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Public Affairs
Council

Measuring & Communicating the Value of Your PAC

Kristin Brackemyre

About Me:



- Political Action Committees
- Campaign Finance
- Manage the relationship with Ken Gross, Skadden Arps
- Political Involvement Network
- Grassroots advocacy

Today's Agenda

- Taking measure
- Metrics
- Benchmarking efforts
- Effective messaging
- Communicating value

Taking Measure of your PAC program

Measuring and Communicating
the Value of Your PAC



Measuring Your Program

External Metrics:

- Gain resources (and allocate them)
- Increase buy-in
- Goal setting and strategic planning
- Demonstrate value and increase efficiency

Operational Metrics:

- Are you meeting your PAC/organizational goals?
- What do your stakeholders think?
- What efficiencies can you find?
- Do you have the resources to meet your goals?

Measuring Your Program

Operational Reviews:

- **Governance structure:** bylaws, boards, candidate criteria, oversight
- **Education materials:** PAC facts, dispel myths, PAC website, educational goals for your PAC not tied to your fundraising goals
- **Solicitation plans:** achievable goals, determine what works best with your culture, make it fun
- **PAC champions:** training materials, rewards and motivation
- **PAC presentations:** are you on every agenda you need to be on? Positive messages, senior management buy-in
- **Communications:** every PAC needs a communications plan!
- **Member benefits:** thank yous, recognition, special communications, incentive structures that match your goals and culture

Selecting Your Metrics



Culture



Pride



Storytelling

Metrics

- Total receipts
- Total disbursements
- Candidate success rates
- Participation rates
- Retention rates
- Split in partisan giving

*Track percentage growth, not just numbers

Metrics - Receipts

- Total receipts
- Growth in receipts over time
- Average contribution amount (and growth over time)
- Receipts compared to industry peers
- Receipts compared to administrative budget
- Internal competitions and giving percentages
- Average contributed among senior management/board, etc.

Metrics - Donors

- Total number of donors (and growth over time)
- \$5,000 “max-out” donors
- Donors at each club/incentive level
- New members (first-time vs. lapsed)
- Lapsed donors/attrition
- Retention rates
- Donors that increased their contribution/joined a higher level
- Donors by career level (students, residents, future leaders)

Metrics - Other

- **Participation rates**
 - Segments, sector, divisions, member companies, chapters, specialty
 - Senior management, retirees, shareholders, board members
- **Financial metrics:** payroll deduction, check, credit card
- **Charitable giving, PAC match participants**
- **Collection methods:** contributions via website, text-to-give, annual meeting, etc.
- **PAC Peer Ambassadors**
 - New participants
 - Meetings held, etc.

Metrics – Political Impact

- **Candidates supported and success rates**
- **Total dollars spent on winning candidates**
- **Total dollars spent compared to industry peers**
- **Bipartisanship**
- **Candidates supported in toss-up races, freshman members**
- **Impact:**
 - # fundraisers attended
 - # checks delivered in-district
 - # site visits
 - # donor contribution requests

Metrics – Engagement

- Total PAC communications sent
- Total PAC presentations or small group meetings
- Number of donor recognition opportunities
- Average time for thank yous to be delivered
- Number of people participating in PAC events, briefings, conference calls, website traffic
- GOTV activities!!!
- PAC ambassador activities

Benchmarking

- Scan of industry trends
- Gather the public data you can
- Other resources
- Don't be afraid to ask your peers
- Participate in the 2019 Public Affairs Council Benchmarking Reports!
- Strengthen your case!

Creating the right messaging and communicating value

Creating the Right Messaging

Best Practices:

- **Back to Basics:** don't assume anyone knows anything about your PAC
- **Simplify:** concise, visual messages are most effective
- **Branding:** align with your organization's brand, tone down the D.C. imagery
- **Promote inclusiveness:** communicate the importance of what you can achieve together, make it relatable to the day-to-day
- **Have fun!**

You take pride in your work.

So why should you care about Dominion Energy's involvement in the political process? **Because it's our voice, and government values our input.**

Government works in parallel/in tandem with everything we do as a company. **That's a fact.**

They set safety standards, enforce environmental protection rules, monitor the rates people pay, and a lot more.

Lawmakers help shape the way you do your job. That's why you need to have a strong partnership with government, based on common sense.

Imagine a world where your job is easier, because the rules are clear and consistent.

Imagine how much easier it could be to deliver natural gas to families' homes, to generate electricity that powers commerce, and to operate the infrastructure that guarantees America's energy independence. That's possible when our policy makers hear your voice.

The Dominion Energy PAC gives you the opportunity to tell government officials, our commitment is to deliver energy investment and innovation, and to insist that government officials set common-sense rules of the road.

When we all join together, our voices grow louder and clearer.

More than ever, we need a strong partnership with government, at all levels. **So join today, and make your voice heard.**



Contributions to Dominion Energy PAC are strictly voluntary, and employees may refuse to contribute without reprisal. Contributions to Dominion Energy PAC will only be used to support federal and state political candidates. Whenever a suggested contribution amount is provided, the suggested amount is only a suggestion. Employees are free to contribute more or less than suggested amounts, and will not benefit or be disadvantaged by the amount of any contribution or a decision not to contribute. Federal law requires Dominion Energy PAC to use its best efforts to collect and report the name, mailing address, occupation and the name of the employer of individuals whose contributions exceed \$100 in a calendar year. Contributions to Dominion Energy PAC are not tax deductible as a charitable contribution for federal income tax purposes. Individuals must be a U.S. citizen or permanent resident in order to contribute.

PACs in Action

Why Advocacy Matters

The issue: Data Breach

Theft of guests' information + Intense media coverage = High-profile Congressional hearings

The Path of Support

Bipartisan 2%
 Democratic 49% Republican 49%

TargetCitizens PAC helped create bipartisan relationships.

Government Affairs team held 487 meetings with 239 members leading up to Congressional hearings.

CFO John Mulligan testified on Capitol Hill in three Congressional hearings.

Positive Outcome

In a very challenging environment, Target was able to effectively tell its story about the data breach and allow the company to refocus on driving sales.

Educate

Ensure policymakers understand key retail issues, promoting informed decisions

Influence

Explain how Target's interests align with voters'

Support

Help pro-retail candidates to maximize the impact of our Educate and Influence efforts

We have four primary tools available:

- Government Affairs/Target Lobbyists
- Team Members
- Trade Associations
- TargetCitizens Political Action Committee

435 Members of the U.S. House of Representatives

100 Members of the U.S. Senate



By the Numbers



With one month until the Texas Legislature's bill filing deadline on March 10, THA is tracking more than **500 health care and hospital-related bills** of the nearly 3,000 bills filed.



Five bills have been filed so far this session to repeal the primary source of funding for trauma hospitals.



Thank you to those who have already contributed. HOSPAC contributions by hospital CEOs are averaging almost \$800... up from \$750 in 2016!



In one year alone, HOSPAC supported 166 state and federal candidates from Texas with a combined \$328,250 in direct contributions.



HOSPAC raised \$332,390 in personal contributions. That's a **\$10,000 increase** over 2015.



645



230



121

645 donors representing **230** hospitals and hospital systems contributed to HOSPAC—including **121** individuals who gave \$1,000 or more.



HOSPAC members themselves delivered 64 percent of state HOSPAC checks.

www.hospac.org/contribution

The decision to participate or not is completely voluntary and has absolutely no impact on job status, performance review, compensation or employment.

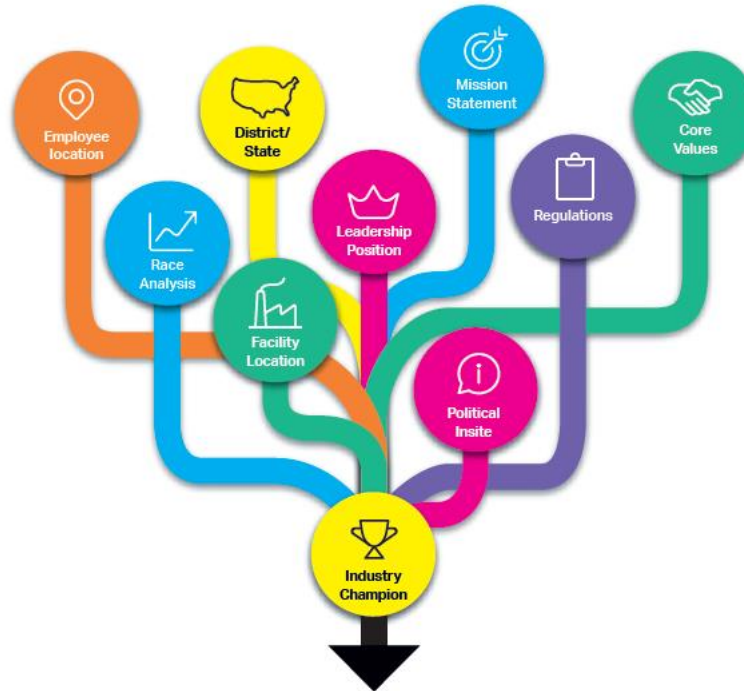
Contributions or gifts to political action committees (PACs) are not tax-deductible as charitable contributions.

State and federal law requires PACs to use their best efforts to report the name, address, occupation and employer of individuals whose contributions exceed \$200 within a calendar year.

Fifty percent of all eligible contributions will be forwarded to the THA federal PAC. The amount forwarded will count toward your federal contribution limit. You may opt-out of having your contribution directed to federal HOSPAC. Should you wish to do this, please contact HOSPAC at 512.465.1044.



CovestroPAC | Advocacy, *brightened* by you.



CovestroPAC Support

Corporate contributions are prohibited by federal law. Only eligible individuals can make contributions to CovestroPAC, and the maximum amount that an individual can contribute to a PAC is \$5,000 per year. Contributions to CovestroPAC are not deductible as charitable contributions for federal income tax purposes. Federal law requires us to use our best efforts to report the name, mailing address, occupation and name of employer of individuals whose contributions exceed \$200 in a calendar year. Contributions to CovestroPAC are for political purposes. Participation is strictly voluntary and the above guidelines are only suggestions. You may refuse to contribute without reprisal.

A POLITICAL ACTION COMMITTEE OF COVESTRO LLC | 1 COVESTRO CIRCLE, PITTSBURGH, PA 15205 | CovestroPAC@covestro.com



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supports 10.3 million
U.S. jobs.





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WWW.ACEP.ORG/NEMPAC

Measuring and Communicating
the Value of Your PAC

Aflac PAC

NO NEED TO PICK SIDES WITH AFLAC PAC

Just like other polarizing topics—who played the best Batman, pineapple on pizza and, of course, CILANTRO—politics very often pits one side against another. Especially in presidential and mid-term election years (like this one!) we hear a lot about partisan politics and the status of each race.



FORTUNATELY, SUPPORTING AFLAC PAC HAS NOTHING TO DO WITH CHOOSING SIDES. WE'RE PROUDLY BIPARTISAN, SUPPORTING OFFICIALS ON BOTH SIDES OF THE AISLE.

Why does this matter? Developing relationship with both parties is good for business—without that balance, major legislation such as tax reform (advocated by the right) and the Affordable Care Act (advocated by the left) would have had a greater effect on our business.

So, no matter where your allegiance lies, know that supporting the PAC is not like casting a vote for a candidate. Our participation in the democratic process is to promote the issues most important to Aflac.

AFLAC PAC CONTINUES TO BE YOUR VOICE IN WASHINGTON
TO PROTECT THE AFLAC PROMISE.

Aflac PAC

POLITICAL SPENDING

LET'S PUT IT IN PERSPECTIVE



You've probably heard a lot about political spending in the news or social media, especially during election cycles. At times, it may seem like money is more important than the issues. But how does political spending really stack up?



As it turns out, political spending accounts for only a small fraction of spending in this country – especially when you consider the significant role politics and government plays in our everyday lives. As a nation, we spend almost three times more on potato chips, seven times more on Valentine's Day...and 40 times more on beer!

2016 ELECTION BY THE NUMBERS

NFIB PAC ENDORSEMENTS



ENDORSED HOUSE AND SENATE CANDIDATES WON THEIR RACES



MEMBER COMMUNICATIONS

NFIB sent nearly **325,000 voter guides** to all members in 50 states.

205,500 recorded get out the vote calls were delivered to members across the nation.

National GOTV email was sent to nearly **175,000** members the day before Election Day.

NFIB hosted **8 Senate candidate** and **5 Presidential candidate TeleForums** for members.

204 #SmallBizVoter tweets garnered **29.6** million impressions for the @NFIB Twitter handle.

NFIB PAC CONTRIBUTIONS

NFIB's PAC contributed nearly **\$800,000** directly to federal candidates.

NFIB's PAC spent **\$650,000** on radio ads for Senate candidates in IN, PA, NV.

NFIB ROAD TEAM



YOUR CONTRIBUTION MATTERS



RANKED AMONG THE TOP HEALTH PROFESSIONAL POLITICAL ACTION COMMITTEES (PACs) IN WASHINGTON SINCE 2004



2015-2016 TOTAL RECEIPTS
\$1,246,807

2015-2016 TOTAL HARD DOLLARS
\$1,147,819

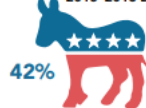
2015-2016 TOTAL DISBURSEMENTS
\$1,226,690

DISBURSEMENT ACTIVITY

CONGRESSIONAL CANDIDATES SUPPORTED

150+

2015-2016 DISBURSEMENT RATIOS



FEDERAL ACTIVITY

GENERAL ISSUES LOBBIED

- CANCER
- HEALTH IT/ DATA
- MEDICAL LIABILITY REFORM
- PHYSICIAN PAYMENT/ MACRA
- PEDIATRIC SURGERY
- RURAL HEALTH CARE
- TRAUMA
- SURGICAL WORKFORCE

PHYSICIANS SUPPORTED IN THE 114TH CONGRESS



LEADERSHIP PACs AND POLITICAL CAMPAIGN COMMITTEE CONTRIBUTIONS

27 Leadership PACs and Political Campaign Committee Contributions

16 Republican **\$** **11** Democrat



INDEPENDENT EXPENDITURES

ACSPA-SURGEONSPAC CANDIDATE SUCCESSES

Neal Dunn, MD, FACS (R-RL), Drew Ferguson, DMD (R-GA), Raja Krishnamoorthi (D-IL), Roger Marshall, MD (R-KS)

FUNDRAISERS, CANDIDATE MEETINGS, AND HEALTH CARE INDUSTRY EVENTS ATTENDED

300+

*As of December 31, 2016

THE PATH TO SUCCESS

Through the National Emergency Medicine Political Action Committee (NEMPAC), ACEP members can support the re-election campaigns of legislators who make decisions on issues that can profoundly impact our specialty and the patients we treat. NEMPAC also helps ACEP get in front of new candidates who could be potential champions of emergency medicine in Congress!

Where do your dollars go?

The Path of Your PAC Contribution

ACEP Members' Donations
100% of contributions go directly to supporting federal candidates

NEMPAC Board develops guidelines and approves budget for candidate support

Guidelines for supporting candidates include:

- Co-sponsorship of ACEP supported bills like EMTALA liability reform and solutions in the ED to combat opioid abuse, drug shortages, and relieve boarding of psychiatric patients;
- Support of ACEP's efforts to protect the Prudent Layperson Standard and fight for fair access to and reimbursement for emergency care;
- Support of funding for EM research, disaster preparedness, poison control centers, research on gun violence and injury prevention, and EMS;
- Relationships with emergency physicians back home and ACEP state chapters;
- Leadership positions and healthcare committee assignments; and
- Willingness to work in a bi-partisan manner for access to emergency care for all patients.

Candidates gain a better understanding of emergency medicine and work to support issues important to ACEP members and our patients—their constituents!

[Learn more about NEMPAC](#)

[Contact NEMPAC](#)

[Support NEMPAC today](#)

NEMPAC
National Emergency Medicine PAC

Measuring and Communicating
the Value of Your PAC

Contributions or gifts to NEMPAC are voluntary and are not tax deductible for federal income tax purposes. The amount given or refusal to donate will not benefit or disadvantage you. By law, we may only use your contribution to support federal candidates if your contribution is made using a personal credit card or personal check. We are required to provide your employer name, your occupation, and to obtain an original signature of the ACEP member if contributing by credit card. NEMPAC encourages personal contributions. All non-personal contributions to NEMPAC will be used to defray costs of educational programs for NEMPAC and other activities permissible under federal law.

CTAPAC

Total disbursements: \$577,600



HOUSE CANDIDATES SUPPORTED:



SENATE CANDIDATES SUPPORTED:



Consumer
Technology
Association™

= WINS

= LOSSES

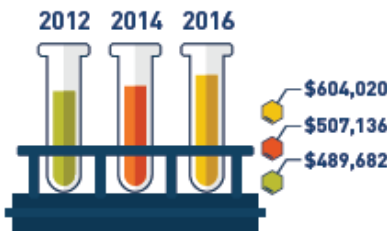
96%
OVERALL
SUCCESS

Of the 85 House candidates and 21 Senate candidates CTAPAC supported, only 5 lost their elections: two in congressional primaries and three in the general election. (Does not include outstanding races - CA 7 and CA 49.)

Candidates Who Lost: Congresswoman Renee Ellmers (R-NC) - Lost in primary, Congressman Bob Dold (R-IL) - Lost in general election, Congressman Randy Forbes (R-VA) - Lost in primary, Congressman Joe Heck (R-NV) - Lost in Nevada Senate race, Senator Kelly Ayotte (R-NH) - Lost in general election. This represents the best available data as of November 11, 2016.

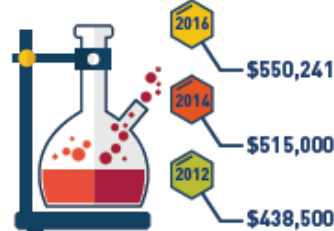
Financial Highlights

AmeriChem PAC Receipts
by Election Cycle



This chart represents the AmeriChem PAC total receipts from the 2012, 2014 and 2016 election cycles. Source: Federal Election Commission

AmeriChem PAC Disbursements
by Election Cycle



This chart represents the AmeriChem PAC total disbursements from the 2012, 2014 and 2016 election cycles. Source: Federal Election Commission

PAC Participation in 2016:

384
Contributors



ACC Eligible Board
Participation Rate in 2016:

93%

ACC Staff
Participation Rate in 2016:

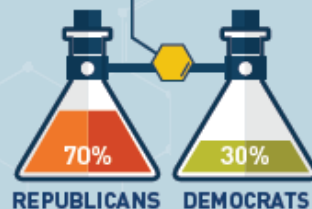
70%

Disbursement Criteria

AmeriChem PAC evaluates candidates on a bipartisan basis, based on some or all of the following criteria:

- Has an industry presence of ACC member companies in their state or district
- Demonstrates constructive approach to chemical industry issues
- Serves on the legislative leadership team
- Member of key congressional committee
- Potential for election success
- History of AmeriChem PAC support
- Other (e.g., constituent service and in-district activity)

Election Cycle
Disbursements by Party

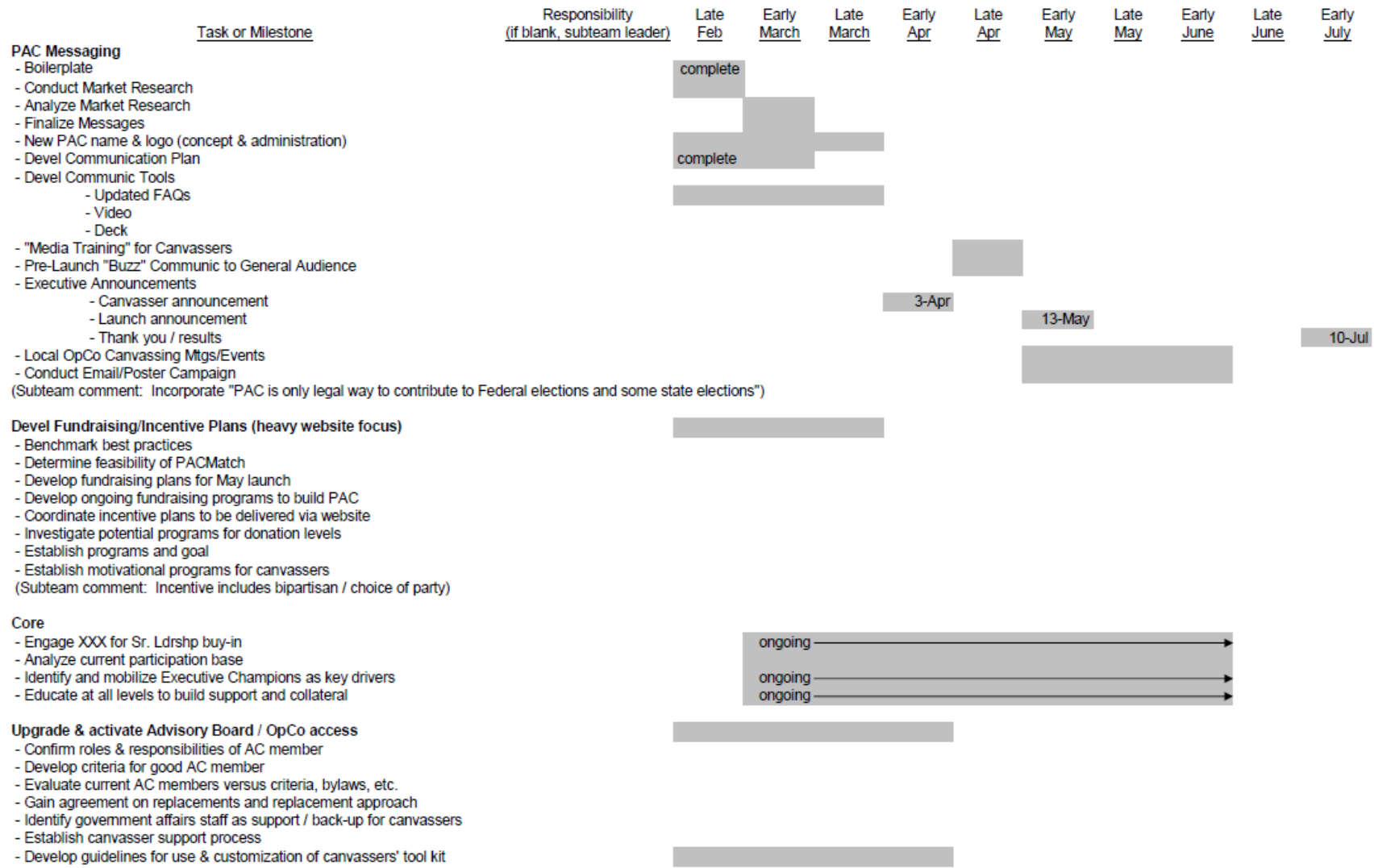


Every AmeriChem PAC contribution is reported to the Federal Election Commission (FEC), and those reports are made public on the FEC website.

Have a Communications Plan

1. Dedicated reporting to key internal/external stakeholders
2. Mimic other functions reporting mechanisms
3. Provide status reports on major campaigns and initiatives—even if no one asks!
4. Have talking points ready for leadership
5. Plan out your PAC communications and hold yourself accountable

PAC Timeline



Communicating Value in a Skeptical Environment

1. Educate and address the misinformation
2. Get a senior management champion (or a few)
2. Benchmarking, competitor/industry performance
3. Morale-boosting, inclusivity, model on organizational brand
4. Demonstrate the PAC as a business function, your only offensive tool
5. Take pride in your work and do not apologize!

Contact Information

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Public Affairs Council

MANAGE YOUR WORLD