

April 20, 2021



Public Affairs
Council

Membership Orientation

You will receive a
\$5 virtual Starbucks
gift card to the
email address you
registered for the
orientation with!



Today's Agenda

1. Introduction

- Who we are

2. Resources and Services

- Education
- Expertise
- Community

3. How to get involved

Public Affairs Council Profile



10,000+ PUBLIC AFFAIRS PROFESSIONALS

700+ MEMBER ORGANIZATIONS

7 OF THE FORTUNE TOP 10 COMPANIES

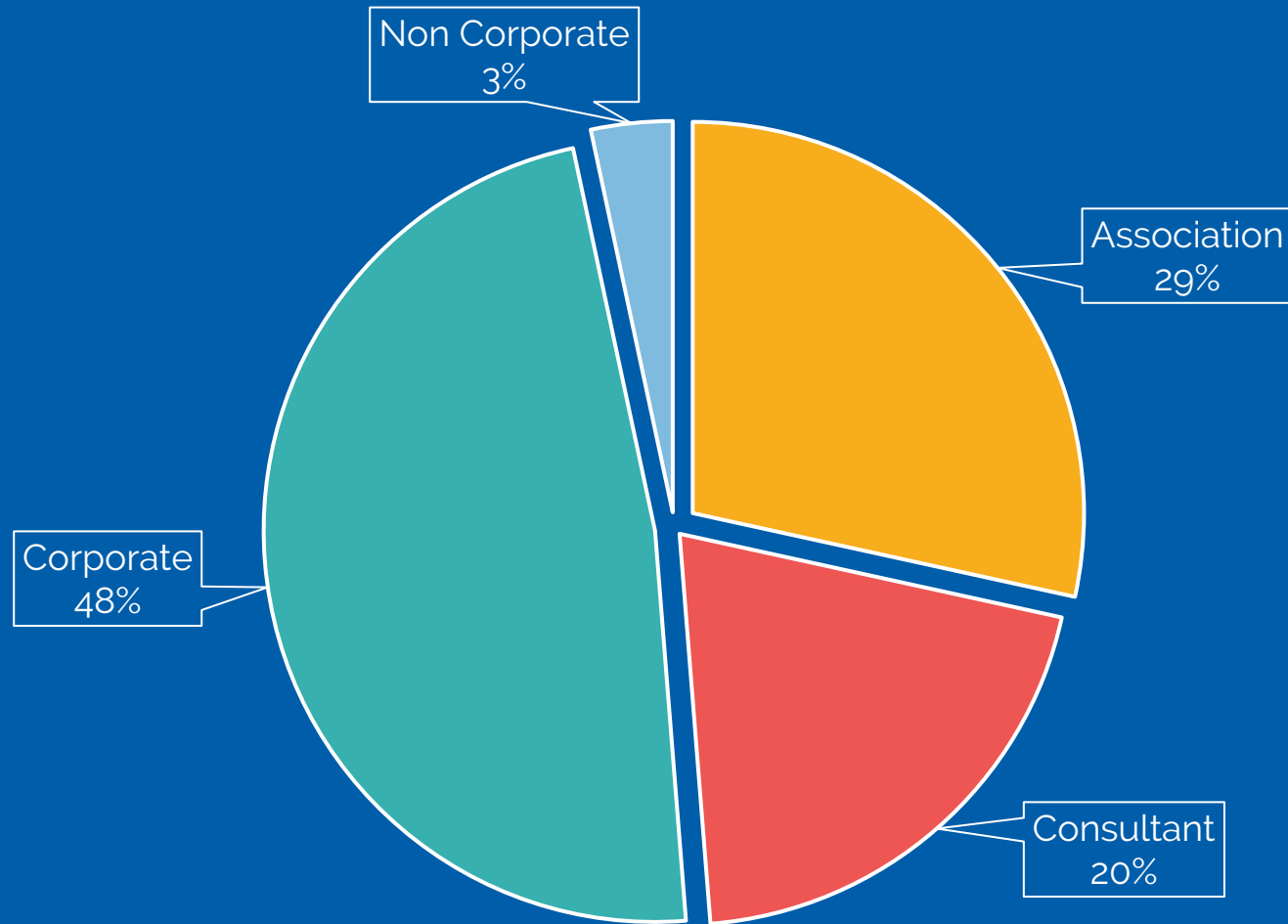
HEADQUARTERS IN **Washington & Brussels**

MEMBERS FROM MORE THAN **25 countries**

You're in Good Company



A Diverse Community



Where are Your Peers?

United States (Non-DC)
52%



DC Area
35%



International
13%



Manage Your World



Membership Benefits



Expertise



Executive Education



Community



I. Expertise



Knowledge Areas

- Government relations strategy & management
- Grassroots & ally development
- PACs & campaign finance
- Digital & social media
- Corporate social responsibility
- Communications
- Global public affairs
- Legal & ethics compliance
- Issues management
- Measurement & evaluation



Staff Experts



Doug Pinkham



Andras Baneth



Kristin Brackemyre



Erica Harris



Tori Ellington



Nick DeSarno



Kelly Memphis



João Sousa

Questions We Can Answer

MEMBERSHIP ORIENTATION



Guest Speakers for Your Meetings

MEMBERSHIP ORIENTATION



Legal Guidance

Prominent election law attorney, Ken Gross, is available to members for legal advice on federal & state issues:

- PAC & campaign finance
- Lobbying registration (including grassroots)
- Ethics laws



Political Intelligence from *Inside Elections*

Likely New Members of the 117th Congress

Election 2020

Public Affairs Council
MANAGE YOUR WORLD

Inside
Elections
Nathan L. Gonzales
@nathangonzales



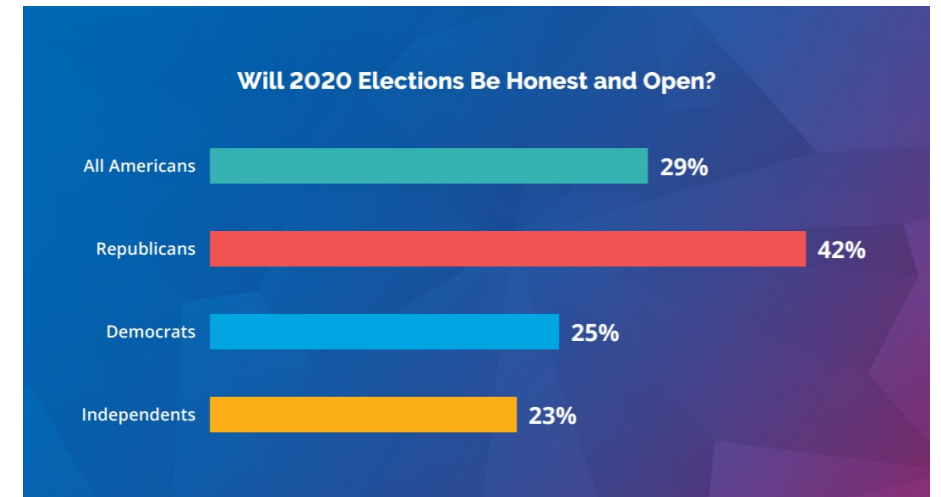
Nathan Gonzales
Editor & Publisher
Inside Elections

Predicting election outcomes can be a fraught business. You don't have to look further than the 2016 presidential race to see that.

But for some races, one candidate has such an advantage -- due to the constituency's partisan lean, candidate quality, or other factors -- that their path to office is nearly assured. Those are the races rated as Solid by Inside Elections.

Here are the likely new members of the 117th Congress:

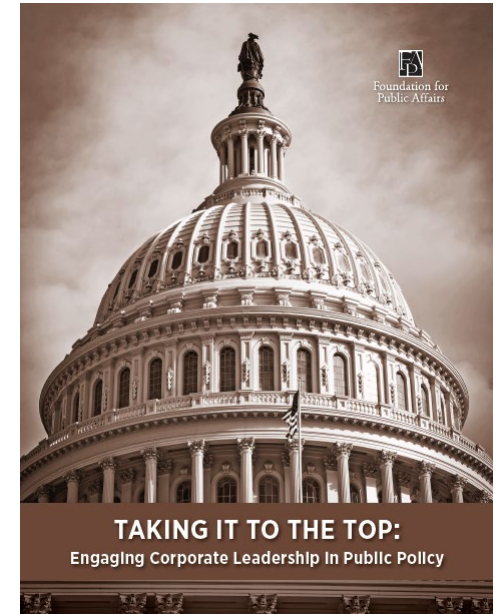
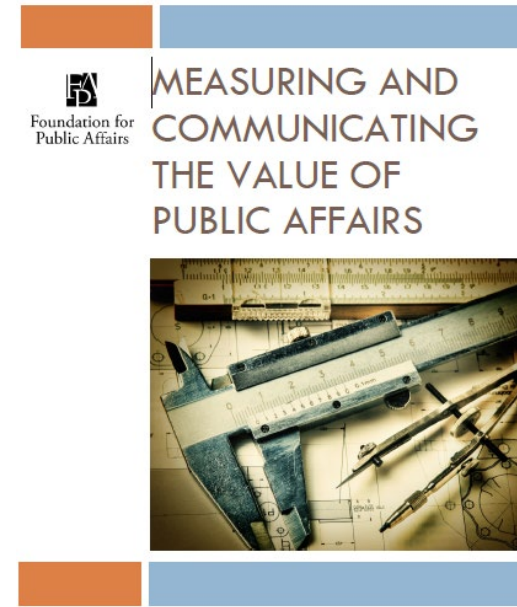
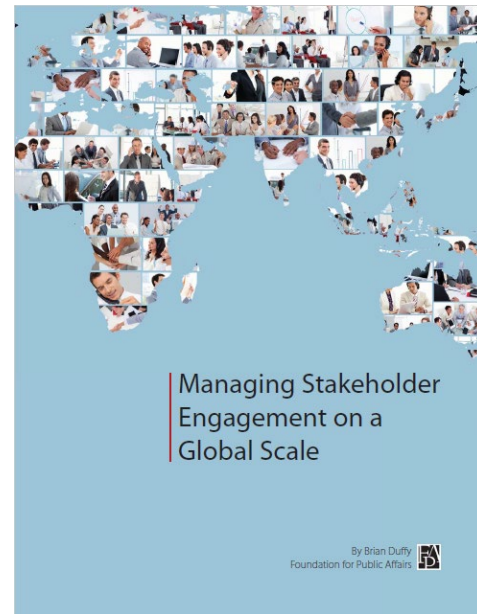
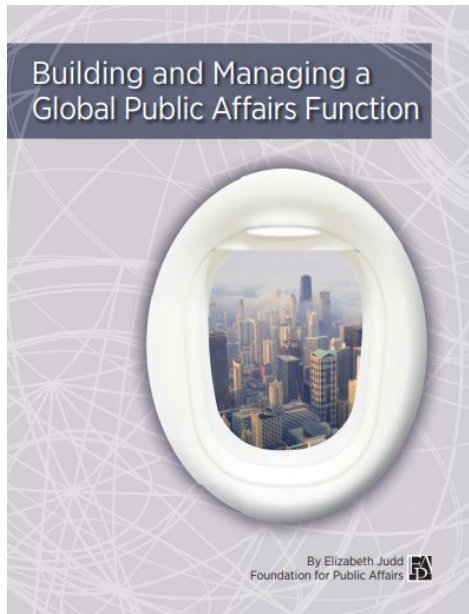
Research & Benchmarking



Visit pac.org/publications for complete list

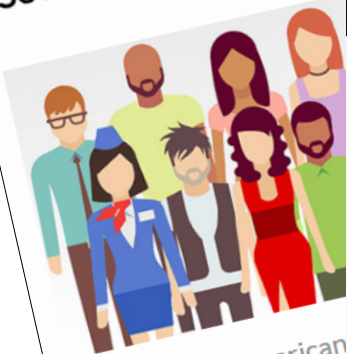
Foundation for Public Affairs

Through workforce development initiatives focused on diversity and inclusion, and by conducting research on emerging issues and trends, the Foundation invests in the future of the profession



News & Analysis

Social Concerns of Co



Last May, the American decided to move its 20 Francisco. The move v bill" allowing counsel transgender clients.


Even now, more than eight m receives words of encourage conferences to tell me they director and CEO.

This decision cost ACA \$7 members wanted to keep opposition – hold a rally costly decision, which c

IMPACT

February 2021

Let's Cut PACs Some Slack



Americans have wrestled with how to fund elections for most of our country's history. But a world without corporate PACs could lead to more dishonesty and more extreme candidates. Council President Doug Pinkham explores why PACs are campaign finance reform that works.

Ready or Not, the Next Elections Are Weeks Away


Sign Up To Receive Impact

Upcoming Events and Education

Who's Who... Where
Check out who's on move and where they're headed

Companies are abandoning anti-democratic politicians, but they shouldn't abandon their PACs.


Read the op-ed by Council President Doug Pinkham in Roll Call



ELECTION IMPACT: HOW DOES THIS END?

Facebook, Google or

Google ... Affairs



Council ing is orm e blic ok


86%

66%


Working Through COVID-19 Together

Information, new ideas and expertise for public affairs professionals. Wherever you are, the Council is here for you!


COVID-19 Announcements and Access to Expertise



A message from Council president Doug Pinkham.




Council members can contact our staff experts for public affairs advice across a broad range of topics.




COVID-19 Education Series
Virtual programming to keep your public affairs campaigns running during quarantine.
Learn more at pac.org/covid

View our upcoming COVID-19 programming.


COVID-19 Virtual Events



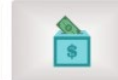
WEBINAR: BALANCING COMMUNICATIONS PRIORITIES DURING AND AFTER COVID-19
July 7




WEBINAR: BEST PRACTICES FOR LIVESTREAMING AND VIRTUAL MEDIA INTERVIEWS
July 8



VIRTUAL WORKSHOP: STORYTELLING FOR ADVOCACY AND PUBLIC AFFAIRS
July 16




VIRTUAL WORKSHOP: PAC CHARITABLE MATCH: IMPLEMENTATION AND BEST PRACTICES
July 29




VIRTUAL WORKSHOP: RECORDING: ISSUES MANAGEMENT MADE SIMPLE
Recording On-Demand!

Upcoming Webinars and Past Recordings on Public Affairs Topics
Free for Members




[View our webinars](#)




[Download a webinar recording](#)

Connect with Peers through Council Connect



Council members can log into our online peer network, Council Connect to view and join discussions with peers about the COVID-19 pandemic and the impact on the public affairs community.

Articles, Tipsheets, Media Coverage and More



From the Council and Our Staff Experts

- Considerations for Lobbying and Government Relations During COVID-19
- COVID-19 Toolkit: Considerations and Risk Assessment for Your PAC
- Crisis Communications: During and After a Pandemic
- Decision 2020: Communication Tips for a Successful GOTV Program during COVID-19
- Global Public Affairs in the Age of COVID-19
- How to Manage a Crisis Without Public Trust
- Impact (COVID-19 special edition)
- Managing Your PAC in Uncertain Times
- Planning a Virtual Legislative Meeting for Your Advocates
- Rise of the Digital Public Affairs Professional (Nick DeSarno joins Phone2Action's webinar)
- State Lobbying in a Time of COVID-19: 5 Core Principles

Media Coverage

- America's Economic Pain Arrives on K Street
- COVID-19 Complications: PACs Can't Deliver Promised Checks
- K Street Backrooms Morph into 'The Zoom Where it Happens'
- K Street, PACs Not Eager to Attend In-Person Fundraisers Yet
- Lobbying Frenzy Connected to Stimulus Sparks Backlash

LinkedIn Live Series

- The Importance of Sustainability during a Crisis with Alexa Kaufman
- The Future of Lobbying with Jane Adams
- Reaching Policymakers During COVID-19 with Missy Fuller
- Diversity and Workforce Development with Audrey Hanson
- Decision 2020 with Nathan Gonzales
- Phoning to Digital During Quarantine with Caitlin Donahue
- Managing Advocacy Programs During Quarantine

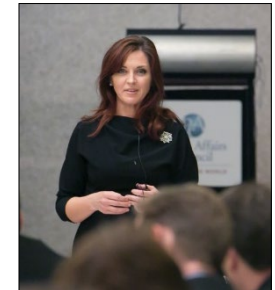
Research

II. Executive Education



Hallmarks of Council Events

- Peer-to-peer learning
- Unparalleled networking opportunities
- Practical advice you can implement immediately
- Benchmarking opportunities with best in class
- Resource materials to continue your learning
- Best-in-class speakers



Signature Events

- The Advocacy Conference
- National PAC Conference
- Digital Media & Advocacy Summit
- State & Local Government Relations Conference
- Spring Executive Meeting
- Public Affairs Institute

60+ Free Webinars (& Recordings) for Members

- Visual Storytelling for Education and Persuasion
- Developing a Next Generation Grassroots Program
- How to Leverage Your LinkedIn Profile
- Building and Leveraging PAC Charitable Match
- Case Studies in Coordinating State & Federal Lobbying

50% Off Upcoming Bootcamp



House Bootcamp: Committees, Procedures and Tactics

April 27, 2021

1:00 pm - 4:00 pm ET

Virtual

Want to expand your expertise and elevate your advocacy strategies for Congress? Join us for this deep dive into the workings of the U.S. House of Representatives. Our experts will provide an in-depth overview of the processes, procedures, and key committees of the House, as well as trends to expect from the current class.

Certificate Programs

- PAC & Grassroots Management
- Public Affairs Management
- Government Relations & Lobbying



MEMBERSHIP ORIENTATION



III. Community



Mentoring

MEMBERSHIP ORIENTATION



Professional Networks

- Political Involvement
- International Network
- Social Responsibility
- State Government Relations
- Association
- Emerging Leaders

MEMBERSHIP ORIENTATION




Social Media

@PACOUNCIL



Jobs Page

Jobs



Find a Job

It's your career – take control! The Career Center lists the most recent public affairs job announcements and career opportunities from top corporations, associations and firms.

[View Jobs](#)

Post a Job

Looking to make your next great hire? The Career Center posts job openings exclusively for public affairs positions. And it's free for the first 30 days.

[Learn More](#)

Career Resources

The resources in the Career Center help you prepare for your next move – whether that's advancing in your current company or making a career change with a new organization.

[Learn More](#)

Jobs with the Council

Do you love public affairs and want to help elevate the profession? We may have a job that's perfect for you.

[Learn More](#)

Accessing the Members-only Portal & Council Connect

My Events

[Register Today!](#)

Virtual: Digital Media and Advocacy Summit
June 22, 2021 | [Agenda](#) | [Registration](#)

	Event Name
Upcoming Events	2021 Webinar: March Membership Orientation
	2021 Workshop: Strategic Global Public Affairs
	2021 Virtual Workshop: Success - Understanding Reporting
	2021 Workshop: Incentivizing PAC Engagement
	2021 Webinar: Developing a Framework for Your PAC

[SEE FULL LIST OF EVENTS](#)

Networking Committees

Connect with your peers! Join a members-only Council Network. Not a member? Contact our membership department at membership@pac.org for more information.

Committee	Position	End Date
Association Network	Member	

Areas of Interest

Please let us know your areas of interest. Interests are used to send relevant news, event and programming information targeted to your needs.


In order to receive Council communications, please have your IT department add pac.org, members.pac.org and informz.net to your company's safe senders list.

[VIEW AND UPDATE YOUR AREAS OF INTEREST](#)


COUNCIL CONNECT

Where public affairs pros learn, share and *CONNECT*

LATEST DISCUSSIONS



RE: INTERNAL GOVERNMENT RELATIONS UPDATE EMAILS
BY: [KELLY MEMPHIS](#) , YESTERDAY
POSTED IN: [STATE GOVERNMENT RELATIONS NETWORK](#)
Hi Sonji, These are excellent! Thank you for sharing, exactly the type of example I needed. I especially like the title "Washington Wire" title. Best regards, Kelly -----
----- Kelly Memphis Sr Mgr, Gov't Relations & Stakeholder ...



RE: INTERNAL GOVERNMENT RELATIONS UPDATE EMAILS
BY: [SONJI WILKES](#) , 3 DAYS AGO
POSTED IN: [STATE GOVERNMENT RELATIONS NETWORK](#)
Hi Kelly- While not exactly internal (these emails go out to our entire mailing list, including our staff and state-based organization staff), here are two examples of how we keep our community informed of our policy and advocacy efforts: Monthly ...

1 person recommends this

POLLS

[REMOVE POLL](#) [VIEW REPORT](#)

HOW HAVE CHANGES TO DIGITAL AD POLICIES IMPACTED YOUR ADVOCACY STRATEGY?

☐ Significantly

☐ Slightly

☐ No change



[SAVE](#)

USEFUL RESOURCES

[ADD](#)

Member Requests

- Respond within 24 hours Monday – Friday
- Send Council guidance, tip sheets and best practices
- Send strong examples from other PACs

 Tips Sheet for Designing Brochure.pdf 129 KB	 Covestro PAC Infographics.pdf 6 MB	 Airbus-PAC Infographic.pdf 904 KB	 RPAC Brochure.pdf 233 KB
 CLIA_PAC_Brochure 2017.pdf 1 MB	 Apollo PAC Brochure 2014.pdf 243 KB	 3172 ALPA-PAC Brochure 2016-print.pdf 17 MB	

Hi Michelle,

Happy Friday! I am attaching here a tip sheet on designing a brochure as well as some helpful examples for you to take a look at. I think the purpose of a brochure is to educate, provide answers to important questions, define the PAC and describe how to get involved. Infographics are one of the best ways to educate on the PAC in an eye catching way so I am also including some helpful examples in that department.

I hope these are useful and please let me know if you have any further questions. Have a great weekend!

Council Tip Sheets and Guidance



Tips for Designing a PAC Brochure

When seeking a contribution from potential members, PAC professionals can either present a percentage of income or a fixed dollar amount option for suggested contribution guidelines.

Percentage of Income Approach

- **Always offer a suggested guideline.** Either a fixed percentage of bi-weekly income or a graduated scale of bi-weekly income.
- **A fixed percentage is equitable across all salary levels.** The contribution increases according to salary increases. A commonly used guideline is one-half of one percent, or 0.5 percent of income.
- **A graduated scale of percentages is viewed as a fairer distribution of the burden.** The contribution increases according to salary increases, and senior officers recognize their greater stake in the company by contributing a greater percentage of income. Suggested guideline is 0.6% for senior officials, 0.5% for middle managers, and 0.4% for lower-level managers.
- **Demonstrate how small the suggested contribution really is.** Translating the percentage into a "real" dollar amount is an excellent way to show this. For example, 0.5% = 21 cents per \$1000 of income.

Fixed Dollar Amount Approach

- **Always offer a suggested guideline.** Either a fixed dollar amount every week or a graduated scale of fixed dollar amounts.
- **Some companies feel that a graduated scale of fixed dollar amounts appears to be more honest.** It is easier to see the fair distribution of the burden with dollar amounts. However, contribution does not automatically increase with salary increases.
- **Demonstrate how small the suggested contribution really is.** For example, \$18K-\$24K = \$5 a month, \$24K-\$30K = \$7.50 a month, and so on.

Offering incentive club options increases PAC incomes, assuming that the number of contributors remain constant. Also, recommending a higher level of contribution makes the "standard" suggested guidelines appear more acceptable.

Tips for an Effective Incentive Program

- **Use a graduated scale of percentages to set up the incentive program.** Asking for fixed dollar amounts is unfair for lower and middle level managers.
- **Set up scales with prestigious sounding names.** For example, Associates Level (0.5%), President Level (0.75%), and so on.
- **Recognize these high-end contributors with a special gift.** A luncheon or banquet would be appropriate, or a thank you note of some sort.
- **Do not neglect people giving at the standard level.** Refer to them as contributing at the "Associate" level so that they feel they are doing something special.

When asking for the timely return of enrollment cards, it is important to set up an effective system so that prospected members are not feeling pressured to act.

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Tips for an Effective Card Return System

- **Always specify a due date.** A PAC has the option of following up with unreturned cards or not.
- **Ask that all enrollment cards be returned to the solicitors and not an anonymous PO box.** This personal tie-in will encourage the return of cards.
- **Making the return of cards mandatory re-enforces the idea that the PAC is an important, endorsed program.** Be careful not to alienate members with high-pressure tactics. Install a safeguard on the card with a check off box requesting additional information. This way the PAC is still personally communicating with the cardholder.
- **Offering an incentive to encourage the return of cards can be an effective approach.** The message would be advocating the return of the card for a "special" gift of some sort with the return of the card.

Tips for the Design of the Card

- **Use the back of the card to ask for comments on the PAC.** This offers a sense of ownership to members, and allows the PAC to compile a list of potential volunteers or solicitors.
- **Make the card simple.** Make sure it is not cluttered and easy to read.
- **If possible, fill out the general information for them.** All the prospective member should have to do is check a few boxes and sign the card.
- **Provide a return employee.** Print the members return address on the envelope to personalize it.
- **Consider using a heading that implies team spirit.** Such as "Make me a Part of the Team!"
- **Do not attach the card to the brochure.** Separate cards draw more attention.
- **Do not print the card on glossy paper.** They are difficult to write on.

Make sure to include the appropriate FEC disclaimers on all solicitation materials that inform the potential contributor of the political purpose(s) of the PAC and their right to refuse contribution without reprisal.

Disclaimers

- **The Commission does not specify where the disclaimer needs to appear.** It is to the PAC's advantage to make legal disclaimers as unobtrusive as possible by placing them on a brochure that accompanies the card but not on the card itself.
- **If using a recommended contribution guidelines then include the following in your disclaimers:** guidelines are only suggestions and they are free to contribute more or less than the suggested without being disadvantaged in anyway.
- **Make sure to note on card that contributions are not tax deductible – this disclaimer is only required if your PAC averages over \$100K annually.**

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Finally, it is important to show members what their contributions are being used for, and what benefits they receive by being a member. A brochure outlining this information should accompany the enrollment card.

What to Include in Brochure

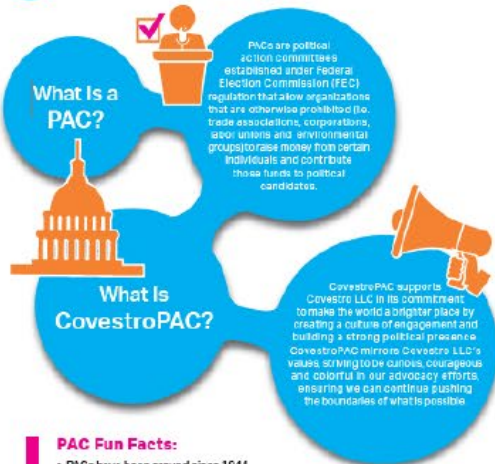
- **Background Information on PAC.** Things like PAC purpose, goals, and recent accomplishments would be appropriate. A couple of quotes from prominent figures would also be an excellent addition.
- **Information on PAC operators.** Staff and PAC Board members.
- **Member benefits and special events for PAC members.**
- **Information on publications.** Inform prospective members of PAC newsletters, annual reports, and pre-election reports that they would receive as members.
- **Include your suggested contribution guideline.** This is where the PAC gets to sell itself to the prospective member.
- **Include information on how contributions are used.** Make sure to inform contributors that their contributions are not used for overhead.

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CovestroPAC | Advocacy, *brightened* by you.



PAC Fun Facts:

- PACs have been around since 1944
- They were started by the Congress of Industrial Organizations (CIO) to help re-elect President Franklin D. Roosevelt
- There are more than 5,300 PACs registered with the FEC
- PACs and SuperPACs are very different (look for more information later this week on our [Community Connections Page](#))
- Companies that contribute to political campaigns "enjoy about a 20 percent higher performance." (Journal of Management January 2011, Reported by the Public Affairs Council)

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ISSUES

HOW RPAC SAVES YOU MONEY IN 2017

- 1 PRESERVING THE PROPERTY TAX DEDUCTION**
If the property tax deduction were eliminated, prices of affected homes would fall by an average of 7%. That reduction in prices translates into a decrease in income of **\$2,500 per REALTOR®**.
- 2 FHA PREMIUM REDUCTION**
According to the U.S. Department of Housing and Urban Development, if the premium reduction were eliminated, the cost of new home loans would increase by one-half of one percent for new borrowers. Over the three-year timeframe, the typical REALTOR® would see an increase in income of **\$4,000**, or slightly less than **\$700 each year**.
- 3 LEASEHOLD IMPROVEMENT DEPRECIATION**
The 5-year depreciation period for leased improvements on commercial real property has been **extended permanently**. Congress had allowed the 5-year depreciation period to lapse in 2015. This important legislation ends the year-to-year uncertainty of Congressional renewal and because it has been applied retroactively, prevents commercial property owners from having to use a 39-year depreciation period for all leased improvements made in 2015. Creating the certainty of a permanent 5-year depreciation period was a priority issue for NAR.

HOW RPAC SAVES THE INDUSTRY MONEY IN 2017

- 1 In the industry**, preserving the Mortgage Interest Deduction (MID) would reallocate and related industries **more than \$24,000 per home sale**.
 - 2** Had MID been eliminated, it would have cost **each REALTOR® member an average of \$22,400**.
 - 3** The costs for **other industry professionals** would also have been substantial: an average of **\$1,000 per mortgage broker**, **\$2,000 per title insurance agent**, and **\$6,300 per closing and settlement professionals**.
- * Based on an anticipated 10% reduction in home prices and 33% drop in sales if MID was eliminated.

WE ARE THE REALTOR® PARTY.

As a member of the REALTOR® Party, you:
VOTE FOR REALTOR® PARTY CANDIDATES
ACT ON REALTOR® PARTY ISSUES
INVEST IN RPAC

The REALTOR® Political Action Committee (RPAC) advocates on behalf of REALTORS® and real estate issues that benefit you and the industry. RPAC is non-partisan in its selection of candidates. Now more than ever, it is critical for REALTORS® across America to come together and speak with one voice about the stability a sound and dynamic real estate market brings to our communities. From city hall to the state house to the U.S. Capitol, our elected officials are making decisions that have a huge impact on the bottom line of REALTORS® and their clients. Through the support of REALTORS®, like you, the REALTOR® Party represents your interests.

For more information visit
realtoractioncenter.com/rpac

"I've been a long-term RPAC investor because I believe in the critical importance of investment and involvement, and protecting the issues that guide our industry."
— Kiki Lybourn, 2017 Major Investor Council Chair

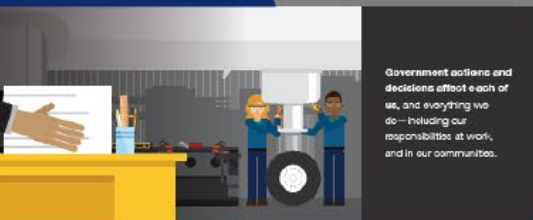
National Association of REALTORS® (NAR) is a 501(c)(6) non-profit organization. REALTORS® are members of NAR and are not affiliated with any political party. The information contained herein is for informational purposes only and does not constitute an offer of any financial product or service. It is not intended to be used as a basis for investment decisions. The information contained herein is not intended to be used as a basis for investment decisions. The information contained herein is not intended to be used as a basis for investment decisions.

Best Practices: Sample Resources

AIRBUS | PAC

As Members of the Airbus Family, we are part of an exciting company that operates in a highly regulated—and very competitive—industry.

Hi, this is Jeff Krutzel, join me in becoming a member of the Airbus PAC. Together we can have a greater influence on the decisions that impact the future of our company.



Government actions and decisions affect each of us, and everything we do—including our responsibilities at work, and in our communities.

The employee political action committee provides the opportunity for you to get involved in the political process. Together, our voice can be heard in Washington, D.C. After all, you are the best ambassadors for our company, and our industry.



What sets Airbus PAC apart from other PACs?
It's a good government fund that is truly led by you, our employees! Your employee PAC amplifies our collective voice so the issues that matter to us locally can be heard in Washington, D.C.



YOUR BEST INVESTMENT IN REAL ESTATE



Benchmarking Data

Trends in Solicitation Approaches	2019	2017	2015
Online solicitations (e.g., email)	91%	88%	89%
Peer-to-peer solicitations	67%	69%	64%
Small group meetings	56%	61%	58%
Large organization events (e.g., leadership or shareholder meeting)	48%	51%	25%
New hire communication or orientation	39%	38%	39%
Large group meetings	38%	39%	37%
PAC video	35%	33%	40%
Fundraising events (e.g., dinner, reception, auction)	34%	27%	33%
Regular staff meetings	22%	28%	29%
Phone calls	17%	18%	17%
Interoffice mail	13%	18%	19%
Mail to home address	6%	12%	13%
Mobile solicitations via text or app	1%	0%	0%
Other	3%	3%	4%

Solicitation Approaches	Most Used	Most Effective
Online solicitations (e.g., email)	91%	64%
Peer-to-peer solicitations	67%	54%
Small group meetings	56%	31%
Large organization events (e.g., leadership or shareholder meeting)	48%	20%
New hire communication or orientation	39%	5%
Large group meetings	38%	15%
PAC video	35%	6%
Fundraising events (e.g., dinner, reception, auction)	34%	18%
Regular staff meetings	22%	5%
Phone calls	17%	8%
Interoffice mail	13%	4%
Mail to home address	6%	1%
Mobile solicitations via text or app	1%	0%
Other	3%	0%
n =		143

Other responses include: Managers online tool, Online webinar for all eligibles, PAC newsletter, Set up solicitation tables at key company events.

PAC Resource Hub – pac.org/pacfacts

Facts Sheets and Resources



Communicating the Importance and Necessity of Your PAC

Preparing for Inquiries about Corporate Political Contributions

Sharing the Value of Your PAC

Super PACs vs. Connected PACs

Frequently Asked Questions and Sample Responses

Video: What is a Corporate PAC?

Key Points from the 2019 Corporate PAC Benchmarking Report

Importance of Association PACs

Importance of Corporate PACs

PAC Evaluation Framework



Developing a Comprehensive Candidate Evaluation Framework

The attempted insurrection at the U.S. Capitol on January 6, 2021, was an unprecedented event that led many companies and associations to re-examine their political contribution strategies and actions. While some business PACs ceased contributions to the 147 lawmakers who refused to certify the 2020 election results, many more have paused all contributions while they assess their giving criteria and the behavior of past recipients. In order to help organizations in their review processes, the Public Affairs Council has developed recommendations and a sample framework that can be used to manage corporate political involvement decision-making now and in the future.

A well-developed, strategic and thoughtful candidate evaluation process is critical when an organization decides to offer a political voice to employees or members and support candidates with PAC dollars. This process can help the PAC increase buy-in, improve transparency and gain trust with stakeholders including employees, shareholders, retirees, members and unions. And, when controversy strikes, a thoughtful approach lets the news media and general public know your PAC is not only compliant with laws but also responsive to stakeholder concerns.

Before each election cycle or on an as-needed basis, it's important to take time to review your decision-making processes, engage in a dialogue with those who will be involved in managing those processes, and research potential candidates. This review should include an examination of your candidate contribution criteria and a discussion of potential updates or revisions. Remember that these criteria should guide your contribution strategy but still leave room for the reality of changing priorities, events and needs. Additionally, this is a good time to communicate with employees to state your commitment to legal, ethical, strategic and transparent decision-making on political contributions.

When undergoing this review process, the Council recommends you take the following steps:

1. **Review your company's core values, beliefs and commitments.** Be sure to reread your sustainability and corporate responsibility pledges; guiding principles on workforce diversity, equity and inclusion; CEO and board statements on business values; and other documents related to your corporate purpose. Identify those statements and pledges that are sacred and

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PAC Evaluation Framework		
	Criteria	Points
Metrics	Views on issues of importance to Random Corp.	
	Banking and commerce • H.R. 123	1.5
	Consumer protections	1.5
	Environmental sustainability	1.5
	Privacy • S.B. 1200	1.5
	Tax	1.5
	Knowledge of the industry; relevant background / experience	1.5
	Previous support of industry / policy priorities; existing relationship	1.5
	Deferred Action for Childhood Arrivals (DACA)	1
	Support for increased minimum wage	1
	Total Points Earned / Total Points Possible:	7 / 12.5
Metrics	Position on a committee of jurisdiction over policy issues of importance to Random Corp.	
	House Ways and Means	
	House Energy and Commerce	
	House Appropriations	
	House Education and Workforce	
	Senate Finance	1
	Senate Health Education Labor and Pension	
	Senate Appropriations	
	Committee Chair	
	Ranking Member	
	Total Points Earned / Total Points Possible:	1 / 2
Metrics	Elected Leadership Position	
	Speaker of the House	
	House Majority Leader	
	House Majority Whip	
	Assistant Speaker	
	House Democratic Caucus Chairman	
	House Minority Leader	
	House Minority Whip	
	House Republican Conference Chairman	1
	House Republican Policy Committee Chair	
	Total Points Earned / Total Points Possible:	0 / 1

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EVALUATING THE 147 ELECTION OBJECTORS

Some organizations have already made the decision not to provide PAC support during this election cycle to the 147 Members of Congress who voted against certification of the Electoral College results. For companies and associations who have not made that determination or will reevaluate support after a specified amount of time, the Council recommends approaching this process in the following way:

1. Review and identify previous support for the 147 objectors.
2. Of those members that received past political support, determine which of them, for a variety of factors, your PAC may consider supporting again. This will help you narrow your focus from the entirety of the 147 to those individual members your organization may seriously consider supporting again. Conduct a thorough discussion and review process by the PAC board, government affairs team and other key stakeholders before any decisions are made on future support. This process may include, but should not be limited to:
 - Rigorous research on these individual members, such as reviewing public statements, social media posts, individual actions taken prior to, on and after January 6.
 - Any subsequent conversations your team has had with the member or their staff to understand their reasoning for their objecting vote and subsequent views.
 - A walk-through exercise of your criteria and/or evaluation framework for each individual member to obtain their total score.
 - Discussions that weigh the potential risk and impact with the PAC board, government affairs team and other key stakeholders before making a collective decision.
3. Regardless of the PAC's decisions, expect that future political support to any of the 147 will be heavily scrutinized externally and internally. If the PAC proceeds with supporting a member despite these risks, discuss and prepare to defend that decision. These decisions demonstrate the importance of having a clear, methodical and transparent framework for evaluating candidates.

ADDITIONAL EXAMPLES OF CONTRIBUTION CRITERIA

The following are actual examples of revisions or additions to PAC contribution criteria that have been shared by Council members in the wake of the events of January 6, 2021. This list will continue to be updated.

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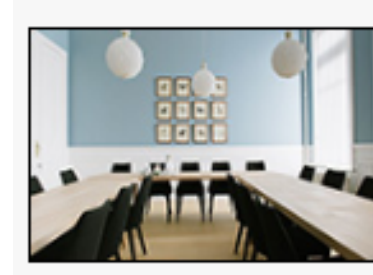
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