

June 29-30, 2021



Public Affairs  
Council

**Virtual Workshop:**  
**Successful PAC Solicitations**

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# 2021 PAC Benchmarking Surveys –NOW OPEN!

- Please participate or send to a colleague
- Survey results in comprehensive benchmarking reports covering trends and best practices in PAC management, including:
  - Management and staffing
  - Governance
  - Leadership engagement
  - Fundraising and recognition strategies
  - Participation and contribution rates
  - Disbursement strategies and political involvement
- Conducted every other year following an election cycle





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**Making it personal in a virtual environment**

June 30, 2021



Public Affairs  
Council

## **Crafting an Effective Solicitations Plan**

*Successful PAC Solicitations*

Tori Ellington, Public Affairs Council



# Today's Agenda

- Solicitation and Incentive Trends & Strategies
- Goal Setting and Strategic Planning
- Targeting and Standing Out
- Q&A



# Solicitation and Incentive Trends and Strategies



# Methods of Solicitation

Trends in Solicitation Approaches	2019	2017	2015
Online solicitations (e.g., email)	90%	88%	81%
Association's annual meeting or trade show	86%	78%	83%
Peer-to-peer solicitations	83%	87%	72%
Fundraising events (e.g., dinner, reception, auction)	74%	57%	57%
Events (e.g., fly-in)	64%	59%	64%
Phone calls	49%	54%	44%
Direct mail	46%	60%	43%
Small group meetings	43%	27%	36%
Large group meetings	41%	29%	28%
PAC video	31%	21%	9%
Association dues invoice	29%	24%	27%
Association staff fundraising event	24%	27%	19%
New hire communication or orientation	19%	21%	12%
Mobile solicitations via text or app	13%	4%	2%
Regular staff meetings	6%	18%	9%
Interoffice mail	0%	3%	5%
Other	1%	0%	1%



# Benefits & Incentives

- What benefits are offered for general and incentive club membership in your association's PAC?

Benefits Offered for PAC Membership	Incentive Club Membership	General Donors
Special name recognition	85%	49%
Lapel pin	71%	46%
Special communications	53%	62%
Annual gift	51%	32%
Incentive-club-only events	48%	5%
Live events with politician, celebrity or guest speaker	39%	13%
Opportunity to attend candidate fundraiser	37%	27%
Upgraded services or special events at association annual meeting/other events	36%	10%
Ability to deliver PAC checks to candidates	34%	27%
Event with staff executive and/or board leadership	20%	11%
Virtual events with politician, celebrity or guest speaker	15%	6%
Raffles	14%	18%
Trips to Washington or state capital	5%	3%

# Incentives

- **Incentive “club” levels with tiered benefits**
- **Charitable match**
  - Organization can use corporate funds to match employees' contributions
  - Match amount is given to a charitable organization in the name of the employee
  - Most common match amounts are 1:1, .5:1 but even 2:1 is permissible
  - Employee may not receive any benefit from the charitable contribution:
    - No tax deduction or gift from the charity
- **Tangible incentives**
  - Tchotchkes or other benefits, appreciation events, exclusive information
  - Company or association funds can be used to pay for incentive items
  - 1/3 rule

# HOW MUCH CAN I CONTRIBUTE

IP-PAC welcomes contributions in any amount up to the \$5,000 legal maximum in a calendar year. Below are the suggested amounts for the IP-PAC Leadership Club.

PAY LEVEL RANGE	LEADERSHIP CLUB CONTRIBUTION AMOUNT
SLT/ Board of Directors	\$5,000 annually (\$416.66 per month)
Vice Presidents	1% of salary
PL 22-25	0.5% salary or \$100 per month
PL 20-21	\$75 per month
PL 18-19	\$60 per month
PL 14-17	\$30 per month
PL 5-13	\$20 per month

## IP-PAC MATCH OPTIONS:

- LEADERSHIP CLUB CONTRIBUTIONS MATCHED \$1-\$1
- PAC SUPPORTER CONTRIBUTIONS MATCHED \$0.50-\$1







MONDAY, MARCH 11 - FRIDAY, MARCH 29

# PAC MADNESS

WHICH SITE LOCATION HAS THE HIGHEST  
PAC MADNESS PARTICIPATION RATE?



The 2019 PAC Madness Competition has now ended. Thank you to everyone that participated in this year's challenge! It was a huge success and we could not do it without you. Your participation and support of the BAE Systems USA PAC allows us to have a stronger, louder voice on Capitol Hill.

In some Sectors, the competition was incredibly close and went back and forth several times. The winning site location from each Sector will receive a pizza lunch courtesy of the PAC. Again, thank you for your participation!

And now, here are the Top 4 site locations from each Sector:

# Goal Setting & Strategic Planning

# Goal Setting & Measuring Success

## Pro Tips:

- Assess every aspect of your PAC and your organization at large to identify realistic yet challenging goals for each campaign
- Communicate these goals to both your leadership or board as well as eligible class
- Determine the metrics by which you will measure success, productivity and engagement - these might vary between campaigns and target groups
- Do not solely focus on fundraising and receipts
- Be prepared to adjust your goals and expectations based on both internal and external factors

# Goal Setting & Measuring Success

## Education Campaigns

- Goals: Increasing awareness about the PAC and its mission
- Measuring: Send a pre and post campaign survey to measure your population's knowledge and understanding of the PAC
- Measuring: Increase in prior approvals for trade associations who require it

## Recruitment/ Solicitation Campaigns

- Goals: Percentage increase in receipts, interactions, and engagement
- Measuring: tracking receipts, first time donors, retention rates, increases in giving levels
- Measuring: key email metrics, response rates, clicks, and opens



## Action Week Goals:

- Our goals for 2018 MORPAC Action Week are:
  1. Secure 10 companies to participate
  2. Raise \$250,000 (pledged/receipts)
  3. Recruit 500 new contributors



# Planning Considerations: Restricted Class

- **Determine your restricted class (corporate and association)**
  - Decision-making, management or professional positions (exempt)
  - Salaried employees (and not directly managing hourly employees)
- **Defining your restricted class (corporate)**
  - Consult with HR department to determine if there are clear delineations, such as:
    - Pay grade or pay band
    - Certain titles and above
    - Must exclude foreign nationals
- **Trade and Professional Associations**
  - Associations with corporate members must receive prior authorization from the company before soliciting its authorized employees

# Planning Considerations: Solicitation Compliance

- **All solicitations must include disclaimers:**
  - Contributions are not tax deductible
  - Suggested amounts are only suggestions
  - No coercion
  - Decision to contribute or not will in no way impact your job
  - Only US citizens or green card holders may contribute (no foreign nationals)
  - Contributions over \$200 will be reported publicly to the FEC
- **Funding Solicitations**
  - Corporate funds may be used for solicitation activities
  - 1/3 rule applies to corporate payments for solicitation events

# PAC Planning: Strategic Decisions

- **Solicitation strategy:**
  - Entire restricted class
  - Sub-groups: senior executives, by function or facility
  - Targeted campaigns
- **Solicitation methods:**
  - Email
  - Direct mail
  - Events
  - In-person
  - Peer-to-peer
- **Contribution methods** (payroll deduction, check, credit card, text-to-give)

# Plan Ahead

- **Best Practices:**

- Create a yearly or election cycle plan (that you revisit yearly)
  - Take a yearly approach and then break it out by quarters
- Get executive or leadership buy-in
- Conduct small tasks during the off-season
  - Draft generic communications
  - Reserve conference rooms, hold event dates
  - Update thank you language, order tchotchkes, update PAC materials
- Conduct yearly check-in calls with vendors
- Set reminders
- Easier to scale up than scale down

# Campaign Prep

## Important questions

***Before you begin, ask yourself the following questions:***

- What is the goal?
  - Participation or money?
  - What is reasonable? What is the stretch?
- Who is the Target Audience?
  - Members, Non-Members, Location, Business Units, Leadership
- Timing?
- Method?
  - In-person solicitations
  - Email or web-based
  - Mailed
  - Other
- Budget?

# Campaign Prep

## Pro Tips:

- Set dates for everything, not just when communications will be sent or events will occur
- Plan for non-political communications
- Have separate calendars for the different groups in your population and different campaigns and then all dates combined in a larger master calendar
- This plan is your map – stick to it as best you can and make sure others (leadership, PAC board, etc.) are aware so you are held accountable
- Leave room between dates for unexpected circumstances
- Have a backup plan just in case



# Planning a Solicitation Campaign

## Solicitation Campaigns

- Consider including both a soft and a hard ask
- Tailor to different groups and previous levels of support
- Make it personal – use mail merges, peer advocates
- Schedule time for follow-up and personal outreach
- Be upfront about your goals – give frequent progress updates

# Strategic Planning and Goal Setting

- **Use information and data as your guiding principles**
- **Conduct a personal audit of your program (financial, operational, communications)**
- **Benchmark your PAC against industry peers, competitors, or broader PAC community**
- **Conduct a listening tour, PAC surveys or focus groups**
  - Key stakeholders internal and external
  - PAC donors (long-time and first-time)
  - Prospective donors
  - Cross-function, office location, next Gen and more
- **Set a strategic plan**
  - Put the plan on paper and report out often
  - Create a content calendar

# Creating a Comprehensive Strategic Plan

## CLIA PAC Long-Term Engagement Plan

### Goal

To broaden participation and engagement in CLIA PAC among CLIA Cruise Line Member executives, Travel Agent Members, Executive Partners (EPs) and CLIA staff resulting in:

- Increase the number of participants by 20%.
- Raise contributions by \$25,000 annually.

### Situation Overview

1. **Cruise Line Members:** CLIA PAC does not communicate directly with its eligible members because it lacks prior approval. Instead, various CLIA Cruise Line Member CEOs send a formal letter and federal issues priorities document to their executives at the beginning of each year. While Norwegian Cruise Line does provide CLIA with prior approval to solicit members, CLIA PAC handles soliciting Norwegian employees similarly to the other cruise lines without receiving any contributions.

While Royal Caribbean Cruises Ltd. has an effective peer-to-peer program, which exceeds its goal each year, the other cruise lines either do not have such an effort or struggle with garnering results.

2. **Travel Agent Members:** CLIA can solicit its travel agent members, specifically leaders, as they pay individual dues. CLIA does not currently solicit these members due to an emphasis on professional development and increased membership dues. They serve as an untapped resource for potential PAC funds even at small contribution levels. For 2017 membership, over 7,000 travel agent members opted in to be solicited by CLIA PAC. CLIA should focus on soliciting its travel agency leaders before expanding to its Individual Travel Agent Members (IAMs). Any travel agency leader who contributes a \$100 or more will be designated a "Founding Member" of the CLIA-PAC travel agent segment.
3. **Executive Partners:** Soliciting EPs represents more of a challenge than soliciting cruise line members or travel agent members as many of may have given prior approval to another association PAC (a company cannot give prior approval to more than one association PAC). For example, Marriott may have given prior approval to the American Hotel and Lodging Association and Coca-Cola may have given permission to the American Beverage Association. CLIA PAC has two solicitation options:
  - a. Identifying companies that have not given prior approval to another association PAC: This option presents challenges as EP employees are not individual members, and CLIA PAC would need prior approval from each company. Also, due to the diversity of EPs, their employees may not be fully aware of CLIA
  - b. Identifying strong EP corporate PAC to obtain PAC to PAC contributions: This method would be a more time and cost-effective means to gain contributions from EPs.
4. **CLIA Staff:** The majority of CLIA staff does not participate in CLIA PAC, and most are unaware of the PAC's role. CLIA falling short of its goal each year does not set a good example for the cruise lines who also fail to meet their goal each year. CLIA should begin soliciting its upper level staff for CLIA PAC contributions.

### Importance of Additional CLIA PAC Engagement

Expanded engagement in CLIA PAC is important for many reasons:

- Participation in CLIA PAC serves as a member benefit with special recognition and educational opportunities.
- With cruise line contributions at a stagnant level, additional sources of participation and revenue from the under-utilized travel agency leaders and EPs will help increase the size of CLIA PAC.
- CLIA PAC is far behind comparable travel and tourism PACs in terms of money raised and cash on hand.
- Increased PAC visibility is a business imperative as give a voice to the industry by providing an opportunity to educate federal policymakers about the economic and social importance of the cruise industry.
- The PAC is a key component of CLIA's overall mission to advocate, educate and promote the common interests of the cruise community.

### CLIA PAC Goals

CLIA PAC supports CLIA's government affairs practice and its mission to advocate on behalf of and educate policymakers on the cruise community in Washington, D.C. Potential harmful legislation and regulations can impact all aspects of the industry and stifle business growth across the cruise community. While CLIA PAC has no direct correlation with legislation, it serves as an opportunity to:

- Reinforce and expand CLIA's relationships on Capitol Hill to advance legislation that facilitates business growth and increased opportunities for CLIA Cruise Line Members.
- Educate policymakers on the positive contributions the cruise industry and its travel agent professionals bring to the U.S. economy, local communities and the traveling public.
- Support policy leaders who understand and support the industry's responsible business priorities and recognize our positive contributions to the economy.

### Communicating the Value of CLIA PAC

CLIA PAC should consider:

- Educating its four eligible audiences.
- Encouraging PAC Board members to distribute education information and additional solicitations to their employees throughout the year.
- Obtaining PAC to PAC contributions from EPs.
- Soliciting its travel agency leaders and CLIA staff.

When communicating directly, CLIA PAC will, on average, send 10 communications in a calendar year. Examples include an annual report and summer PAC newsletter.

With prior approval and direct solicitation, CLIA PAC should begin a new, year-round communication and education plan. Aspects would include recognition of contributions, various election updates, government affairs updates and participation at events.

- **Collateral**
  - PAC annual report including disbursements, member contributions, funds raised, issue priorities, etc.
  - Educational materials explaining what a PAC is and its value to CLIA
  - Solicitation materials
  - Political engagement recap includes CLIA's giving and impact during an election cycle

- **Donation Levels for Cruise Lines and EPs**

- Sky Deck: \$5,000
- Lido Deck: \$2,500
- Vista Deck: \$1,000
- Veranda: \$500
- Promenade: Under \$500

- **Peer-to-Peer Solicitation**

- Recruit PAC board members to engage in a formal peer-to-peer solicitation
- Recruit other eligible cruise line executives, travel agency leaders or EPs to be more engaged and encourage their business sector peers to participate

- **Recognition**

- Badges or ribbons for events
- Invitation to CLIA PAC events
- Designate PAC champions
- Personalized thank you notes

- **Webinars**

- Government Affairs updates
- Legislative Priorities updates
- Election outlook
- Post-election recap

- **Newsletters**

- Election outlook/ political updates
- Government Affairs updates
- PAC contribution and giving updates

### Defining Success

- Increase the number of participants by 20%
- Raise contributions by \$25,000 annually

# Creating a Comprehensive Strategic Plan

2018 GOAL: Raise \$185,000 by year end

## TARGETS:

- Group 1: Low-Hanging Fruit- people who gave in 2015-2016 cycle and in 2017 but not yet this year
- Group 2: NEW Prior Authorization group- those who have given prior authorization but haven't given to the PAC at all

## Overall Messaging Highlights

- ❖ Education- PAC 101
  - Touch on the basics-
    - What is a PAC?
    - How do we raise money?
    - How do you spend money?
    - Why is it important to make contributions?
    - How does our PAC differ from a Super PAC?
  - Benchmarking-
    - How does our PAC compare with those of others in our industry?
    - How does our PAC compare with those of others in our competitors?
  - Did you know? Facts about your PAC- on the website, one pager in all mailers
  - Suggested giving levels on all PAC materials to help eligible determine their appropriate contribution level

## Sample PAC Plan

### Election Cycle (2-year) Month by Month Marketing Plan

#### August

- Reconstitute PAC Board of Directors
  - Appoint chair and officers
  - Replace open PAC Board seats
    - (Chair person)
    - xx (remains on Board until end of October)
    - xx
    - xx (Vice Chair position)
- Send out communication from PAC explaining changes on Board to all PAC eligibles as well as highlighting in upcoming newsletter
- Solicit input and comment from new GPA leadership team on proposal to use GPA personnel, PAC Ambassadors, and PAC board members for PAC Eligible communications
  - Presentation to show the following points:
    - Importance of PAC
    - Challenges of reorganization
    - Challenges in upcoming elections
    - Comparison to other industry PACs and opposition groups
    - Continue with current efforts

# Creating a Comprehensive Strategic Plan

## Q1: January 1 – March 31

### Events & Meetings

- January 2020
  - Early-January: Q1 Disbursements Meeting
  - Late-January: Tom's State of American Business Address
  - January 27-28: Committee Meeting
- February 2020
  - Early-February: Small Business, Board and Committee mailers
  - Executive Level In-Person Solicitations
  - Staff PAC Education Reception
- March 2020
  - Early-March: Q2 Disbursements Meeting
  - Board and Committee Meetings
    - PAC Table



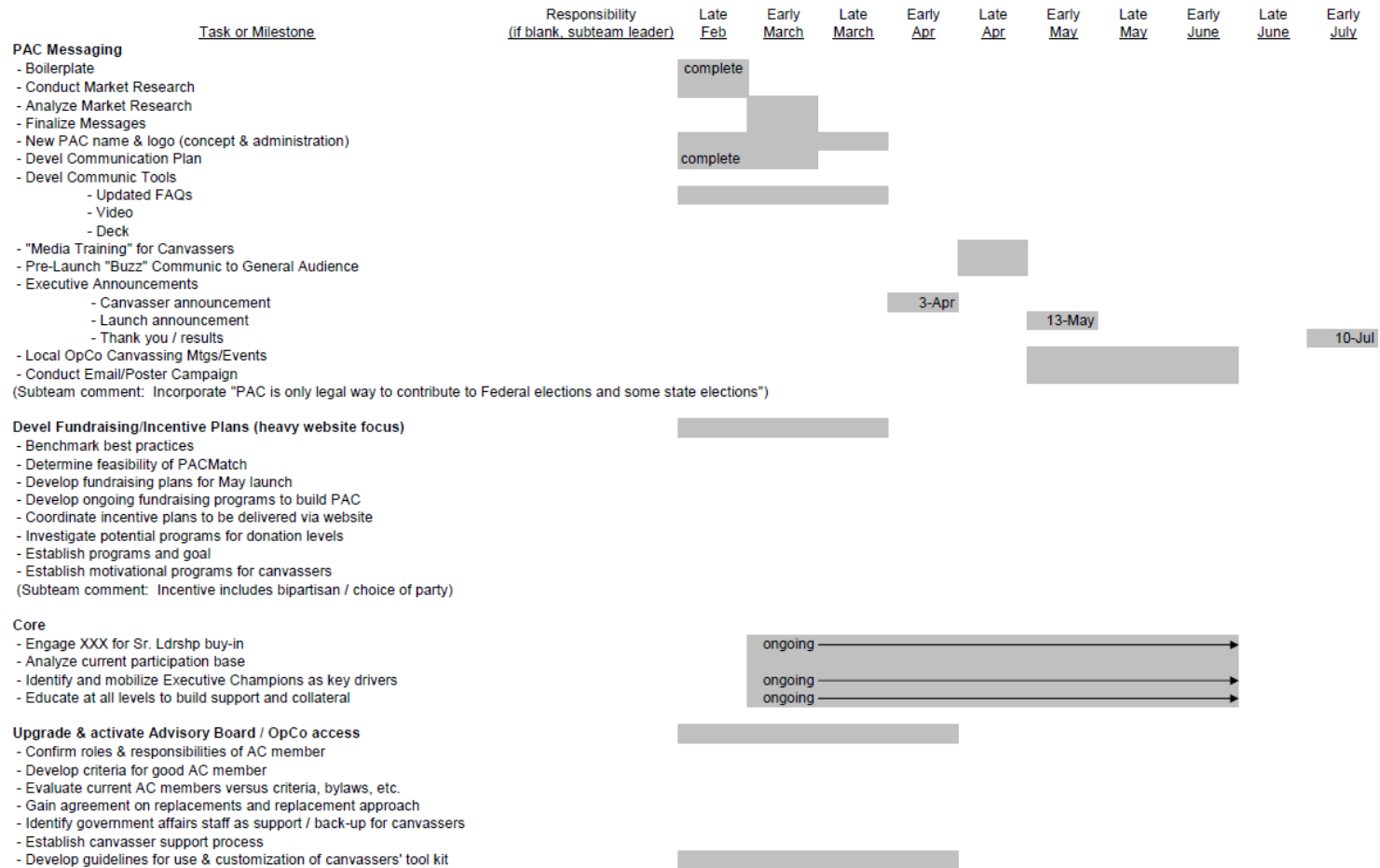
### Communications & Tasks

- January 2020
  - Share year-end report with USCC staff, Board of Directors, committee contributors
  - Staff PAC Education Reception Teasers
  - Invitation + Outlook Reminders to eligible staff for February Staff PAC Education Reception and Candidates Event
  - Meeting requests for February Executive In-Person Solicitations
  - Prep Board/Committee mailers for early-February send
- February 2020
  - Schedule Q2 Disbursements Meeting
  - Late-February: Handwritten thank you notes + CEO thank you letter
  - Prep for Board of Directors + Committee Meeting
- March 2020
  - Post Staff PAC Education Reception thank you email
  - Invite: April Candidates Meet and Greet Event
  - Finalize Q1 Report to all PAC contributors only – mid-April send



# Annual PAC Planning

PAC Timeline





# Annual PAC Planning

## XXXXPAC 2018 Communications Plan

- ❖ January 2018
  - Email to all eligible members directing them to the upgraded PAC website, which includes general information about the PAC, Board of Directors and Government Relations. Topics include: (keep it short)
    - *Introduce PAC Board Members and GR team and explain their roles.* (Picture & short bio for Board Members, how elected, term of service, GR role, etc.)
    - *Why is the PAC important to the company?* (A brief discussion of why we maintain a PAC)
  - Email updates on political landscape and potential impact of federal elections on ADMs businesses.
    - *Brief remarks, click to another link or website, an infographic, etc.*
- ❖ February 2018
  - Draft Q1 newsletter – here's what we're doing and planning
  - Email communication to all eligible "A day in the life of ADMs Government Relations team"
    - *This shows how the PAC fits in to the broader GR activities*
- ❖ March 2018
  - PAC newsletter emailed to all eligible employees – solicitation included
  - Discuss "PAC Match" with Board and secure approval (Date TBD)
    - *Discussion to include outsourcing of PAC Match*
    - *Comparison with other industry PACs*
    - *Determine level of match – provide PAC participation rate increases due to PAC Match by other industry PACs (COMPANY already has United Way match campaign – PAC Match is added incentive to join)*
  - Launch weekly email communications membership campaign to all eligible employees. Topics include:
    - *Week 1: Pre-launch email from each PAC Board Member or business lead to all eligible employees announcing the upcoming membership drive*
    - *Week 2: Why is the PAC important to the company? (A brief discussion of why we maintain a PAC)*
    - *Week 3: How does the PAC select candidates to receive contributions? (An introduction to the criteria the PAC uses to determine which candidates for elected office receive financial support from the PAC.)*
- ❖ April 2018
  - *Week 4: What are your colleagues saying about the PAC? (Quotes from leading employees in each division indicating why they believe the PAC is important and why they personally contribute to the PAC.)*
  - *Week 5: How are we doing? (An update on the PAC membership campaign and how close the PAC is to reaching our goal.)*
  - Email communication announcing employee PAC briefing - location TBD
  - "New Hire" email communication from PAC Chair sent to recently hired employees
- ❖ May 2018
  - Email communication announcing employee PAC briefing - location TBD
  - "The Political Scoop" - XXXXPAC Ice Cream Social with a Special Guest
    - *Legislative informal meeting w/a MC, state legislator, business head, industry leader, etc.*
  - Draft Q2 newsletter
- ❖ June 2018
  - Q2 PAC newsletter emailed to all eligible employees – solicitation included
  - Email communication announcing employee PAC briefing - location TBD
  - Determine PAC Gala date / location
  - Email updates on political landscape and potential impact of federal elections on COMPANY's businesses.
    - *Brief remarks, click to another link or website, an infographic, etc.*
- ❖ July 2018
  - Email communications regarding the XXXXPAC Annual Fundraiser 2018
    - *Week 1: Mark your calendar*
    - *Week 2: Mark your calendar*
    - *Week 3: Announce ticket sale date (date is flexible depending on Gala date; want to be able to sell tickets for 6 weeks)*
    - *Week 4: Announce ticket sale date*
  - Email communication announcing employee PAC briefing - location TBD
  - "New Hire" email communication from PAC Chair sent to recently hired employees
  - Email updates on political landscape and potential impact of federal elections on COMPANY's businesses.
    - *Brief remarks, click to another link or website, an infographic, etc.*
- ❖ August 2018
  - Email communication – go to the website for gala ticket information
  - Draft Q3 newsletter – include XXXXPAC Annual Fundraiser 2018 information
  - Email updates on political landscape and potential impact of federal elections on COMPANY's businesses.
    - *Brief remarks, click to another link or website, an infographic, etc.*
- ❖ September 2018
  - XXXXPAC Annual Fundraiser 2018
  - Q3 PAC newsletter emailed to all eligible employees – solicitation included
  - Email communication announcing XXXXPAC Match Campaign (want to coincide with United Way campaign)
- ❖ October 2018
  - Election focused email communication directing all PAC eligibles to the website to identify PAC supported candidates and / or an online election guide
  - Email updates on political landscape and potential impact of federal elections on COMPANY's businesses.
    - *Brief remarks, click to another link or website, an infographic, etc.*

# Prior Approval Marketing Strategies

## **Presentations to trade association corporate members**

Presentations can include a PowerPoint briefing explaining prior approval and discussing the ways that the trade association's PAC benefits corporate members.

## **Booth at trade association annual meeting and other events**

The booth could be set up strictly to obtain prior approval, or could be set up to obtain prior approval and solicit contributions from individuals who may be solicited.

## **Brochure**

The brochure could be similar to a PAC brochure, but would solicit prior approval instead of contributions.

## **Website**

# Targeting & Standing Out



# Steps for Effective Recruitment Strategies

- Audit your PAC to establish a baseline for measurement
- Understand your eligibles and educate accordingly
- Offer suggested giving levels/incentive clubs and target appropriately
- Capture low-hanging fruit (other advocates, board members, leadership)
- Leverage internal competitions
- Look for existing benefits you can repurpose for PAC incentives
- Consider new creative ways to engage
- Show your appreciation in multiple ways that fit your culture
- Thank early and often!

# Targeting

- PAC communications are not a one size fits all approach
- Segment your audience in a way that is logical to your organization
- Also place into categories based on previous engagement
- Identify and engage peer champions
- Corporate example: board, C-suite, site managers, associate level employees
- Association example: non-prior authorized, eligible class, PAC board, new members, repeat donors

# Update creative content and collateral to match campaign

## MORPAC Action Week video



**MORPAC Action Week**  
June 17-21, 2019





# What do the best PAC solicitations include?

- Why it's important for your colleagues to participate in the PAC
- Send information before the 'ask.' The sense that PACs are a team effort
- A positive outlook
- Relevant/ current references – take into account ongoing world or organizational events
- Ease-of-use
- A conversational tone
- Language that motivates
- Emphasis on involvement – use the PAC to foster a sense of community and pride



# Contact Information

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# Questions and Discussion