money you raise; it's how you raise it." So we went about convincing people that we had a vision and a plan that would yield dramatic results for liberty, but that it would take time. We achieve a real meeting of the minds with our donors, setting expectations and leading to a very loyal and growing donor base. And because of that, when we received challenge grants from Bob Wilson and Bill and Rebecca Dunn, we were able to meet those challenges in record time and secure two of IJ's greatest building blocks.

DEFINING AND MAINTAINING A CULTURE

All organizations have a culture. Often it is amorphous and informal. IJ's culture always reflected our early pledge to "change the world and have fun doing it." We had a special environment, but, as we grew, I became convinced that we needed to explicitly define and nurture the culture that made our success possible. That became "The IJ Way." To this day, it is the keystone that holds together all the institutional building blocks that make IJ such a special and effective organization.

EVERYONE WHO SUCCEEDS AT IJ PERSONIFIES THE IJ WAY

- We are entrepreneurial—creating and seizing opportunities.
- We are positive and open—optimistic and proud that we are who we are.
- We are principled—never expedient or political.
- We are real world—going out to all corners of America to achieve real-world results for everyday people.
- And we are resilient—quick to recover after setbacks and determined to move ahead.

AN INDISPENSABLE INSTITUTION

As I approach my transition from the day-to-day role of IJ's president to board chairman, I am deeply grateful for how far IJ has come from those early days and for all the staff, donors and friends who have made our success possible. We have shown that our unique approach to public interest law can indeed produce dramatic results. In so doing, we have built an organization that has proven itself to be indispensable in the fight for freedom and that is poised to do so much more. That is not just great news for IJ; it is great news for liberty.

Thank you one and all!◆

Chip Mellor is IJ's president and general counsel. On January 1, he will be succeeded by IJ Senior Attorney Scott Bullock and Chip will become IJ's second chairman of the board.



TO THIS DAY, "THE IJ WAY" IS THE KEYSTONE THAT HOLDS TOGETHER ALL THE INSTITUTIONAL BUILDING BLOCKS THAT MAKE IJ SUCH A SPECIAL AND EFFECTIVE ORGANIZATION.

Volume 24 Issue 6

About the publication

Liberty & Law is published bimonthly by the Institute for Justice, which, through strategic litigation, training, communication, activism and research, advances a rule of law under which individuals can control their destinies as free and responsible members of society. IJ litigates to secure economic liberty, school choice, private property rights, freedom of speech and other vital individual liberties, and to restore constitutional limits on the power of government. In addition, IJ trains law students, lawyers and activists in the tactics of public interest litigation.

Through these activities, IJ challenges the ideology of the welfare state and illustrates and extends the benefits of freedom to those whose full enjoyment of liberty is denied by government.

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Quotable Quotes

**KENS-TV
San Antonio**



“San Antonio consumers need to understand that this law is hurting them too because it restricts their access to food trucks. People want quick, easy, delicious food and yet San Antonio has set up thousands of no vending zones where they can’t get it,” said [IJ Texas Managing Attorney] Matt Miller.”

Associated Press

“Paul Sherman, a lawyer for the Institute for Justice, a libertarian law firm that frequently attacks what it sees as excessive occupational licensing rules, called the ruling a ‘total vindication of John Rosemond’s right to give ordinary parenting advice’ and said the ruling could be crucial in the emerging issue of whether occupational licensing laws can trump First Amendment rights.”

The New York Times

“We hope that if the court agrees with us, the residents of Pagedale will no longer be treated as walking cash machines by their city government and that the city will limit its regulatory authority to things that actually affect health or safety,” said William R. Maurer, the managing attorney of the Institute for Justice’s office in Washington State.”

The Tennessean

“Dick Komer, a senior attorney for the Institute for Justice, said school voucher programs were constitutional. ‘The sky is the limit for Tennessee,’ Komer said. ‘Your constitution does not constrain the choices for school choice programs.’”

“It’s important to support groups like the Institute for Justice, which works hard to fight against government overreach and issues of economic liberty, the First Amendment, and more.”

—HotAir.com



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J U S T I C E

I wanted to bring my startup taxi business—and \$3 cab rides—to Bowling Green, Ohio.

But city officials said no; Bowling Green already had enough taxis.

I fought for my economic liberty, and I won.

I am IJ.



*John Rinaldi
Bowling Green, Ohio*

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